

THE CANADIAN CHAMBER OF COMMERCE
LA CHAMBRE DE COMMERCE DU CANADA



The Voice of Canadian Business™
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Le porte-parole des entreprises canadiennes™

A GUIDE TO PREPARING A RESOLUTION

February 2017



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5 STEPS TO PREPARING A RESOLUTION

STEP 1 - DEFINE THE ISSUE

What is the business problem or opportunity that needs to be addressed and what federal government action is required/desired?

STEP 2 - MEET THE FOUR CRITERIA

As the *Voice of Canadian Business*[™], the Canadian Chamber of Commerce represents businesses of all sizes from all sectors and regions of Canada. Guided by our policy resolutions, the Canadian Chamber is a strong advocate for – and works to unite and serve – the best interests of the business community and all Canadians .

All resolutions must meet the following criteria:

1. The resolution deals with an issue relevant to Canadian business that is within federal jurisdiction and is of national significance.
2. The issue is current, timely and requires action.
3. The resolution is complete, detailed and supported by factual information.
4. The resolution does not align one sector, industry or region of Canada against another.

STEP 3 - FORMAT YOUR RESOLUTION

Your resolutions must contain the following:

- an **issue statement**,
- **background** on the issue and
- **recommendations** targeted at the federal government that will work towards a solution for business.

RESOLUTION TITLE [BOOK ANTIQUA, 12, BOLD, ALL CAPS]

Issue

Outline the issue and why the federal government needs to address it. [Book Antiqua, 10]

Background

Give reasons why this is a pressing, national issue, and explain why it is important to business and/or the Canadian economy. Provide facts/data to support the case being made on this issue. [Book Antiqua, 10]

Recommendations

That the federal government:

1. **Numbered bullets**[Select “RESO Numbering” in Styles section on Toolbar above]
 - o **Sub-bullet** [Select “RESO Sub Bullet 1” in Styles section]
 - [Select “RESO Sub Bullet 2” in Styles section]

SUBMITTED BY THE XXX CHAMBER OF COMMERCE [BOOK ANTIQUA, 10, BOLD, ALL CAPS]

Co-sponsored by the XXX Chamber of Commerce [Book Antiqua, 10, Bold]



If you have a co-sponsor, you can add their chamber name here.

STEP 4 - REVIEW CONTENT

Review the resolution checklist, contained on the following pages, to ensure that your resolution has all the needed elements to ensure an informed debate at the annual meeting.

STEP 5 - SUBMIT ON TIME

Send your resolution by email to Brigid Meldrum at bmeldrum@chamber.ca by the deadline of **June 2, 2017**.

RESOLUTION CHECKLIST

What follows is a series of questions which can guide you through the process of defining your resolution. By answering these questions, you should have a quality resolution which will provide an informed debate at the annual meeting and a strong policy position for the Canadian Chamber.

1 - WHAT IS THE ISSUE?

- It is important that you carefully define what the problem and/or opportunity is and what the federal government should do about it.
- What are the key concerns, problems or challenges that this issue/opportunity brings to the business community?
- Define a possible solution (be as specific as possible).

HELPFUL HINTS:

The more specific that you can be, the more likely it is that you can provide a workable solution to the federal government. Also, a specific recommendation is more likely to get a specific answer.

EXAMPLE: Instead of: "Taxes are too high and should be lowered," be specific: "The corporate income tax rate is too high and should be lowered by 2 percentage points by 2018."



2 - IS THIS ISSUE A NATIONAL ONE?

DOES IT AFFECT BUSINESSES IN MORE THAN ONE REGION OF CANADA?

- The resolution deals with an issue relevant to Canadian business that is within federal jurisdiction and is of national significance.
- Does the issue affect all businesses or is it specific to a particular segment of the business community?
- Background information should be broadly-based. Information from various regions can help to indicate the issue's national relevance. Anything primarily focused on one area must clearly demonstrate why the resolution is so nationally important that an exception should be made.

HELPFUL HINTS:

If the resolution was previously passed at provincial/territorial or regional annual meetings, revisions may be required before submitting to the Canadian Chamber to give it a more national focus. Provide national statistics and/or more than one provincial/territorial example, and eliminate recommendations targeted at provincial/territorial/regional governments.

Remember that the three territories are part of Canada and that any references to provinces should include the territories (as appropriate).

If the issue is specifically targeted, it might be useful to include information as to why the business community at large would want to see the requested action taken.

3 - IS THE ISSUE CURRENT AND TIMELY?

- The issue should be timely and one which the federal government should take action on now or within a specified timeframe.
- The background should include information and statistics that are the most recently available. This includes renewals of resolutions passed at previous annual meetings.
- If this is a renewal from a previously submitted resolution, is the issue still important? Are there new facts that can help advance it from its previous version?

HELPFUL HINTS:

Ensure that any references to proposed legislation include the name of the bill and the bill number. This will help clarify the resolution in the future once the bill is passed or defeated. This is extremely helpful as bill numbers change with each session of Parliament.

4 - IS THIS A FEDERAL ISSUE?

- The issue should be under federal jurisdiction, not provincial/territorial or municipal.
- Each of the recommendations must be specific, clearly actionable and directed at the federal government.

HELPFUL HINTS:

There may be issues that are national but not federal – examples might be the issue of interprovincial trade barriers or the harmonization of environmental regulations. In these cases, it is very important to explain why an issue should be dealt with by the Canadian Chamber, especially if there is little or no federal involvement in the area. Generally speaking, Canadian Chamber resolutions should not discuss issues or make recommendations that do not involve the federal government.

For areas of shared jurisdiction between the provincial/territorial and federal governments, focus on what the federal government should do, or how the federal government could work with the provinces and territories to accomplish the objective. In these cases, it must be clear that there is a role for the federal government to play.

EXAMPLE: “That the federal government work cooperatively with the provinces and territories to establish a consistent air quality standard across Canada.”

5 - DOES THE RESOLUTION MAKE THE CASE IN A CONCISE AND FACTUAL WAY?

- Consider whether someone who is not an expert on this issue could make a decision on the recommendations based on the information included in the background.
- The background should be concise but still provide enough information to build the case for the recommendations and explain what benefits will be achieved by their implementation.

HELPFUL HINTS:

While there is no firm limit on the size of resolutions, if your resolution is longer than a page, you may be including **too much information**.



6 - DOES THIS RESOLUTION CONFLICT WITH OR DUPLICATE EXISTING CANADIAN CHAMBER POLICY?

- Have you checked to ensure your issue is not the same, or substantially the same, as an existing resolution?
- If you see that approval of your resolution would be contrary to existing Canadian Chamber policy, include a note at the bottom as to which policy (*and specific recommendations, if applicable*) it would supercede.

It would be useful to include, either in the background or in the note at the bottom, an explanation as to why this change in policy direction should be made.

HELPFUL HINTS:

Bear in mind, resolutions are to benefit the widest scope of the business community and should not align one sector, industry or region of Canada against another.



7 - HOW MUCH WILL IMPLEMENTING THIS RESOLUTION COST?

- If what is being recommended will increase government expenditures (such as new spending programs) or decrease government revenues (tax cuts), does the resolution include an estimate of how much implementation will cost? If there is an increase in expenditures, where should the money come from (for example, from increased taxes or redirected from other programs)?
- Is the resolution asking for a business subsidy? If so, is it fair to all sectors and regions?

HELPFUL HINTS:

Including information about the cost of the recommendations will increase the credibility of the resolution.

8 - DOES THE RESOLUTION HAVE A SPONSOR?

- Each resolution must have a sponsor when it is submitted. Each local chamber of commerce/board of trade and each Canadian Chamber policy committee may sponsor up to two resolutions.
- A chamber/board/committee may co-sponsor as many resolutions as it wishes.
- If the resolution is a renewal or update to an existing resolution, Canadian Chamber staff can help to determine the original submitter; you should then contact the submitter of the original resolution to find out whether they plan on resubmitting it themselves.

HELPFUL HINTS:

Including co-sponsors from several different regions can help demonstrate the national importance of an issue.



9 - IS YOUR RESOLUTION FORMATTED CORRECTLY?

- Resolutions **must be submitted in the template provided by the Canadian Chamber.**
- A proposed resolution begins with an **issue statement**. The first paragraph (no more than 2-3 sentences) should state concisely the issue that is being covered by the resolution.
- Next is the **background**, the main body of the resolution. It should include case-building facts and data demonstrating why this issue is relevant and why it matters to the national business community.
- There should be an explanation of the impact this issue/opportunity is having, or would have, on the bottom line of business and its ability to compete, and/or how it is affecting, or could affect, Canadian economic growth and development. If you include specific statistics, note the source.
- Reference to further background data from other reputable sources can be a helpful way of providing access to related information without actually including it in the resolution.
- The final part of the resolution is the **recommendation(s)**. The recommendation begins with: "That the federal government..." and is followed by specific actions that the federal government should take; e.g., *"That the federal government, reduce the GST rate by 2 percentage points."*

HELPFUL HINTS:

If you have more than 2-4 recommendations, consider whether you are diluting the effect of the resolution by focusing on too many objectives.

When writing recommendations, ask yourself, *"What do I want the federal government to do about this issue?"*

10 - IS ALL RELEVANT CONTACT INFORMATION INCLUDED?

- It is important that we have your chamber contact information (relevant name, fax, e-mail, phone) when the resolution is submitted.
- Following the submission of a resolution, chambers will be expected to participate in conference calls with the Canadian Chamber's policy committees to discuss their submitted resolution(s).

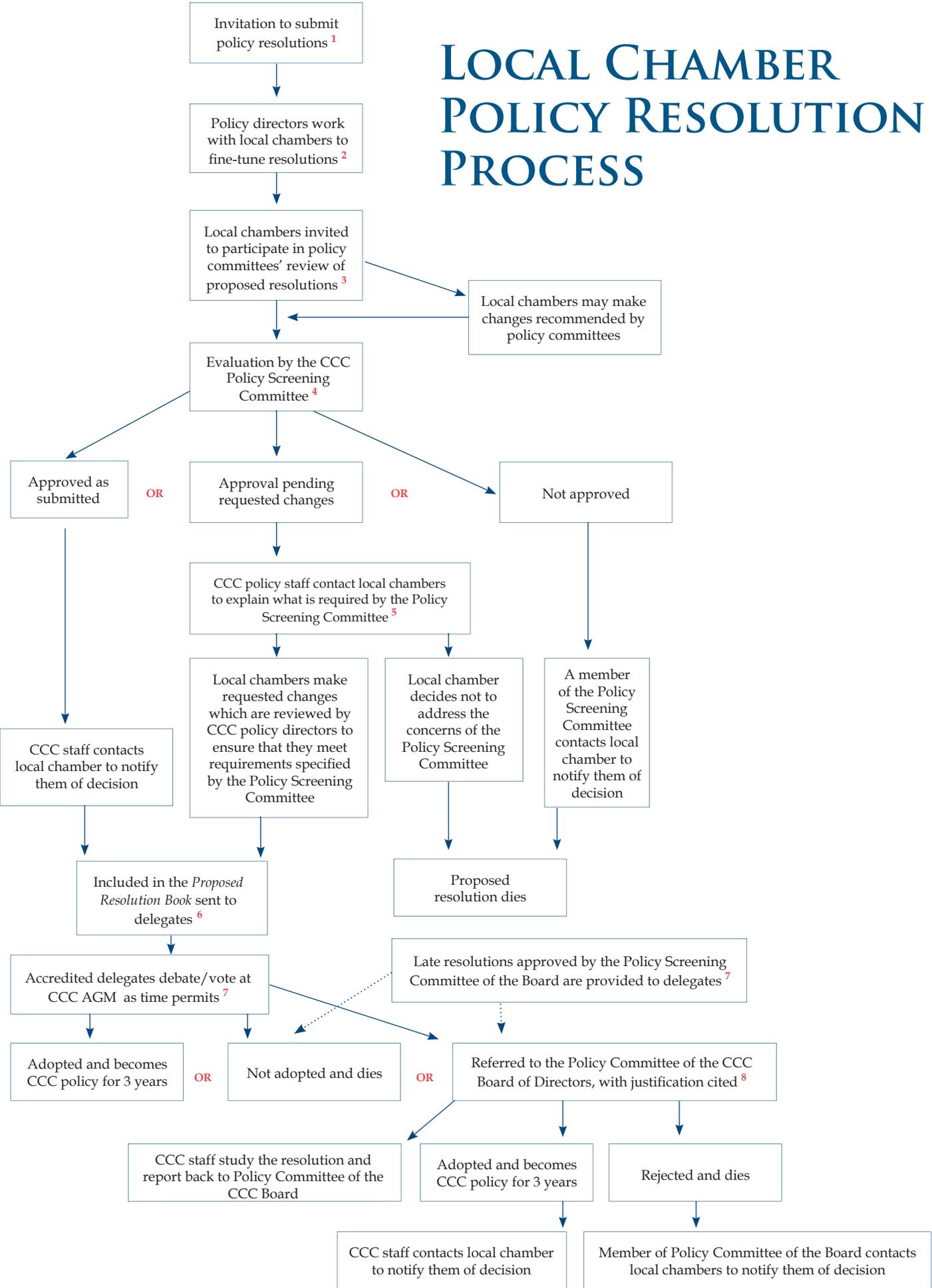
HELPFUL HINTS:

A phone call to the appropriate policy director (*list on inside cover of this guide*) at the Canadian Chamber can ensure that you are in a better position to determine which resolution(s) to submit. Our policy directors can provide useful information, including:

- Suggestions as to timely topics that might make good resolutions.
- How to position a resolution if other chambers are working on similar resolutions.
- Where you might be able to find supporting facts/statistics.
- Suggestions as to where you might be able to find a co-sponsor for your resolution.
- Some sense as to how your resolution might be received by the government – e.g. some issues have existing traction and others can be dead on arrival.



LOCAL CHAMBER POLICY RESOLUTION PROCESS



LOCAL CHAMBER POLICY RESOLUTION PROCESS FOOTNOTES

Numbers correspond to numbers in the previous policy resolution process chart.

1. The invitation includes:

- the guidelines for preparing a resolution including the deadline for submission to the Canadian Chamber, as well as other key dates and requirements;
- the policy resolution template.

All these documents are available at Chamber.ca.

2. Policy directors may recommend revisions based on their expertise on the issue and on the resolution process. Some similar resolutions are merged and others withdrawn by sponsoring chambers.

3. Policy committees are composed of Canadian Chamber members who have subject matter expertise. Chamber staff who have expertise in the relevant area may also participate. They:

- make recommendations for changes and express support or non-support (with explanations) for policy resolutions, but
- **do not** have the power to accept or reject resolutions.

The list of Chamber committees and their mandates is available at Chamber.ca.

4. The Policy Screening Committee of the Canadian Chamber's Board of Directors includes three Canadian Chamber Board Policy committee members and six chamber representatives. Its responsibilities include:

- evaluating proposed policy resolutions against the four criteria, including late resolutions, submitted by local chambers and determining if a resolution will go forward to the AGM for debate/vote.

The Policy Screening Committee evaluates resolutions based on the following criteria:

- a. The resolution deals with an issue relevant to Canadian business that is within federal jurisdiction and is of national significance.
- b. The issue is current, timely and requires action.

c. The resolution is complete, detailed and supported by factual information.

d. The resolution does not align one sector, industry or region of Canada against another.

The Policy Screening Committee may:

- **accept** a resolution for circulation in the "Proposed Resolutions" book, or
- **reject** the resolution because it does not meet the aforementioned criteria.

The names of the members on this screening committee will be available at Chamber.ca.

5. Canadian Chamber policy directors contact local chambers to give them the opportunity to revise their resolution as required by the Policy Screening Committee. If they make the requested revisions within a specified deadline, their resolution(s) will be included in the "Proposed Resolutions" book.

The Policy Screening Committee may:

- call for staff to **study** the resolution and report back;
- **adopt** the resolution; or
- **reject** the resolution.

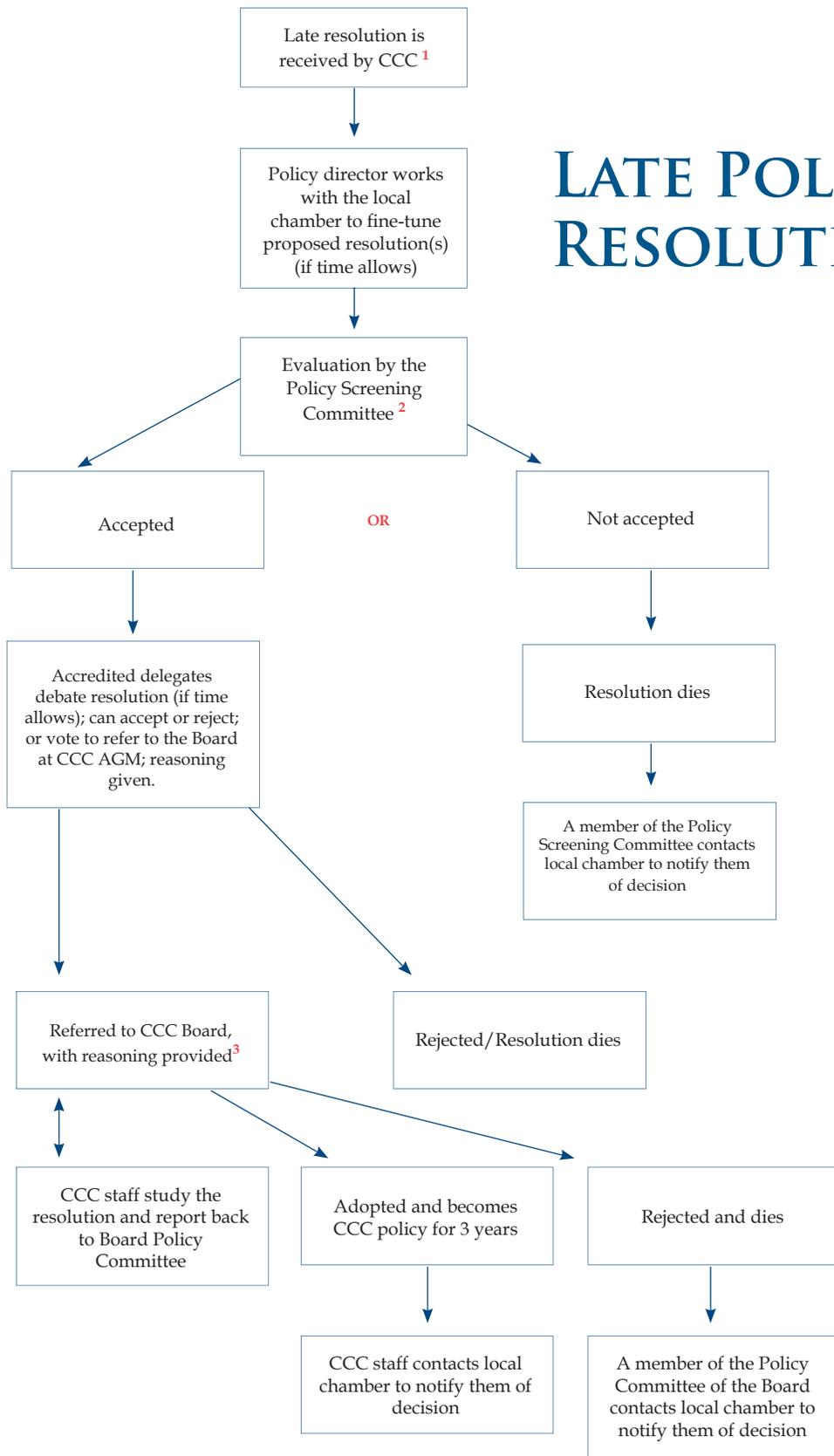
6. The "Proposed Resolutions" book is sent to the local chambers at least 30 days prior to the AGM.

7. Two-thirds of delegates must vote to adopt/adopt-as-amended a resolution.

8. Any resolution received by the Canadian Chamber after the deadline specified in the invitation will be considered a late resolution and, if accepted by the Policy Screening Committee, will be debated, as time allows, at the policy conference.

Accepted late resolutions, may be debated on the floor of the policy conference (*as time permits*) or, if times does not allow, referred to the Board's Policy Committee, with reasoning provided.

LATE POLICY RESOLUTION PROCESS



* Late resolutions are those received after the deadline specified in the initial invitation and 10 business days before the AGM.

* If time allows, a CCC policy director will provide input on how the resolution may be improved and/or amended to meet the Policy Committee’s guidelines.

* Accepted late resolutions are debated on the floor of the AGM by delegates as time allows. Delegates can debate the resolution; if time does not allow debate, the resolution can be referred to the Policy Committee of the Board but the reasoning for doing this must be identified.

LATE RESOLUTION GUIDELINES

The late resolution process has been designed as an exception to the regular resolution process. It allows for the introduction of resolutions that cover significant, national and timely issues that have arisen since the yearly deadlines for the submission of resolutions as outlined by the CCC. The term “late resolutions” does not apply to those that are simply late due to human error.

The Policy Screening Committee will review all late resolutions to ensure they:

- have been submitted no later than 10 business days prior to the CCC AGM (chambers are encouraged to submit as early as possible);
- meet the standard criteria for regular resolutions;
- *meet the additional criteria of:
 - a) addressing an issue that requires immediate action (i.e. can't wait until next year);
 - b) accounting of extraordinary or unforeseen circumstances that have arisen since the deadline date for the submission of regular resolutions.

LATE POLICY RESOLUTION PROCESS FOOTNOTES

Numbers correspond to numbers in the previous policy resolution process chart.

1. Any resolution received by the Canadian Chamber after the deadline (**June 2, 2017**) specified in the invitation will be considered a late resolution.
2. The Policy Screening Committee of the Canadian Chamber's Board of Directors is composed of Board Policy Committee members and representatives from chambers. Its responsibilities include:
 - evaluating proposed policy resolutions, including late resolutions, submitted by local chambers and determining if a resolution will go forward to the AGM for debate/vote.

The Board's Policy Screening Committee evaluates resolutions based on the following criteria:

- a. The resolution deals with an issue relevant to Canadian business that is within federal jurisdiction and is of national significance.
- b. The issue is current, timely and requires action.
- c. The resolution is complete, detailed and supported by factual information.
- d. The resolution does not align one sector, industry or region of Canada against another.

- e. Late resolutions must meet the additional criteria of (*see * above*)

The Screening Committee may:

- **accept** a resolution for circulation in the “Proposed Resolutions” booklet, or
- **reject** the resolution because it does not meet the aforementioned criteria.

The names of the members sitting on this committee will be available at Chamber.ca.

3. The CCC Board's Policy Committee may:
 - Call for staff to **study** the resolution and report back;
 - **adopt** the resolution; or
 - **reject** the resolution.

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