

Chamber Accreditation Council of Canada Application for Chamber Accreditation

Chamber of Commerce/Board of Trade name: _____
 Address: _____
 Contact for Accreditation: _____
 Title: _____
 E-Mail: _____
 Telephone: _____
 Regional Population Represented: _____
 Number of members: _____
 Annual Operating Budget: _____

| Check (✓) size of Chamber | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|-----------------------------------|-----------------------------------|--|--|
| Chamber Size | Small | Medium | Large |
| Number of chamber members: | Less than 100 members and/or | 100 to 500 members and/or | Greater than 500 members and/or |
| Total chamber revenues | Less than \$100,000 | \$100,000 to \$500,000 | Greater than \$500,000 |
| Cost* | | | |
| Initial Accreditation | \$150 | \$300 | \$400 |
| Reaccreditation | \$150 | \$150 | \$150 |
| Criteria that must be met | Only criteria that are NOT shaded | Criteria that are NOT shaded plus criteria shaded purple | Must meet all criteria on checklist (Criteria that are NOT shaded plus criteria shaded purple and green) |

The application and required documents should be forwarded to your provincial/territorial Chamber of Commerce by the 2nd Wednesday of either April or September

**Cheques should be made payable to the Chamber Accreditation Council of Canada. The cheque must be sent to the Chamber Accreditation Council of Canada, 700-177 Lombard Ave. Winnipeg MB R3B 0W, Attn: Shelley Morris*

Accreditations and reaccreditations are valid for three years plus the balance of the year during with the accreditation is approved.

Please note in this document 'chamber' represents both Chamber of Commerce and Board of Trade.

- I understand the Chamber must meet the 'Core Definitions of a Chamber of Commerce/ Board of Trade' prior to applying for accreditation as outlined below.
- Chamber documentation must clearly state the community, geographic or otherwise, served by the said chamber.
 - Must be incorporated, either provincially or federally.
 - Must have a paid membership.
 - Must keep an up-to-date membership list/database.
 - Must maintain membership in the Canadian Chamber of Commerce and applicable provincial Chamber of Commerce.
 - Must have a mission statement/vision statement/values statement.
 - Must have a clearly defined code of ethics within which the chamber operates, demonstrating that the chamber operates under the principles of competition in a free marketplace and in a fair and equitable manner.
 - Must demonstrate the existence of an official governance model that is well understood and practiced.
 - Must have bylaws that clearly outline the roles, responsibilities and accountabilities of the governing body.
 - Must have a board that holds regularly scheduled meetings, at a minimum quarterly.
 - Must hold an Annual General Meeting open to all members.
 - Must have a designated spokesperson.
 - Must have Directors' & Officers' insurance.
 - Must have, at minimum, an annual review of financial statements conducted by a qualified professional, e.g. by a chartered professional accountant (CPA)
 - Must have an annual, updated business plan for the organization.
 - Must produce an annual report or summary of activities, which includes a list of the governing body.
 - Must provide central contact information for communicating with the Chamber of Commerce.
 - Must demonstrate that the chamber adheres to pertinent privacy legislation and has a privacy officer in place to answer any questions relative to privacy issues.

Document Submission

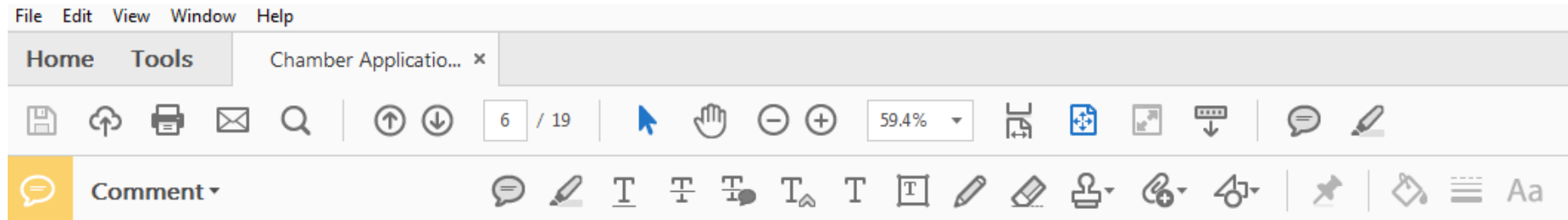
It is no longer necessary to provide a hard copy of your accreditation submission.

You may now verify your Chamber meets the accreditation requirement by attaching files to the "Application for Accreditation." Instructions for attaching documents can be found on the next page.

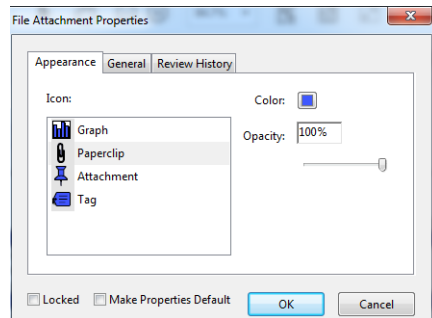
For those items where you do not have a file to attach, you can start a master accreditation document for each pillar, include the reference # from the list below and add the appropriate content. The completed file should then be attached at the top of each pillar section.

Instructions for Adding Attachments

1. Go to the menu at the top of the screen. You should see
File Edit View Window Help
Home Tools
2. Click on “Tools”
3. Click on “Comment” and the following should appear



4. Click on the paper clip icon
5. Select “Attach File” and a thumbtack will appear
6. Click next to the item in the Verification column where you will be adding the attachment
7. Find the file you want to attach and click on it and then click on “Open” and a new window will appear that looks like this:



8. Click on the “Paperclip” icon, and click the “OK” button.

A “Paperclip” will appear in the Verification column. Clicking on this icon will open the file that you have attached. If you want to unattach the file, select the icon with your cursor and hit the delete key.

Pillar 1: ORGANIZATION/GOVERNANCE

Pillar 1 Master Document (attach here) _____

| Reference Numbers | Category | Definition | Verification (attach documents in this column) | Met | Not Met | Former Reference Number |
|-------------------|------------------------------------|---|---|-----------------------|---------|-------------------------|
| Use for labeling | | | | For CACC Purpose Only | | |
| Mission | | | | | | |
| 1 | Mission statement | Mission statement should be clearly defined in documentation. (The mission may sometimes be referred to as the object or objective of the chamber). | <input type="checkbox"/> Include the mission statement. | | | P3a.1 |
| Vision | | | | | | |
| 2 | Vision statement | Vision statement reflects desired future state of the organization | <input type="checkbox"/> Include the vision statement. | | | New |
| Bylaws | | | | | | |
| 3 | Bylaws | | <input type="checkbox"/> Attach the bylaws of the organization. The following items will be verified against the bylaws document. | | | P3b |
| 3.1 | Chamber name | Name of the chamber must clearly reflect the area that is represented by the chamber. | ➤ Highlight the chamber name on bylaw document. | | | P3b.1 |
| 3.2 | Purpose | The purpose of the chamber, as identified in the bylaws, must clearly reflect the role of the chamber. | ➤ Highlight the purpose on the bylaw document. | | | P3b.2 |
| 3.3 | Membership qualifications | Must have a paid membership and membership criteria must be clearly defined in the bylaws. | ➤ Highlight membership criteria. | | | P3b.3 |
| 3.4 | Elected Board of Directors | Must have an elected board of directors with a mandated function | ➤ Highlight Board composition | | | P4.5 |
| 3.5 | Directors elections | Procedures and timing for the election of directors and officers must be clearly defined in the bylaws. | ➤ Highlight the election processes. | | | P3b.5 |
| 3.6 | Term Limits | Term limits and/or guidelines on renewal of terms for Board members must be referenced in bylaws | ➤ Highlight the reference to term renewals and limits | | | New |
| 3.7 | Officers' duties | Officers' duties must be clearly defined in the bylaws. | ➤ Highlight officers' duties. | | | P3b.7 |
| 3.8 | Directors' and Officers' Insurance | The indemnification (saved harmless clause) of officers must be clearly stated in the bylaws. | ➤ Highlight the wording in your bylaws. | | | P3b.8 |

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| 3.9 | Quorums | Required quorums for various meeting, for example, board, executive committee, committees, membership must be clearly stated. | ➤ Highlight the area which refers to quorums. | | | P3b.9 |
| 3.10 | Meeting attendance | Bylaws must address attendance/tenure issues, for example if a director or officer misses meetings, what are the stipulations for tenure? | ➤ Highlight these passages within the bylaws. | | | P3b.10 |
| 3.11 | Statement of signing authorities | Bylaws must have a statement regarding signing authorities and responsibilities regarding chamber funds. | ➤ Highlight these passages within the bylaws. | | | P3b.11 |
| 3.12 | Fiscal year | Fiscal year must be clearly delineated in the bylaws. | ➤ Highlight this section. | | | P3b.12 |
| 3.13 | Auditing/review procedure | Auditing/review procedures must be identified in the bylaws. | ➤ Highlight the procedure within your bylaws. | | | P3b.13 |
| 3.14 | Chamber dissolution | If chamber dissolution were required, procedure must be outlined in the bylaws. | ➤ Highlight dissolution clause. | | | P3b.14 |
| 3.15 | Amendments | If amendments are required to the existing bylaws, is the procedure identified in the bylaws? | ➤ Highlight amendment procedures. | | | P3b.15 |
| 3.16 | Voting methods | Voting methods must be clearly stated in bylaws. | ➤ Highlight voting procedures section. | | | P3b.16 |
| 3.17 | Vacancies | The procedure for filling vacancies on boards and/or committees must be clearly identified in the bylaws | ➤ Highlight vacancy procedure. | | | P3b.17 |
| 3.18 | Parliamentary procedure | Parliamentary procedure must be noted and followed through the bylaws application. | ➤ Highlight this notation. | | | P3b.18 |
| 3.19 | Duties | Appointments to, the duties and roles of, procedures and responsibilities for committees, task forces, councils or other decision making bodies within the chamber must be clearly explained in the bylaws. | ➤ Highlight these areas. | | | P3b.19 |
| Incorporation | | | | | | |
| 4 | Incorporation documentation | | <input type="checkbox"/> Attach a copy of the chamber's Articles of Incorporation or Charter. | | | P3c.1 |

| Officers and Directors | | | | | |
|------------------------|-----------------------------------|--|---|--|-------|
| 5.1 | Board Meetings | | <input type="checkbox"/> Include current board meeting schedule and copy of minutes from <input type="checkbox"/> three most recent board meetings | | P4.5 |
| 5.2 | Officers and Directors | | <input type="checkbox"/> One copy of each of the minutes of the three most recent executive committee meetings (if your governance model requires an executive council) Black out any confidential items. | | P3d |
| 5.3 | Board Orientation | Must hold an orientation session for the Board to provide overview of the Chamber, the governance model used and the roles and expectations as a Board member. | <input type="checkbox"/> Attach an outline showing when officer and director orientation takes place, participants, who facilitates, what is covered and the handout materials used. | | P3d.1 |
| 5.4 | Director roles & Job descriptions | The roles and descriptions must be clearly defined, current and complete. The job descriptions will be reviewed to assess whether they are focused on objectives, identify responsibilities and identify accountability. | <input type="checkbox"/> Attach the document that outlines roles & job descriptions (if not detailed in the bylaws). Should outline responsibilities and authority of the elected officers and directors. | | P3d.2 |
| 5.5 | Executive Succession Plan | | <input type="checkbox"/> Describe your chamber's succession plan. | | P4.8 |
| Strategic Plan | | | | | |
| 6 | Strategic Plan | Must have a strategic plan that sets out the course for the organization for a minimum of three years with strategic priorities identified relating to the organization's mission. | <input type="checkbox"/> Include this document . | | P5.1 |
| 6.1 | Strategic Plan Review & Updating | Must have process for strategic plan review annually and updating every three years. | <input type="checkbox"/> Describe the process for reviewing and updating the plan. | | P5.5 |

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| 6.2 | Strategic Planning process | There must be a strategic planning process with the board of directors and committees that includes a SWOT analysis . | <input type="checkbox"/> Include an agenda from the most recent planning session. <input type="checkbox"/> Describe how the directors & committees have input into the strategic planning process. | | | P5.6 |
| 6.3 | Strategic plan communication and updates | Must communicate the Plan to the membership and other stakeholders as appropriate and have regular updates to membership on the strategic plan progress (could be through newsletter, annual report and information sessions). | <input type="checkbox"/> Provide examples of strategic plan communication and updates | | | P5.9 |
| 6.4 | Survey | Must regularly survey members for input purposes on the strategic plan on a minimum yearly basis. | <input type="checkbox"/> Include the results of the most recent survey. | | | P5.12 |
| 6.5 | Post strategic plan | Must post strategic plan (or summary thereof) on the chamber Web site | <input type="checkbox"/> Include hard copy of Web site page that includes strategic plan | | | P5a.2 |
| Business Plan | | | | | | |
| 7 | Business Plan | Must have an annual business plan and be able to demonstrate that there are separate communications and marketing, advocacy, membership recruitment and retention and financial plans as subcomponents to the business plan, identifying various ways in which objectives from the business plan will be met. | <input type="checkbox"/> Include a copy of the business plan. | | | P5b |
| 7.1 | Goal setting process for business plan | Must have a formalized goal setting process/program in place to determine the business plan and its components. | <input type="checkbox"/> Describe the goal setting exercise. | | | P5b.1 |
| 7.2 | Scheduled business plan session | Must have regularly scheduled business plan-setting session(s) a minimum of once per year. | <input type="checkbox"/> Include agenda or outcome from your most recent meeting. | | | P5b.2 |
| 7.3 | Business plan review | Must have a regularly scheduled review of the business plan a minimum of two times per year. | <input type="checkbox"/> Include agendas/minutes/ outcomes from most recent meeting. | | | P5b.3 |
| 7.4 | Actioned responsibilities | Responsibilities must be clearly defined adjacent to objectives within the business plan. Responsibilities may be assigned with staff, board or committee members. | <input type="checkbox"/> Highlight responsibilities within document. | | | P5b.4 |
| Organization | | | | | | |

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| 8.1 | Organization Chart | | <input type="checkbox"/> Attach a formalized chart that clearly shows the organization's structure. <input type="checkbox"/> Indicate staff responsibility for 1. Membership sales/retention 2. Event planning 3. Policy & advocacy | | | P3e.1 |
| 8.2 | Spokesperson | | <input type="checkbox"/> Indicate designated spokesperson for Chamber | | | Separated from P4.14 |
| 8.3 | Documentation procedures | | <input type="checkbox"/> Attach a copy of the policy that outlines what is documented, how it is done, how long records are kept and how you dispose of them. | | | P3b.20 |
| Committees | | | | | | |
| 9 | Committee Mandate, Roles & Responsibilities | | <input type="checkbox"/> Attach list of committees, showing their mandates, purpose, goals, authority, accountability, procedure for reporting and how committee relates to overall Chamber mission. | | | P3e.2 |
| 9.1 | Committee Orientation | Must hold orientation for committee chairs to outline the role of committees and the chair. | <input type="checkbox"/> Attach committee orientation manual or document. This document should outline when orientation takes places; what is presented and reviewed; and what is given to attendees for future use and guidance. | | | P3e.4 |
| 9.2 | Committee Evaluation | Must conduct annual evaluation of committees and their contribution to Chamber mission | <input type="checkbox"/> Outline review process for evaluating effectiveness and continuation of committees | | | New |
| Staff/Personnel | | | | | | |
| 10 | Staff | Must have paid administrative staff. | <input type="checkbox"/> Include staff list. | | | P4.12 |
| 10.1 | Code of Conduct/Conflict of interest | Must have a code of conduct/code of ethics. | <input type="checkbox"/> Include a copy of this document. | | | P4.13 |

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| 10.2 | Personnel and procedures manual | | <input type="checkbox"/> Attach the chamber's personnel and procedures manual. | | | P3g |
| 10.3 | Vacation Schedule | Clearly identified vacation schedule | ➤ Highlight vacation schedule in personnel and procedures manual. | | | P3g.5 |
| 10.4 | Policy for legal holidays | Documentation that indicates what the statutory holidays are and what the pay schedule for those holidays are | ➤ Highlight the pay schedule in personnel and procedures manual. | | | P3g.6 |
| 10.5 | Sick leave Policy | Documents must indicate the chamber's sick leave policy | ➤ Highlight the sick leave policy in personnel and procedures manual. | | | P3g.7 |
| 10.6 | Disciplinary Action /Termination | Documentation that indicates procedures followed by Chamber in taking disciplinary action and termination of an employee | ➤ Highlight the policies in personnel and procedures manual for disciplinary action/termination | | | NEW |
| 10.7 | Automobile: mileage reimbursement/ allowance/ furnished | Travel policy for all staff when traveling on chamber business is required | ➤ Please highlight in personnel and procedures manual. | | | P3g.8 NEW for small |
| 10.8 | Employee Benefits | All employee benefits must be fully explained in the personnel and procedures manual. | ➤ Highlight employee benefits in personnel and procedures manual. | | | P3g.9 NEW for small |
| 10.9 | Job description and evaluation forms | | <input type="checkbox"/> Attach job descriptions for management and non-management staff positions which indicate that staff has clearly defined roles and responsibilities. | | | P3g.1 NEW for small |

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| 10.10 | Performance & Salary Reviews | | <input type="checkbox"/> Attach evaluations forms for management and non-management positions and indicate that staff performance and salary reviews are performed by attaching documentation for such a process. <input type="checkbox"/> Indicate when and how Board conducts annual performance and salary review of CEO | | | P3g.2 |
| 10.11 | Staff Meetings | Senior executives must hold regular staff meetings with all staff at least monthly. | <input type="checkbox"/> Attach an agenda from such a staff meeting | | | P3g.3 |
| 10.12 | Professional Development | Does the chamber have a policy of professional development for the chamber staff? | <input type="checkbox"/> Attach training plan or line item in budget. | | | P3g.4 |
| 10.13 | Chain of authority | Must have a defined chain of authority including all officials and staff. | <input type="checkbox"/> Include document that illustrates this. | | | P4.14 |
| Finance | | | | | | |
| 11.1 | Finance | Indicate that the chamber's reports include monthly and year-to-date expenses and current balance sheet. | <input type="checkbox"/> Attach a copy of the current budget and copies of the chamber's three most recent financial reports or ensure that you include a copy of the minutes with the adoption of financial reports. | | | P3f |
| 11.2 | Financial transactions are detailed in procedures manual | The procedures for financial transactions must be spelled out in the procedures manual, including such things as dues collection, delinquent dues, restricted funds, CEO authority, signing authority | <input type="checkbox"/> Include copy of section of procedures manual that covers procedures for financial transactions | | | P3f.1 |
| 11.3 | Financial reports | | <input type="checkbox"/> Attach a copy of your chamber's financial statements (audit/review) for the last two years. | | | P3f.2 |
| 11.4 | Investments | Must have an investment policy and mechanism. | <input type="checkbox"/> Include a description. | | | P4.16 |
| Technology | | | | | | |

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| 12.1 | Membership Database | Must have system to track membership information, participation and dues (e.g Excel database to CRM systems) | <input type="checkbox"/> Indicate what means the Chamber uses to track membership information | | | New |
| 12.2 | Data back-up | Must have system and procedures in place to regularly back up data and offsite/cloud storage | <input type="checkbox"/> Indicate means and procedures used for data back up and frequency of back up | | | New |
| 12.3 | Data protection & privacy | Policies developed and communicated regarding protection and privacy of membership data (in keeping with pertinent privacy legislation) Appointment of privacy officer to answer questions related to privacy issues Use of up to date anti-virus software | <input type="checkbox"/> Include copy of policy and/or outline data protection & privacy practices <input type="checkbox"/> Identify who on staff is the appointed privacy officer <input type="checkbox"/> Indicate anti-virus software used | | | New |
| 12.4 | Technology plan | The Chamber Technology plan includes matters such as goals for hardware/software, technology budget, technology replacement plan, assignment for network administration and troubleshooting, staff training, | <input type="checkbox"/> Attach a copy of your chamber's technology plan | | | New |

Pillar 2: POLICY & ADVOCACY

Pillar 2 Master Document (attach here) _____

| Reference Numbers | Category | Definition | Checklist for Binder | Met | Not Met | Former Reference Number |
|---------------------------|--|--|---|-----------------------|---------|-------------------------|
| Use for labeling | | | | For CACC Purpose Only | | |
| Policy Development | | | | | | |
| 13.1 | Policy Positions Manual | Must maintain policies manual. For example a stated record of what policies the chamber is working on and where they stand on these issues. | <input type="checkbox"/> If your chamber’s manual is multi-paged, submit an example from your manual. | | | P4.10 |
| 13.2 | Policy Issues | Must be able to demonstrate policy development activities are undertaken in response to membership concerns e.g. through annual member survey or other means | <input type="checkbox"/> Documentation of tools used for identifying member concerns, e.g. survey, roundtables, committees. | | | P1.1 |
| 13.3 | Policy Process | Must have a clear defined process for the development and of policy positions/resolutions and this process must be published. Positions on policy issues must be approved by the Board of Directors | <input type="checkbox"/> Documentation of policy development process. | | | P1.2 |
| 13.4 | Local Issues | Must monitor local government to ensure awareness of emerging local issues. | <input type="checkbox"/> Document describing what process chamber has in place for media monitoring of issues. | | | P1.3 |
| 13.5 | Rapid policy response | Must have a “fast track” approval process for fast breaking policy issues that require immediate chamber response; the “fast track” approval must be subsequently confirmed by the board of directors. | <input type="checkbox"/> Include the chamber’s rapid policy response. | | | P1.6 |
| 13.6 | Provincial/Territorial & National Policy Debates | Must demonstrate coordination of policy positions with provincial/territorial chamber and the Canadian Chamber of Commerce | <input type="checkbox"/> Describe your process or provide example of coordination on provincial/territorial and national policy issues. | | | P1.9 |
| 13.7 | Public Policy Forum | Must convene at least one forum annually which focuses on public policy; this could be an all candidates, post budget or an economic forum. | <input type="checkbox"/> Include promotional items from your most recent policy event. For example, how did you get your members to attend? | | | P1a.1 |

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| 13.8 | Policy Presentations | Must prepare written submissions or make presentations at hearings for at least one municipal, provincial/territorial or national consultation process annually. | <input type="checkbox"/> Include one of your most recent briefings. | | | P1a.2 |
| 13.9 | Policy Resolutions | Must generate, at least once every two years, a minimum of one original policy resolution for debate at the provincial or regional or national chamber convention. This may be done in cooperation with another chamber. | <input type="checkbox"/> Include a copy of the most recent resolution that your chamber has submitted or been involved with for the provincial/territorial and/or national policy form. | | | P1a.3 |
| 13.10 | Policy Development | Must be able to demonstrate ongoing policy development activity at local/regional, including government boards, provincial/territorial and national levels that respond to member concerns. | <input type="checkbox"/> Include policy committee's mandate and/or minutes. <input type="checkbox"/> Attach a copy of your most recent board minutes that include policy/advocacy/recommendations. | | | P1a.4 |
| Advocacy | | | | | | |
| 14.1 | Contact Database | Must maintain a list of all locally elected officials and their coordinates including mayor, councilors, school board trustees, MPP/MLA/MNA/MP. | <input type="checkbox"/> List of contacts and coordinates. | | | P1b.1 |
| 14.2 | Media Database | Must maintain a list of all local and area media outlets, business reporters and coordinates. | <input type="checkbox"/> List of media contacts and coordinates. | | | P1b.2 |
| 14.3 | Advocacy Work | Must maintain a menu of advocacy tactics including: letters to decision makers, meetings with key decision makers, letter writing campaign, petition, media conference, community meeting, letter to the editor, op-ed articles, radio phone-in show, stakeholder alliance etc. | <input type="checkbox"/> Describe the ways in which your chamber may approach an advocacy issue. <input type="checkbox"/> Include an example of at least one of your recent efforts to this regard. | | | P1b.3 |
| 14.4 | Local officials and media | Must be able to demonstrate working relationships with locally elected officials and media representatives, including meeting with mayor/reeve and key members of local council at least once per year. | <input type="checkbox"/> Include any recent correspondence or evidence of meetings held. | | | P1b.4 |

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| 14.5 | Advocacy communications | Positions approved by the board of directors must be communicated to the appropriate political decision makers, the membership (newsletter, Web site) and the media (media release); documentation must be maintained to verify communication. For example meeting minutes or notes, letters. | <input type="checkbox"/> Recent communications with members regarding policy work. <input type="checkbox"/> Recent communication with political decision makers re: policy work | | | P1b.6 |
| 14.6 | Media Awareness | Monitor media mentions regarding advocacy efforts. | <input type="checkbox"/> Include copies of recent media monitoring efforts. For example news clippings. | | | P1b.8 |
| 14.7 | Provincial/territorial and/or national conventions | <p>Must attend and actively participate in either the provincial/territorial or national chamber convention.</p> <p>*If not sending a delegate to the provincial/territorial or national convention must assign proxy.</p> | <input type="checkbox"/> Include proof of your participation. For example registration, voting card form. <input type="checkbox"/> *Include a copy of AGM voting assignment or your proxy form. | | | P1b.9 |
| 14.8 | Elections | Must be able to demonstrate active engagement in advancing the business agenda during local/regional, provincial/territorial and federal election campaigns through, for example, candidates' forums, candidates' questionnaires, letters to the editor, op-ed articles. | <input type="checkbox"/> Describe what you do during these political events and include one piece that supports your description. For example newsletter, report card. | | | P1b.10 |
| 14.9 | Action calls | Must respond to "action calls" and "action alerts" from provincial/territorial and national chamber's advocacy initiatives; in cases where the local chamber's policy is different from that of the provincial/territorial or national chamber, the response may be simply communication with the senior level chamber noting the difference. | <input type="checkbox"/> Describe your response method to action calls/alerts from the chambers mentioned. | | | P1b.11 |
| 14.10 | Political representative meetings | Must meet with MPP/MLA/MNA and MP at least once per year to review issues of concern to the membership and there must be evidence of regular and ongoing communication. | <input type="checkbox"/> Include description of last meeting and resulting correspondence. | | | P1b.12 |
| 14.11 | Advocacy communications plan | Must develop and implement an advocacy/communications plan for each position adopted by the board of directors; the advocacy/communications plan must set goals and the effectiveness of the plan and its implementation must be measured. | <input type="checkbox"/> Include your plan for policy work. | | | P1b.13 |

| Community Leadership | | | | | |
|----------------------|----------------------|---|---|--|------------|
| 15 | Community leadership | Must be able to demonstrate leadership/involvement in initiatives that promote community prosperity and quality of life (e.g. education & training, community promotion, economic development, community partnerships, community consultations) | <input type="checkbox"/> Include evidence of your role in community leadership (e.g. media announcements, event promotion, meeting minutes, pertinent correspondence) | | New |

Pillar 3: MEMBERSHIP PROGRAMS/SERVICES

Pillar 3 Master Document (attach here) _____

| Reference Numbers | Category | Definition | Checklist for Binder | Met | Not Met | Former Reference Number |
|----------------------------------|-------------------------------|--|---|-----------------------|---------|-------------------------|
| Use for labeling | | | | For CACC Purpose Only | | |
| Membership Communications | | | | | | |
| 16 | Communications Strategy | Produce an annual communications and marketing plan outlining goals, target audiences and methods e.g print vehicles, electronic, media, social media, advertising, website | <input type="checkbox"/> Include copy of communications plan | | | New |
| 16.1 | Member Communications | Must have a regularly scheduled newsletter or other communication vehicle with members – could be electronic or hard copy | <input type="checkbox"/> Include a copy of your two most recent member communication pieces. | | | P2a.1 |
| 16.2 | Annual report/ year in review | Must have a <i>Year in Review</i> type or annual report. | <input type="checkbox"/> Include a copy of this document. | | | P2a.2 |
| 16.3 | Web site | Must have a Web site that cites current chamber contact information and membership sales and services information. Also must have chamber event information and issues information. | <input type="checkbox"/> Include copy of the front page of your chamber’s Web site and url. | | | P2a.3 |
| 16.4 | Membership directory | Must produce a membership directory that is updated at least annually. | <input type="checkbox"/> Include membership directory can be hard copy, electronic version or other. | | | P2a.4 |
| 16.5 | “The voice of business” | Must be able to demonstrate that Chamber is “the voice of business” in the given community (could be demonstrated through the use of a tagline on publications, media coverage, correspondence, etc.). | <input type="checkbox"/> Include chamber materials that include tagline “the voice of business”. | | | P2d.1 |
| Events | | | | | | |
| 17.1 | Networking | Must stage multiple networking events for members and potential members through the year. | <input type="checkbox"/> Include promotional pieces from events, could be invitation, newsletter item, etc. | | | P2b.1 |

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| 17.2 | Business Recognition event | Must stage a business recognition event, could be an awards evening, a customer service recognition program, some type of program that builds the profile of businesses within the community. | <input type="checkbox"/> Include invitation to this event. | | | P2b.2 |
| 17.3 | Annual Meeting | Must hold an annual meeting of members. | <input type="checkbox"/> Include meeting notification. | | | P2b.3 |
| 17.4 | Member learning opportunities | Chambers must stage learning opportunity events for members; these could be business or economic keynote speaker events; professional development or business development. | <input type="checkbox"/> Include promotional materials used for these activities. | | | P2b.5 |
| Benefits Programs | | | | | | |
| 18.1 | Member benefits | Must be able to define the benefits of chamber membership to members and potential members and have membership sales material to solicit members – either through hard copy documentation, web site, or other - which includes local, provincial/territorial and national affinity and benefit programs | <input type="checkbox"/> Include benefits sheet and sales kit materials | | | P2c.1 |
| 18.2 | Membership benefits review | Must be able to demonstrate that a regular review of benefits and services offered by the chamber occurs to ensure that the chamber is offering products that are valuable to their members. | <input type="checkbox"/> Describe the process for reviewing the membership benefits. | | | P2c.5 |
| Services | | | | | | |
| 19.1 | Referral Services | Must be able to respond in a professional manner to enquiries regarding the general business community of the region. | <input type="checkbox"/> Describe how business enquiries would be handled within the chamber. | | | P2d.2 |
| 19.2 | Mentorship program | Must be able to assist members in business mentoring, either through events geared to professional development or other events. | <input type="checkbox"/> Describe mentoring program at work in your chamber. | | | P2d.3 |