

CANDO COMMITTEES

1.0 CANDO Committee Structure

1.1 Definition of Committees

- CANDO employs two types of committees to assist the Board with the affairs of the corporation. These are:
 - **Standing Committees** – committees whose business and activities are on going
 - **Ad Hoc Committees** – committees whose business and activities are temporary in nature or are for a specific cause, project and period of time.
- CANDO currently has four Standing Committees, which are:
 - **Executive Committee**
 - **Education Committee** (and related sub-committees)
 - **Conference Committee**
 - **International Committee**
- Effective September 2001, CANDO is creating three new Standing Committees:
 - **Election Committee**
 - **Membership Committee**
 - **Audit Committee**

The purpose of any committee is to assist the Board with implementing the business plan, general activities, projects or new initiatives.

Election Committee(s)

- CANDO will create an Election Committee(s)
- The composition of that Committee will be three individuals, one who shall be the Executive Director or a designate, and two full CANDO members, one of whom must be a full member at large from that respective province/territory
- The term of the Committee is such that the Executive Director is permanent and the other two members will be appointed by the Board for the purpose of the respective election
- The purpose of the Election Committee(s) is to encourage suitable candidates from that province or territory, who hold values consistent with CANDO, are engaged in community economic development, are eligible for CANDO full membership and are prepared to commit the

necessary time and effort for the three year term, to seek election in that province to the CANDO Board

- The committee will develop a list of potential candidates, ensure their consistency with the above point, and make contact with those individuals encouraging them to seek election
- The Committee will be responsible for the implementation and management of the election process pursuant to the CANDO election procedure
- The Committee will have the authority, subject to appeal, to declare the election legitimate
- The Committee will report its activities and decisions to the Board and membership of that province or territory no later than six weeks prior to the election date, either at a meeting of the Board or through a written report and will provide a report within six weeks following any election
- The Committee's report will be presented as a collective report
- The appeal process from any election will be forwarded to the Election Committee for review and recommendations
- The Election Committee will provide its report and recommendations to the Board for final decision

Membership Committee

- The Board will create a Membership Committee
- The Membership Committee shall consist of three individuals of whom at least one shall be a member of the Board

The Committee's mandate will be to:

- Design and recommend to the Board, strategies aimed to maintain and increase CANDO membership
 - Resolve conflicts respecting membership
 - Recommend fee schedules
 - Determine the legitimacy of requests for removal of members pursuant to CANDO's by-laws
- The Committee will review the membership categories and definitions at least once every two years.
 - The Committee can also be called upon to assist with membership aspects
 - The Committee will provide the Board with a report once yearly which will outline:
 - Membership increase/decrease
 - Efforts made at recruitment
 - Membership revenue
 - Any significant conflict and resolution
 - Plans for the following year

- The Committee will meet through conference calling
- The Board, following the Committee's yearly report, will review membership to the Committee
- The CANDO office will provide administrative assistance

Audit Committee

- The Audit Committee will have at least three members but not more than five members
- Unless otherwise designated by Board resolution, the Executive Committee members will constitute the core of the Audit Committee
- The Secretary/Treasurer will act as Chair of the Audit Committee
- The Audit Committee will meet on an as need basis and by conference call unless otherwise convenient
- Quorum for the Audit Committee is two
- The term of the Audit Committee will be ongoing unless determined otherwise by Board resolution
- Specific duties of the Audit Committee include but are not limited to:
 - Overseeing the development of budgets
 - Recommendations and presentation of budgets to the Board
 - Reviewing and presentation of financial statements
 - Monitoring budgets
 - Reviewing and recommending necessary amendments to financial policies
 - Transparent and timely financial reporting to the Board
 - Assisting with providing recommendations on the selection of auditors

1.2 Authority to Create Committee

- The CANDO Board has authority to create committees
- The CANDO Board has authority to appoint members to committees
- While the Board has the ability to delegate power, in the creation of committees, the Board should only employ this delegation of power in exceptional circumstances

1.3 Committee Criteria

- Criteria, which the Board must consider for creation of a committee, include but are not limited to:
 - In the context of the project, initiative or activity, is a committee absolutely necessary?
 - Is there a clear and productive purpose?
 - Are the committee and the corresponding activities consistent with the vision, goals and objectives of CANDO?

- Is the committee and corresponding activity related to CANDO's goals and objectives?
 - What type of committee is best suited to the project, initiative or activity – Standing or Ad Hoc?
 - Consistent with the budgets, the number of members must be considered
 - Given the nature of the project, initiative or activity, consideration should be given to seeking members best suited for this work
 - Due consideration should be given to the leadership of the committee in the form of a Chairperson(s)
- Prior to the creation of a committee and following deliberation of criteria for the formation of a committee, a business plan and or terms of reference and corresponding budget must be presented and discussed by the Board respecting the committee and its proposed activities
 - The business plan/terms of reference must include the following:
 - Purpose of the committee
 - Mandate of the committee
 - Goals and objectives
 - Specific list of activities corresponding to the goals and objectives
 - Time frame of planned activities
 - Reporting mechanism
 - Comprehensive budget
 - Revenue source(s)
 - Expenditure policy

1.4 Selection Process

- The Board will select and appoint membership to the committee
- Membership should be confined to the stated activities and budget
- The Committee will appoint a Chairperson(s) from amongst its membership
- Reporting mechanism and expenditure policy will be clearly stated
- Standing Committees must have at least one Board member and two full CANDO members

1.5 Mandate

- A committee's mandate is by policy
- Committees must have business plan/terms of reference
- Committees serve at the pleasure of the Board
- The CANDO Board must approve both the business plan and corresponding budget
- Committees are not decision making bodies
- Committees carry out work on projects and initiatives and make recommendations to the Board

- Committees will not carry on activities outside the business plan/terms of reference without explicit resolution or amendment to the business plan/terms of reference from the Board
- Committee Chairs will preside over meetings of the committee and will liaise with the CANDO office
- The CANDO office will assist committees in their work in an administrative capacity and in the context of the business plan/terms of reference only
- Committee Chairs report to the Board and are accountable to the Board
- At the Committee's discretion or through the mandate prescribed in the business plan/terms of reference, reporting can be done by a Board member who has been appointed to that committee
- Reporting must be regular, once every one to two months for Ad Hoc Committees and at least three times per year for Standing Committees
- Reporting can be either verbal or written, but must be in written form, at least every two months for Ad Hoc Committees and twice per year for Standing Committees
- Quorum requirements for Committee meetings will depend on their composition
- The Board will review Standing Committees at least once per year consider and decide on the following:
 - Review of performance in the context of the business plan/terms of reference
 - Review of the corresponding budgets
 - Review membership to the committee

Committee members must adhere to CANDO's Code of Conduct, Ethics Policy and Conflict of Interest Guidelines.