



GOVERNANCE POLICY MANUAL

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ALBERTA CHICKEN PRODUCERS POLICY DEVELOPMENT AND ADMINISTRATION PHILOSOPHY

Policy is developed as a guideline for the Board to conduct its business. As such, the Board establishes Policies to make clear the requirements and expectations of the Board, Producers and industry stakeholders in administering Alberta Chicken Producers' programs, conducting its business operations, and upholding Alberta Chicken Producers' Regulations.

POLICY DEVELOPMENT AND AMENDMENT GUIDELINES:

Developing Policy:

- The Board must uphold its legal responsibilities: Board Policy is developed within scope of current legislation.
- Board Policy is developed in a manner that serves the needs of our producers and industry.

Amending Policy:

- Amendments to Alberta Chicken Producers' Operations Policies and Regulations involve consultation with Producers, Industry Stakeholders, and Alberta Agricultural Products Marketing Council.
- Amendments to Alberta Chicken Producers' Governance Policies are established by the Board and may involve consultation with Producers in the case of significant amendments that have direct impact on Producers.
- Should Alberta Chicken Producers identify potential amendments to its Regulations, apart from timeframe for standard review, to support the legal and fiduciary responsibilities of the Board and / or to support the governance culture of the organization, a regulation review and amendment process may be initiated through consultation with the Alberta Agricultural Products Marketing Council, Producers and Industry Stakeholders.
- All amendments to Alberta Chicken Producers Regulations and its Operational Policies are communicated to producers and industry stakeholders upon implementation.

Reviewing of Policy:

- The Board has the authority to establish internal processes for reviewing policy decisions.
- Under the Marketing of Agricultural Products Act (MAPA), an external Review and Appeal Process may be filed in regard to the Board's interpretation and administration of Policy and Regulations.

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ANNUAL PERFORMANCE REVIEWS

BACKGROUND:

In order for the Board to remunerate the Executive Director, and the Executive Director to remunerate Staff respectively, *Annual Performance Reviews* are conducted allowing sufficient time to process the necessary paperwork for remuneration.

PROCEDURE:

- (1) Annual 'staff reviews' are conducted by the Executive Director.
- (2) The Board will conduct an annual review of the Executive Director's prior to the end of each fiscal year end.
- (3) Remuneration information shall be forwarded to the Bookkeeper for payment.

Reference Strategic Planning Session - August, 1997

POLICY:

Alberta Chicken Producers will be responsible for implementing a 'benefits plan' for Board Directors and employees to protect both the employee and employers interests.

Should accidental death, dismemberment or specific loss occur while Board Directors are conducting Alberta Chicken Producers' or Chicken Farmers of Canada business, liability insurance is to be in place.

GUIDELINES:

- (1) Liability Insurance: A Liability Insurance Policy for Directors and staff is in effect for no less than 2,000,000. Policy Carrier: Intact Insurance
- (2) Accidental Death Insurance: An Accidental Death Insurance Policy for Board Directors and staff is in effect. Policy Carrier: Gibbard Insurance Brokers Inc.
- (3) Workers Compensation: Board Directors and staff members are covered under Workers Compensation.
- (4) Provincial Health Care Premiums (if applicable) are paid on behalf of employees who are not otherwise covered by a spousal plan.
- (5) Alberta Chicken Producers will contribute the premiums on the Chicken Farmers of Canada (CFC) group benefit plan.
- (6) Alberta Chicken Producers will contribute matching funds from 3% to 5% of an employees' salary into a Registered Retirement Savings Plan. [*See Pension Plan (RRSP) for further details*]
- (7) Policy details are available from the ACP office.

Reference Minutes of: April 25, 2005
February, 2001



BOARD ANNUAL WORK PLAN

<p style="text-align: center;">JANUARY</p> <ul style="list-style-type: none"> ▪ Agenda for Annual Meeting ▪ Review of Annual Report ▪ Review of Audited Financial Statement ▪ Board Meeting ▪ CFC Meeting ▪ Research Project Funding Proposals 	<p style="text-align: center;">FEBRUARY</p> <ul style="list-style-type: none"> ▪ Annual Meeting Preparations ▪ Research Symposium (every other 'even' year) ▪ Board Meeting ▪ Annual General Meeting ▪ Organizational Meeting: Chair, Vice-Chair, CFC Director, CFC Alternate (to occur within one week of the AGM)
<p style="text-align: center;">MARCH</p> <ul style="list-style-type: none"> ▪ New Director Orientation ▪ Board Meeting ▪ Review Code of Conduct, Indemnity Agreement & Conflict of Interest ▪ Set Organic Lease Rate for upcoming year ▪ Approve Quarterly Financial Statement ▪ Board Organization of Committee Reps ▪ Update API Representative MOU ▪ CFC Annual General Meeting ▪ CFC Meeting ▪ National SM4 Joint Annual Reception [in the evening] ▪ Schedule Board Meetings to year-end ▪ Schedule Strategic Planning Session and Industry Advisory Committee Meetings 	<p style="text-align: center;">APRIL</p> <ul style="list-style-type: none"> ▪ Board Team Building & Development Workshop ▪ Board Meeting ▪ Industry Advisory Committee Meeting (or May)
<p style="text-align: center;">MAY</p> <ul style="list-style-type: none"> ▪ Board Meeting ▪ Industry Advisory Committee Meeting (or April) ▪ CFC Meeting 	<p style="text-align: center;">JUNE</p> <ul style="list-style-type: none"> ▪ Board Meeting ▪ Approve Quarterly Financial Statement
<p style="text-align: center;">JULY</p> <ul style="list-style-type: none"> ▪ CFC Summer Meeting ▪ Board Meeting in either July or August ▪ Specialty Production Committee Determines Recommendation for Specialty Lease Price and issues Specialty Lease Application Forms for upcoming year ▪ Board sets Specialty Lease Price (by August 15th) ▪ Joint AHEP / ACP Meeting and Golf tournament (July or August) 	<p style="text-align: center;">AUGUST</p> <ul style="list-style-type: none"> ▪ Board Meeting in either July or August ▪ Research Committee provides grant funding commitments to end of fiscal year to Finance Committee ▪ Finance Committee Commences Development of Fiscal Year Budget ▪ Joint AHEP / ACP Meeting and Golf tournament (July or August)
<p style="text-align: center;">SEPTEMBER</p> <ul style="list-style-type: none"> ▪ Board Meeting ▪ Approve Quarterly Financial Statement ▪ Regional Meeting Agenda ▪ Strategic Planning Workshop ▪ Board Team Building Workshop ▪ Executive Director Performance Review ▪ Media Training (bi-annually) 	<p style="text-align: center;">OCTOBER</p> <ul style="list-style-type: none"> ▪ Industry Advisory Committee Meeting ▪ Board, Staff & Industry Advisory Committee Photos ▪ Board Meeting ▪ Annual Budget Approval
<p style="text-align: center;">NOVEMBER</p> <ul style="list-style-type: none"> ▪ Regional Meetings (first week of November) ▪ CFC Meeting 	<p style="text-align: center;">DECEMBER</p> <ul style="list-style-type: none"> ▪ Annual Reports ▪ Board & Staff [spouses] Christmas Dinner ▪ Board Meeting

Board Meetings: Held monthly, with the exception of July and August, where they are combined.

In-Camera Meetings: Held when-ever warranted, at the request of the Chair.

Board Peer Evaluations: Held annually, at a mutual date determined by the Board.

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BOARD MEETINGS

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PROCEDURE:

- (1) As a general rule, Board meetings will adjourn at 4:00 p.m. Flight arrangements should be coordinated accordingly. If the Agenda appears to require additional time, Board Directors will be advised in ample time to amend their travel arrangements.
- (2) The Chair will vote on all matters unless there is a 'conflict of interest', in which case, the Chair will abstain from voting.

Reference Minutes of: June 14, 2005
February 16, 1998

BOARD OVERSIGHT of HUMAN RESOURCES

Intent:

The following Governance Policy is to address the Executive Director (CEO) and the Board's Responsibilities with respect to the Human Resources Policy and Management.

Policy: Human Resources Management

The Board is responsible for oversight of the Executive Director/CEO's accountability for development and compliance with the Human Resources Policy.

Executive Director Responsibility:

To develop a Human Resources (HR) Policy and ensure compliance with the HR Policy:

Development:

- Policies must be compliant with the Alberta Labour Relations Code and Alberta Law
- Policies uphold and support Alberta Chicken Producers' Standards of Leadership

To Uphold Policies Through:

- Employee Consultation and Education:
 - Draft Policy presented and discussed with Staff at Staff Meeting(s)
 - Policy feedback taken into consideration
 - Policy finalized
 - Accountability statement: Staff sign-off on understanding and acknowledgement to abide by each Policy
- Employee Performance Reviews:
 - An open-door policy is maintained with employees to address issues as they arise
 - Conducted annually in January to assess overall Performance and Achievement of Goals;
 - Salary and Bonus are assessed based on Performance of the employee by mid- January of each calendar year
 - Bonuses are directly tied to % Achievement of Goals
- To Ensure Transparency:
 - HR Policies are posted to the Director's Only Portal of the Website for Directors
 - Executive Director/CEO is open to addressing questions Directors may have regarding HR Policies

Board Responsibility:

To oversee the Executive Director/CEO's adherence to upholding the Human Resources Policy:

- Executive Director/CEO provides a written report to the Board annually in conjunction with the Budget presentation outlining the processes followed to adhere to HR Policy.
- Report from Auditor every 3 years addressing Management's compliance with HR Policy and offering recommendations.
- A scale of staff salaries is provided annually to the Chair and Director of Finance at the time of budgeting.

Reference Minutes of: January 10, 2014



COMMITTEE RESPONSIBILITIES

CHAIR: *Jason Born*

VICE CHAIR: *Dennis Steinwand*

- **Canadian Broiler Council** Dennis Steinwand
- **Chicken Farmers of Canada (Director)** Dennis Steinwand
- **Finance** Dennis Steinwand, Chair
Christian Guenter
- **Flock Health & Management** Henk Schuur, Chair
Rob van Diemen
George Hofer, Producer Representative
- **Governance** Jason Born, Chair
Christian Guenter
- **Intensive Livestock Working Group** Jason Born
- **Policy Advisory Group (PAG)** Dennis Steinwand
Rob van Diemen
- **Producer Representatives** George Hofer Samuel Guenter
Wes Nanninga Arjan Spelt
- **Production Committee** Rob van Diemen, Chair
Dennis Steinwand
Samuel Guenter, Producer Representative
- **Research Committee** Christian Guenter, Chair
Henk Schuur
Arjan Spelt, Producer Representative
- **Supply Chain Committee** Dennis Steinwand, Chair
Henk Schuur
Wes Nanninga, Producer Representative
- **Western Provinces** Jason Born
Dennis Steinwand

NOTE: The Chair is ex-officio to all committees and attends at pleasure. All Directors may attend when the meeting is held in Alberta.

LEADERSHIP ROLES:

- Media Spokespeople – Jason Born, Karen Kirkwood
- Public Relations – Jason Born, Karen Kirkwood
- Promotion – Rob van Diemen

EXTERNAL ORGANIZATIONS:

- AEPA – Michael Froese (Primary, Christian Guenter (Alternate)
- PAG – Dennis Steinwand & Joe Kleinsasser (Primary) – Rob van Diemen & Scott Olson (Alternate)
- Ag Safe Alberta Board – Erna Ference

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CONFLICT OF INTEREST GUIDELINES FOR CONDUCT

Standards of Leadership

In working toward the industry vision, the Alberta Chicken Producers' Board is committed to:

- Value people
 - Drive best practices
 - Strive for continuous improvement
- Be a good corporate citizen; behave fairly and legally
 - Be open and transparent
 - Meaningfully engage producers, industry and consumers
 - Be positive, proactive and future-focused
- Actively create opportunities to improve and innovate within the industry
 - Be effective and efficient

PURPOSE:

These guidelines are set out to provide for the establishment of standards by which producers, who are elected or appointed to the Board, and Employees/Contract Individuals hired by the Board, may govern their activity to maintain the integrity and dignity of the industry.

ELECTIONS:

A candidate for Director of the Board shall disclose any actual or potential 'Conflicts of Interest', which would become evident if they were elected to the Alberta Chicken Producers' Board, as described in these guidelines.

An individual who is a Director, or Employee of a hatchery or processing facility, or owns more than 5% of such businesses, must resign those interests if elected to the Board.

CONDUCT:

A Board Director:

- (1) Shall conduct themselves towards other elected producers with fairness and good faith.
- (2) Should withdraw from the meeting and abstain from voting where discussion on any subject pertains exclusively to their farm, or any farm, in which they have an interest, except to supply information at the request of the Board.

Note: The fact that a member is also a primary producer of the regulated product, shall not in itself be deemed to be a 'Conflict of Interest'. Similarly, mere memberships in, or acting as a delegate for, a cooperative that processes the regulated product shall not be deemed to be a 'Conflict of Interest'.

A Board Director(s) or Employee(s)/Contract Individual(s):

- (1) Shall first and foremost promote 'the well being of the chicken industry'.

- (2) Shall not use information coming to them in the course of their carrying out of their functions as a means of making a personal profit.
- (3) Should not place him/herself in a position where they could derive any direct or indirect benefit, or interest from contracts, or other financial arrangements entered into by the Board.
- (4) Shall not divulge during or after their Term/Employment/Contract, what is considered to be **confidential** information coming to them through their activities as a Board Director/Employee/Contract Individual, until sanction of release of such information has been approved by the Board.
- (5) Should not put him/herself in a position where they are under obligation to any person who might benefit from special consideration, or favour on their part, or seek in any way to gain special treatments from any such person.
- (6) Who is in any way directly or indirectly interested in a proposed contract, shall declare their interest and refrain from participation in any decision regarding that proposed contract.
- (7) Who occupy positions where any of their private business interests might lead to an apparent or actual conflict with Board activities, will be required to disclose to the Board their personal interest so the Board is aware of any 'Conflict of Interest'.
- (8) Who exercise a regulatory, inspection or other discretionary control over others, shall whenever possible, disqualify themselves from dealing with relatives with respect to those functions.
- (9) Who find themselves in a position to exercise judgment in the application of the Board Regulation, or Policy, or Programs, with respect to matters involving special benefit to their immediate family members or business associates, such member should declare such interests and refrain from participation in any decision.

Note: Debate on issues by Board Directors and employees are welcomed, but once a majority decision is made, everyone will support the decision. If a Board Director or employee cannot support a decision, that person must request the Board to reconsider its position, and if still not satisfied, resign their position. This person may then use acceptable avenues available to further debate this issue as provided for in the Act, the Plan, and the Regulations.

CONFLICT OF INTEREST & AUDITORS REPORT:

Following completion of these Conflict of Interest Declaration Forms, by Board Director(s), Employee(s)/Contract Individual(s), the Directors of Alberta Chicken Producers should review the forms at their next regular Board meeting. The auditors must be advised when the Conflict of Interest Declaration Forms have been completed, and they must include this information in their sample audit.

Reference Minutes of: May 31, 2000
 September, 1999



Alberta Chicken Producers Board Director / Employee / Contract Individual

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2019 CONFLICT OF INTEREST DECLARATION FORM

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Pursuant to the *Guidelines for Conduct* adopted by Alberta Chicken Producers, I hereby disclose the following interests:

- Name of any other Boards or Associations that I serve on.

- The following is a list of all industry related financial business interests, investments, shareholdings, etc., that I have:

- The following are the financial interests that are known to me of extended family members in the chicken industry;

- The following are businesses that I, or my family, have an ownership interest in, or am/are employed by/with which I may conduct Board business during the course of the year;

Having declared my interest or associations, I also declare my intention to adhere to all the provisions of the 'Guidelines for Conduct', in the conduct of my duties and responsibilities as a Board Director / Employee/Contract of the Alberta Chicken Producers.

Dated this ____ day of _____, 20__.

Please Print Name

Signature

(Each year, this declaration is to be completed by all Board Directors, Employees, and Contract Individuals within 30 days of the first Board Meeting following the Annual General Meeting)

EXPENSE CLAIMS

The *Expense Claim* and *Per Diem Forms* can be obtained by contacting the office.
Both forms are available on the website: www.chicken.ab.ca; DIRECTORS ONLY PORTAL



POLICY:

Alberta Chicken Producers reimburse Board Directors, Producer Representatives and Staff for expenses incurred on ACP business. Expenses should be reasonable and incurred in a cost-conscious manner. Directors and Staff are encouraged to travel in the most economical manner, with consideration for time, salaries/per diems, work conditions, and convenience. Per Diems are paid to producers who serve on the Alberta Chicken Producers' Board, Industry Advisory Committee and other Committees.

GUIDELINES:

1. Expenses are reimbursed for actual expenses incurred and must be submitted on Alberta Chicken Producers' Expense Claim Form and supported by original receipts, with the exception of Guideline 3 below or as otherwise stipulated.
2. Expenses should be submitted monthly to be eligible for reimbursement, as per Procedure 2 below.
3. With the exception of meals, expenses under \$15 do not require receipts.
4. Expenses eligible for reimbursement include:
 - a. Travel: automobile mileage, air fare, parking, vehicle rental
 - b. Travel time
 - c. Meals
 - d. Accommodations
 - e. Telephone
 - f. Any expenses approved as per Guideline 5 and Procedure 1 below
5. To be eligible for reimbursement of expenses, attendance at a meeting(s)/event(s) must be pre-approved or be part of a regular Committee or assigned duties.
 - Director Approval – by the Chair
 - Chair Approval – by the Vice-Chair
 - Producer(s) – by the Chair
 - Executive Director Approval – by the Chair
 - Staff Approval – by the Executive Director
6. Reimbursement for attendance at circumstantial events such as a funeral, will be evaluated with consideration for the support of the immediate family, cost of travel and Per Diems, and the option of a charitable donation in place of direct participation; and, requires pre-approval as per Guideline 5 above.
7. Attendance at events such as industry open houses, meetings with individual producers/producer groups, and business-related social events do not require pre-approval in the case of Directors. Directors are eligible for reimbursement for mileage. All other costs will be borne by the Director. Directors are not eligible to claim a Per Diem. Staff, only upon prior-approval to attend, will be eligible for reimbursement for mileage. Directors are required to provide a report to the Board following the event.
8. Professional Development: Directors are encouraged to pursue Professional Development opportunities as provided for in the annual fiscal year budget.

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9. Expense Claim Approvals:
 - a. Directors' and the Chair's expenses must be approved and signed by the Finance Director, or Chair in his/her absence.
 - b. The Finance Director's expenses must be approved by the Chair, or Vice-Chair in his/her absence.
 - c. The Executive Director's expenses must be approved and signed by the Chair or Finance Director in his/her absence.
 - d. Producer's expenses must be approved and signed by the Executive Director or Office Manager in his/her absence.
 - e. Staff expenses must be approved and signed by the Executive Director or Office Manager in his/her absence.
 - f. In the absence of the Executive Director, the Office Manager's expenses must be approved and signed by the Finance Director.

10. The Executive Director will randomly audit Board Directors' expenses.

PROCEDURES:

1. Expense Reimbursement:
 - a. Travel:
 - i) Airfare: Will be reimbursed at the actual cost for the most economical class, not to exceed the cost of an Air Canada Flex Fare® or equivalent rate. Supporting documentation must be submitted for reimbursement.
 - ii) Travel Points: When personal travel points are used for Alberta Chicken Producers approved business, Alberta Chicken Producers will only compensate for any surcharges that are applied to the use of these points.
 - iii) Mileage: The Mileage Rate is pegged to the Canada Revenue Agency and is updated annually in January. [Effective: April 1, 2014]
 - iv) To encourage spouses and family members to attend certain industry functions, the following conditions apply:
 - A. Prior approval for the trip must be granted as per Guideline (5);
 - B. Airfare will be reimbursed as per 1.a (i) and (ii) above.
 - C. Reimbursement will be provided for eligible expenses and actual receipts submitted.
 - b. Travel Time Allowances:

The maximum travel time rate payable is based on the full-day Director Per Diem Rate that is in effect at the time the travel was incurred. The calculation is pro-rated based on distance travelled as per Table 1 below:

 - i) There is only one travel allowance payable per meeting, even when the meeting is more than one day in length.
 - ii) Travel time, expressed in kilometers, is the total distance of a return trip from the Director's residence.
 - iii) In cases where the Director's residence is located outside the Province of Alberta, distance is calculated from the Director's Alberta-based operation to the meeting location.

TABLE 1: TRAVEL TIME ALLOWANCES

Up to 100 km	10% of \$335	33.50
101 km – 200 km	20% of \$335	67.00
201 km – 300 km	30% of \$335	100.50
301 km – 400 km	40% of \$335	134.00
401 km – 500 km	50% of \$335	167.50
501 km – 600 km	60% of \$335	201.00
601 km – 700 km	70% of \$335	234.50
701 km – 800 km	80% of \$335	258.00
801 km – 900 km	90% of \$335	301.50
901 km – 1000 km	\$335	335.00

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- c. Out-of-Province Travel for Alberta Chicken Producers Business:
- i) Travel for Alberta Chicken Producers business, as approved per Guideline 5, will be based on the Travel Day Allowance Schedule as set out in TABLE 2 (in days, return trip).

TABLE 2: OUT-OF-PROVINCE TRAVEL

TO	FROM										
	BC	AB	SK	MB	ON Ott	ON Tor	QC	NB	NS	NL	PE
BC	0.50	1.00	2.00	1.50	2.00	2.00	2.00	2.50	2.50	2.50	2.50
AB	1.00	0.50	1.50	1.50	2.00	2.00	2.00	2.50	2.00	2.50	2.50
SK	1.50	1.00	0.50	1.00	1.50	1.50	1.50	2.50	2.00	2.50	2.50
MB	1.50	1.00	1.50	0.50	1.00	1.00	1.00	2.00	2.00	2.50	2.00
ON – Ottawa	2.00	2.00	2.00	1.00	0.50	1.00	1.00	1.50	1.00	2.00	1.50
ON – Toronto	2.00	2.00	2.00	1.00	1.00	0.50	1.00	1.50	1.00	2.00	1.50
QC	2.00	2.00	2.00	1.00	1.00	1.00	0.50	1.50	1.00	2.00	1.50
NB	2.50	2.00	2.50	1.50	1.00	1.00	1.00	0.50	1.00	1.50	1.00
NS	2.50	2.00	2.50	2.00	1.00	1.00	1.00	1.50	0.50	1.00	1.00
NL	2.50	2.50	2.50	2.50	2.00	2.00	2.00	2.00	1.00	0.50	1.50
PE	2.50	2.50	2.50	2.00	1.50	1.50	1.50	1.50	1.00	1.50	0.50

- ii) Compensation for out-of-province travel while on Alberta Chicken Producers business, including Chicken Farmers of Canada events where expenses are not covered by CFC, and as approved by Alberta Chicken Producers as per Guideline (5), will be provided as follows:

- A. Meals: For actual out-of-pocket expenses incurred, supported by original receipts
 B. CFC SPECIAL TRAVEL ARRANGEMENTS (for CFC Meetings only):

Directors, Alternates, and Managers wishing to make special travel arrangements need to apply the following:

- (1) Arrangements for additional expenses, such as meals and accommodations, must be approved by the CFC Executive Director or CFC Director of Operations before the scheduled meeting.
- (2) The total claim submitted cannot exceed the cost had the traveler not made special travel arrangements.
- (3) ACP Directors and Staff, where reasonable, should attempt to use the CFC Travel Policy Special Arrangements to minimize costs to the Alberta Chicken Producers.
- (4) In case where costs are not covered by CFC, the provisions of Procedure 1(c)(ii) of this Policy apply.

- d. Meals: Claims for meals will be reimbursed for actual expenses incurred, with supporting original receipts provided.
- e. Cell Phones: Board Directors will individually determine the portion of the phone invoice that represents Alberta Chicken Producers business. Invoices shall accompany an Expense Claim, identifying the applicable percentage for reimbursement.
- f. Other Expenses:
- (i) Actual expenses incurred and approved as per Guideline (5) above, will be reimbursed when submitted on an Alberta Chicken Producers Expense Claim Form and supported by original receipts.
 - (ii) With the exception of meals, claims for approved Alberta Chicken Producers business for expenses under \$15 do not require receipts as per Guideline (3) of this Policy, and must be identified on the Alberta Chicken Producers Expense Claim Form to be eligible for reimbursement.
- g. Technology Account:
- (i) A one-time payment of \$1,000 is available to Directors for the duration of their term* to purchase a laptop computer (including software), or other electronic devices, payable

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upon written request or provision of receipt. If costs exceed \$1,000, additional expenditures will be at the expense of the Director.

- (ii) IT Service associated with the set-up, configuration, and installation of programs will be provided by Alberta Chicken Producers.
- (iii) A fee of \$150/year will be paid to Board Directors for the purchase and maintenance of office machines.

h. Professional Development:

- (i) Directors shall bring forward requests for participation in professional development courses, workshops, seminars, etc., or purchase of professional development resources to the Chair,
- (ii) The Chair will include the request on a Board meeting agenda,
- (iii) The Board will review the request,
- (iv) If the Board approves of the request, it shall also determine which expenses are eligible for reimbursement

2. Submission of Expenses:

a. Timing:

- i) Directors and Staff members should submit expenses to the Board office on a monthly basis.
- ii) Within the last seven business days of each month, the bookkeeper will send a reminder email, and cc the email to the Finance Director, the Chair, and the Executive Director, to any Director who has not submitted his/her Expense Claim or Per Diem forms for the previous month, in accordance with the Policy.

b. Approval:

To receive reimbursement for expenses, Expense Claim Forms must be submitted to the Board office and signed/approved as per Guideline (7) in the month directly following the month in which the expense was incurred.

**For the purpose of this Policy, "term" refers to each three-year term served on the Alberta Chicken Producers Board, as per Alberta Chicken Producers Term of Office (reference Plan Regulation).*

Reference Minutes of: July 11, 2017
September 1, 2016
May 21, 2015
December 12, 2014
April 24 & 25, 2014
August 7, 2013
April 18, 2013
April 17, 2012
April 16, 2010
October 24, 2008
April 22, 2008
March 8, 2007
December 8, 2005
October 26 & 27, 2005
June 14, 2005
May 13, 2005
May 19, 2004
October 17, 2001
February 16, 2001
September 2 & 3, 1999
November 6, 1996

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POLICY:

Alberta Chicken Producers will maintain complete and accurate records to ensure proper functioning of the Board, while maintaining historical records.

PROCEDURES:

(1)	ACP Annual Reports.....	Indefinitely
(2)	ACP Audited Financial Statements.....	Indefinitely
(3)	Meeting Minutes (ACP & all Committees).....	Indefinitely
(4)	ACP Newsletters.....	Indefinitely
(5)	ACP Producer Files (Dead Files)	8 years
(6)	Processor Marketing Records.....	8 years
(7)	General Files (correspondence, CFC information, invoices, etc.)	8 years
(8)	ACP Financial Records	8 years

GUIDELINES:

- (1) Producer files will be kept as long as a producer continues production.
- (2) Producer files for those who have ceased production, referred to as dead files, will be kept for a period of 8 years after the producer ceases chicken production and will be purged thereafter.
- (3) Annually, (usually in January) General and Producer files will be reviewed and purged as the most recent year passes. Accordingly, the Master File Key will be updated.

Reference Minutes of: May 22, 2002
 November 15, 1996



POLICY:

Alberta Chicken Producers is committed to prudent financial management, investment practices and transparency in reporting.

PROCEDURES:

1. Financial Reporting:

- a. The Finance Committee will review monthly Financial Statements prior to each Board Meeting.
- b. Financial Statements are reviewed at each Board Meeting.
- c. Financial Statements are approved by the Board Quarterly.
- d. Audited Financial Statements will be presented to producers at the Annual General Meeting by the Finance Director.
- e. Director(s) Per Diems are published in the Annual Audited Financial Statements.

2. Budgeting:

- a. Prior to the Finance Committee preparing the Budget each year, the Board will provide direction to the Committee in terms of the Budgeting Strategy for the upcoming fiscal year with consideration for the cash and capital resources of the organization.
- b. Principles:
The Budget will:
 - i) Be prepared on a cash basis, based on conservative estimates of revenues and expenses.
 - ii) Provide sufficient current assets to meet the organization's current liabilities.
 - iii) Uphold contractual commitments and obligations of Alberta Chicken Producers.
 - iv) Be based upon all known sources of revenue and planned/forecasted expenditures at the time of Budgeting.
 - v) Consider the Strategic Priorities of the organization and funding required to deliver the organization's annual Strategic Work Plan.
 - vi) Detail the relevant assumptions used in its preparation.
 - vii) Consider the Reserve requirements of Alberta Chicken Producers.
- c. The Finance Committee will develop the One-year and Three-year Budget Projection annually, based on the Budgeting Principles.
- d. The Board approves the Budget prior to presenting to producers.
- e. The Finance Director is responsible for presenting an Annual Budget and Three-Year Budget Projection to the Board in October of each year.
- f. Respond to opportunities, unforeseen events, and exceptional circumstances 'as' and 'if' required. The Budget is subject to amendment by the Board within the parameters of the Board's fiduciary responsibilities and Budgeting Principles.

3. Accounting Practices:

Alberta Chicken Producers' accounting practices follow Canadian accounting standards for not-for-profit organizations.

- a. Revenue Recognition:
 - i) The Board follows the deferral method of accounting for contributions.
 - ii) Restricted contributions are recognized in revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

- iii) Service charges, monetary penalties, and other fees are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.
 - iv) Investment income includes interest, dividends and realized and unrealized investment gains and losses. Unrealized gains and losses on held-for-trading financial assets are included in investment income and recognized as revenue in the statement of operations, deferred or reported directly in net assets, depending on the nature of any external restrictions imposed on the investment income. Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Other unrestricted investment income is recognized as revenue when earned
- b. Financial Instruments:
Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, portfolio investments are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and testing for impairment at each reporting date. Transactions costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.
- c. Capital Assets:
- i) Assets with a purchase price of more than \$1,000 and expected to provide a benefit for more than one year will be classified as a 'capital purchase'. All other expenditures will be classified as 'operating expenses'.
 - ii) Capital assets are carried at cost.
 - iii) Amortization is recorded using the following methods and annual rates:
Asset Basis Rate:
 - Condominium unit: declining balance 5% Furniture and equipment: declining balance 20%
 - Computer hardware: declining balance 30%*
 - Computer software: declining balance 30%
 - Equipment under capital lease 20%

* Computers are amortized using straight-line over three years to more accurately reflect the economic life of these assets.
- d. A Fixed Asset Inventory must be maintained by the Office Manager, providing a detailed description of the asset, date of purchase, book value, depreciation rate, serial number, and asset description. The list must be maintained electronically, with a hard copy on file with the Bookkeeper and Executive Director, updated as assets are purchased and disposed.
- e. Accounting records are maintained on a Project Basis.

4. Internal Controls:

- a. Conflict of Interest Declaration:
 - i) Directors, Staff and Contract Individuals are required to sign a *Conflict of Interest Declaration Form* yearly, within 30 days of the Annual General Meeting.
- b. Cheque Signing Authority:
Cheque signing authority is vested to the Executive Director and designated Staff member for amounts up to \$8,000*. Cheques greater than \$8,000 require the signature of any designated Board of Director (two will be designated), in addition to the Executive Director or designated Staff member.
**Signing authority is granted to the Executive Director and designated Staff member beyond the \$8,000 maximum to ensure monthly CFC payments and Alberta Poultry Health Services are submitted in a timely manner.*
- c. Bank Reconciliations:
The Executive Director, or Office Manager in the absence of the Executive Director, must sign all Bank Reconciliations monthly.
- d. Payroll:
Bi-monthly payroll must be reviewed and signed by the Executive Director, or Office Manager in the absence of the Executive Director, prior to submission to the Payroll Service Provider.

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- e. Journal Entries:
The Executive Director, or Office Manager in the absence of the Executive Director, must review all Journal Entries with the Bookkeeper.
- f. The Finance Director audits adherence to internal controls on a quarterly basis.

5. Funds:

In addition to maintaining a Chequing and Savings Account with a designated Financial Institution for regular business operations, the Board maintains the following funds, invested as per the Investment Strategy in Section 6:

- a. Chicken Farmers of Canada:
 - i) Chicken Farmers of Canada (CFC) and the Board have established levy and service fee arrangements to defray the administrative and marketing costs of the orderly marketing system for chicken in the Province of Alberta.
 - ii) As a member of CFC, pursuant to the Liquidated Damages Resolution, the Board is required to post security in the amount of \$165,068 to secure the CFC's position should the marketing in Alberta exceed the allocation.
- b. Investments:

Alberta Chicken Producers invests funds in reserve for emergency and extraordinary purposes. All funds are invested according to the Investment Strategy in Section 6. The combined total of the Reserve Fund shall not exceed \$2 million plus one month's operating budget.

 - i) Reserve Fund:
 - A. Alberta Chicken Producers maintains approximately \$2 million in marketable securities. The fund provides interest income, financial stability, and, serves as a contingency in the event of emergencies, extenuating circumstances, or unexpected expenses.
 - B. The Reserve Fund may be accessed in one or more of the following instances:
 - (1) In the event of an emergency, which may include any one or more of the following circumstances:
 - (a) The Alberta Poultry Industry Emergency Response Plan is declared operational;
 - (b) A federally reportable disease is confirmed in Alberta; or
 - (c) The ACP Board deems a situation to be serious enough to declare an emergency.
 - (2) An Extraordinary Circumstance identified by the Board.
 - C. The Reserve Fund may be used to cover the following expenses:
 - (1) In the case of federally or provincially reportable diseases (outlined in Appendix 1):
 - a. Emergency-related expenses, which may include:
 - i. Security services
 - ii. Communication services
 - iii. Equipment and personnel
 - iv. Transportation
 - iv. Cleaning and disinfection
 - v. Compensation if an early intervention was decided in advance of Canadian Food Inspection Agency (CFIA) destruction order
 - vi. Disposal
 - b. Any other cost approved by the Alberta Chicken Producers Board.
 - (2) In the case of non-reportable diseases where a Destruction Order has been issued by a Certified Veterinarian:
 - a. Emergency-related expenses, which may include equipment and personnel; and
 - b. Any other cost approved by the Alberta Chicken Producers Board.

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- D. Accessing the Fund:
 - (1) When the fund is required to be accessed, the Board will divest the required portion of the marketable securities.
 - (2) Principles For Reserve Fund Disbursement:
The Board will endeavor to use the following Principles in considering the dispersal of the Reserve Funds:
 - 1. Treats producers fairly.
 - 2. Does not apply to costs covered through other sources, including but not limited to insurance plans, government programs, relief aid, etc.
 - 3. As best as possible, without limiting the ability to support emergency response, funding decisions will be made once the emergency has been contained.
 - 4. Decision is without prejudice and is made:
 - 4.1 Considering the unique circumstances of the situation, and
 - 4.2 Considering the risk of both the situation and the impact to fund reserves, endeavoring to make every effort to maintain sufficient level of reserves in the fund to cover potential recurrence and / or future emergency.
- E. If the cost of divesting all or a portion of the fund is greater than that of obtaining a loan, a loan for the required amount may be acquired.
- F. Invoices and loans (if required) will be paid in a timely manner.
- G. In cases where the Alberta Poultry Industry is impacted, wherever possible, the invoices will be jointly paid by the Alberta Poultry Industry Emergency Management Team (the Parties); however, to ensure invoices are paid in a timely manner, they may be paid by Alberta Chicken Producers and the Parties invoiced accordingly. In this instance, funds recovered from other Boards will be returned immediately to the Reserve Fund.
- H. Fund Regeneration:
As soon as possible after the accessing of the Fund, the Board will re-build the fund to the prescribed limit. To provide for fund re-generation, all operating surplus will be diverted to investments in the Reserve Fund. A levy adjustment may be implemented to restore reserves, depending upon the nature of the situation.

6. Investment Strategy:

- a. The Finance Committee is responsible for the management of the Alberta Chicken Producers' investment funds. The Finance Committee, in fulfillment of its regular functions, will:
 - i) Recommend to the Board the Investment Manager to be used and evaluate the performance of the Investment Manager for compliance with this policy in its annual report to the Board.
 - ii) Review the performance of investments and report to the Board annually.
 - iii) Recommend policy revisions to the Board.
 - iv) Determine the asset allocation of the Board's investments funds.
- b. The Board authorizes the Board Chair, Finance Director and Executive Director to act on its behalf in managing its investment portfolio within the parameters of this policy.
 - i) Any change that results in a shift among asset classes requires Board approval prior to such change being made.
- c. Investment Philosophy and Criteria: A conservative philosophy will be followed in all aspects of the management of all funds of the Alberta Chicken Producers. The preservation of capital is the paramount criteria followed by liquidity and then yield. All investments must be evaluated against these criteria.
- d. Conflict of interest guidelines contained in Board Policy shall be adhered to when considering investments alternatives. No member of the Board, employee of Alberta

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Chicken Producers or agent of the Board shall benefit from knowledge of or participation in investment decision making.

- e. Eligible Investments:
- i) For the purpose of this policy, eligible investments are:
 - A. Bank Cash Deposits
 - B. Bank Term Deposit
 - C. Guaranteed Investment Certificates
 - D. Treasury Bills
 - E. Government of Canada and Provincial Bonds
 - F. Corporate Bonds (AA or higher rating)
 - G. Income Trusts (SR-1 rating)
 - H. Preferred Shares (AA or higher rating)
 - I. Large Cap Equity, Income, High Grade Bond Mutual Funds
 - J. Canadian or US Common Shares (High quality, blue chip companies with potential for long term total returns from dividends and capital appreciation). Dividend payout history should be considered with a preference for dividend stability.
 - K. Real Property Assets
 - i) Investments must be compliant with the Prudent Investment Rule under Section 3 of the Trustee Act.
 - ii) Any investment not included in the above listing must be presented to the Finance Committee which will make a recommendation to the Board of Directors.
- f. Asset Allocation:
- i) The investment portfolio asset allocation must strike a conservative balance between risk and reward. Acceptable asset allocation is as follows:
 - A. Minimum 10% of assets shall be held in cash or cash equivalent.
 - B. Minimum 10% of assets shall be invested in short term (1 year or less) liquid assets.
 - C. Minimum of 10% of assets shall be held in longer term GIC's (2 years or more).
 - D. GIC's should be laddered, with approximately 20% of the GIC's maturing each year.
 - E. Equity Investments – Not more than 35% of total portfolio.
 - F. Common shares should be diversified among industry sectors so as to avoid excessive exposure to one industry.
 - G. Total investment cost in any one investment is not to exceed \$100,000 (with the exception of GIC's and Mutual Funds).
 - H. Corporate Bonds – Not to exceed 40% of total bonds.
 - I. US investments – Not to exceed 25% of total investments.
 - J. Other foreign currency investments – Not to exceed 10% of total investments.
 - K. Real Property Assets – Not to exceed 20% of total investments.
- g. Other:
- i) The ability to borrow against an investment will be a key consideration. This is particularly important when the cost of borrowing against the investment is less than the loss of the interest or bond yield, should the investment be terminated.
 - ii) The level of investment in any given year will take into consideration the three year cash projection to determine the amount available for each of the three investment categories.

7. Excess Operating Surplus:

- a. Each year when the audited financial statements are complete, the Board will assess its overall financial position as of November 30th of the prior year. Any amount deemed to

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- be in excess of Section 5(b) of this Policy will be distributed to qualifying Producers in proportion to the amount of levy paid by each Producer during the prior fiscal year.
- b. In order to qualify for a distribution, a Producer must be in good standing with the Board at the time the Board declares an operating surplus to be distributed to Producers. This means:
 - i) The producer maintains current OFFSAP and Animal Care Certification, and,
 - ii) The producer has no outstanding invoices or debts payable to the Board; and,
 - iii) Producers who retire prior to the time the Board declares an operating surplus will not qualify to receive a distribution.
 - c. The formula for calculating the Board's Operating Surplus will be:
 (Cash + Term Deposits) + (Accounts Receivable + Accrued Interest) – (Accounts Payable + Accruals) – (1 month budgeted operating expenses for following fiscal year)
 - d. This is the maximum amount available for distribution to qualifying Producers; however, the Board maintains its discretion with regard to any and all surplus distributions.
 - e. The formula for calculating the distribution to qualifying producers will be:
 Operating Surplus x Producer's %share of levy paid during ACP's prior fiscal year.
 - f. The status of the Operating Surplus will be declared at the Annual General Meeting each year by the Finance Committee Chair as part of the presentation of the Audited Financial Statements.

Reference Minutes of: December 4, 2015
 August 20, 2015
 June 22, 2015
 January 10, 2014
 June 7, 2013
 February 21, 2013

Appendix 1

Federally Reportable Diseases:

Notifiable Avian Influenza
 Fowl Typhoid
 Newcastle Disease
 Pullorum Disease

Provincially Reportable Diseases:

Highly pathogenic avian influenza or low pathogenic H5 or H7 influenza virus
 Infectious laryngotracheitis
 Newcastle Disease
 Salmonella Enteritidis, Heidelberg & Typhimurium
 Salmonella Gallinarum & Pullorum
 Toxic Substances

INDEMNITY AGREEMENT

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In order to provide Board Director's and officers with the security that they are protected while carrying out their duties on behalf of the Alberta Chicken Producers, it is hereby resolved that the Alberta Chicken Producers will indemnify a Director or Officer, a former Director or Officer, or a person who acts or acted at the Alberta Chicken Producers request as a Director or Officer, and their heirs, executors and other legal representatives from and against:

- Any liability for all costs, charges, and expenses that the Director or Officer sustains or incurs in respect of any action, suit or proceedings that is proposed or commenced against the Director or Officer in respect of the execution of the duties of the director or Officer's office;
- All other costs, charges and expenses that the Director of Officer sustains or incurs in respect of the affairs of the Alberta Chicken Producers;
- All costs, charges and expenses that the Director or Officer sustains in the case of a criminal or administrative proceeding or a proceeding that is enforced by a monetary penalty, where the Director or Officer had reasonable grounds for believing that his/her conduct was lawful, except where such liability relates to the Director or Officer's failure to act honestly and in good faith with a view to the best interests of the Alberta Chicken Producers.

It is further resolved that the Alberta Chicken Producers shall provide to all Directors and Officers an Indemnity Agreement and shall then take all steps necessary to implement and maintain this Indemnity.

Reference Minutes of: May 1, 2000

EXAMPLE

INDEMNITY AGREEMENT FORM

ALBERTA CHICKEN PRODUCERS

(OF THE FIRST PART)

- and -

<< **BOARD DIRECTOR NAME** >>

(OF THE SECOND PART)

WHEREAS << **BOARD DIRECTOR NAME**>> (hereinafter the **ADirector**) has been elected as a director of the Alberta Chicken Producers; **AND WHEREAS** the Director has agreed to sit as a member of the Board of Directors of the Alberta Chicken Producers; **AND WHEREAS** the Alberta Chicken Producers wish to provide the Director with the security that the Director will be indemnified while carrying out the Director's duties on behalf of the Alberta Chicken Producers; **NOW THEREFORE** this Agreement witnesseth that for and in consideration of the Director undertaking to act as a Director of the Alberta Chicken Producers, and for and in consideration of the mutual covenants and conditions hereinafter set forth, the sufficiency of which is acknowledged, the parties agree as follows:

1. The Director in exercising his powers and discharging his duties shall act honestly and in good faith with a view to the best interests of the Alberta Chicken Producers and will exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
2. The Alberta Chicken Producers hereby indemnify the Director and his heirs, executors, administrators and other legal representatives from and against:
 - (a) any liability for all costs, charges and expenses that the Director sustains or incurs in respect of any action, suit or proceeding that is proposed or commenced against the Director, for or in respect of anything done or permitted by the Director in respect of the execution of the duties of the Director's office;
 - (b) all other costs, charges and expenses that the Director sustains or incurs in respect of the affairs of the Alberta Chicken Producers;
 - (c) all costs, charges and expenses that the Director sustains in the case of a criminal or administrative proceeding or proceeding that is enforced by a monetary penalty, where the Director had reasonable grounds for believing that his conduct was lawful;except where such liability relates to the Director's failure to act honestly and in good faith with a view to the best interests of the Alberta Chicken Producers.
3. This indemnity shall not be terminated by the expiry of the Director's term of office and shall continue to indemnify the Director for any actions taken or liability incurred while the Director was acting on behalf of the Alberta Chicken Producers.
4. The Director agrees to cooperate with the Alberta Chicken Producers in all reasonable respects in regard to defending an action or proceeding brought against the Director and the Alberta Chicken Producers.

IN WITNESS WHEREOF the parties have executed this Agreement this _____ day of

_____, 20___, in the City of Edmonton, in the Province of Alberta.

ALBERTA CHICKEN PRODUCERS

WITNESS SIGNATURE Per: _____
<< BOARD DIRECTOR NAME >>

Witness: Please Print Name

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LEADERSHIP DEVELOPMENT

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LEVEL I:

The Alberta Chicken Producers will provide Leadership Development Training Sessions, to producers interested in taking a leadership role in our industry, providing a minimum of eight people take the course. Each individual will be requested to pay \$200 to register, and will be responsible for their travel expenses. Meals and accommodations will be paid for by the Alberta Chicken Producers.

Reference: October 26, 1999

LEVEL II:

A registration fee of \$100 will be charged per person for the Level II Leadership Development Session. Accommodations and meals will be provided for by Alberta Chicken Producers.

Reference Minutes of: September 19, 2000

MEETING CRITERIA



G

POLICY:

Alberta Chicken Producers will organize and conduct Annual General Meetings, Regional Meetings, other producer related meetings, along with Industry/Government meetings. It is the intent that these meetings be conducted in a transparent manner, providing information to the attendees in a manner that will enhance the Alberta chicken industry.

GUIDELINES:

- (1) The Annual General Meeting will be held at the end of February, or the first week of March, in conjunction with the other Alberta poultry Board's Annual General Meetings.
- (2) Meeting will be evaluated using Evaluation Forms provided by Alberta Chicken Producers.
- (3) Incentives such as door prizes or promotional give-aways may be used to encourage participants to complete the Evaluation Forms.
- (4) When industry sponsors educational meetings, which are open to all producers, by paying for the cost of coffee and donuts, the Board will offer one(1) free advertising notice such as a Newsletter enclosure, or a supporting article.
- (5) A representative of the Board will attend the Annual General Meeting of BC, SK, MB, and ON.

PROCEDURES:

- (1) The meeting will start on time.
- (2) A pre-meeting with Staff of the facility will be conducted to ensure they are familiar with our needs.
- (3) Coffee and donuts are to be served at least 30 minutes before the meeting commences.
- (4) Appropriate signage be available at the registration table.
- (5) Guest speakers will be provided with a 'thank you' package.
- (6) Portable microphones be available for any comments from the floor. These microphones will be moved throughout the room by Producer Representatives or other designated individuals.
- (7) Budget documentation with an explanation document will be circulated prior to the Annual General Meeting.
- (8) Dress code is generally casual, except for the Annual General Meeting, where Directors and Staff are expected to dress in business attire.

- (9) ACP will accept sponsorship as follows:
- Regional Meetings: Coffee & Donuts \$500 Lunch \$1,500
 - Annual General Meeting: Jointly as the *Alberta Poultry Industry*

Further to that, public recognition of sponsorship will occur at the meeting and in the Newsletter. Sponsors will be allowed to set up a display table at the meetings for which they paid a sponsorship fee.

- (10) Travel for Producers in Remote Locations to Regional Meetings and/or Annual General Meeting:
- 10.1 Registered Producers who live more than 400 km from the location of the nearest meeting will be reimbursed for the cost of travel (mileage or airfare) to the nearest meeting submitted on an Alberta Chicken Producers Expense Form (and supported by original receipts).
 - 10.2 Costs will be reimbursed for one representative per legal land location.
 - 10.3 Implementation of Section (10) effective October 1, 2010.

Reference Minutes of:

- December 2, 2011
- September 23, 2010
- April 25, 2005
- May 22, 2002
- February 10, 2000
- February 6, 1999
- February 26, 1999

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PENSION PLAN (RRSP)

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IMPLEMENTATION:

A staff pension plan was established effective January 1, 2002. Employees may choose the carrier of their choice. Alberta Chicken Producers will contribute, on the employee's behalf, directly to that carrier an amount to be deposited to the employee's Pension Plan or RRSP account.

Employees are eligible to participate in the Pension Plan following the first anniversary of employment with Alberta Chicken Producers.

In the month following the anniversary date, staff is eligible to receive matching contribution from Alberta Chicken Producers up to 3% of salary for employment with Alberta Chicken Producers from 1-5 years, and up to 5% of salary for employment with Alberta Chicken Producers over 5 years.

Reference Minutes of: May 22, 2002
 November 5, 2001

POLICY:

Per Diems are paid to producers who serve on the Alberta Chicken Producers Board, Industry Advisory Committee and other Committees. Non-producer representatives on Alberta Chicken Producers Committees may be eligible in certain circumstances.

PROCEDURES:

- (1) Per diems will be paid at the following rates:
 - a) Chair: CFC Chair Rate (currently \$440/day) for the Chairman; and
 - b) Directors, Producer Representatives and Committee members: CFC Director Rate (currently \$335/day)
- (2) A monthly honorarium will be paid to the Chair and Directors for time devoted in conducting Alberta Chicken Producers business, in addition to eligible per diems according to the following schedule:
 - a) Chair: ACP Director Honorarium x 2.65 (currently \$860/month)
 - b) Directors: CFC Director Rate (currently \$325/month)
- (3) Board Directors will be paid ½ day per diem for conference calls to a maximum of a full day per diem for 2 or more calls.
- (4) Board Directors will be paid ½ day per diem for a meeting(s) less than 4 hours duration.
- (5) Board Directors will be compensated for preparation and follow-up time for full-day Board meetings at a rate of \$75 per meeting.
- (6) The Agricultural 'Special Events' Coordinator will be paid an honorarium of \$300 per day, for organizing and coordinating special events as determined by the Board.
- (7) Non-producer members of a Committee who require a per diem will determine in advance with the Board the amount, if any, to be paid.
- (8) Directors and Producer Representatives shall be paid per diems for attending producer 'Open Houses' on behalf of the Board when asked to attend.
- (9) The Chicken Farmers of Canada (CFC) Director and Alternate may charge a per diem to Alberta Chicken Producers when the expense(s) is not covered by CFC.
- (10) Per diems will not be paid for attendance at events such as industry open houses, meetings with individual producers / producer groups, and business-related social events; Directors are paid travel time allowance to attend, as per the 'Expense' Policy.
- (11) The Board maintains ultimate discretion to deviate from the CFC Per Diem and/or Honoraria as and when it deems necessary.

Reference: March 1, 2016
 August 7, 2013
 March 1, 2012
 September 24, 2007
 May 22, 2007
 January 7, 2007
 March 2, 2004
 June 16, 1999

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PRODUCER REPRESENTATIVE RESPONSIBILITIES

ROLE:

Producer Representatives are important to the leadership development and succession of Alberta Chicken Producers. In fulfilling their responsibilities, Producer Representatives develop as potential industry leaders, and provide input and feedback to the Board on matters requiring consultation.

RESPONSIBILITIES:

- (1) Attend Leadership Development Programs offered by the Board;
- (2) From time to time, provide input to the Board, and serve as a "sounding board" for the Board, on policies, programs, and initiatives, as requested;
- (3) Attend scheduled meetings of the Industry Advisory Committee;
- (4) Attend meetings and / or events, as requested by the Board;
- (5) Attend the Regional meeting scheduled for producers in the applicable geographic area;
- (6) Attend the Annual General Meeting;
- (7) As requested by the Board, provide input to the Research Committee on research priorities and proposals; and
- (8) As requested by the Board, participate in and provide input to ACP Committees and initiatives.

REMUNERATION:

Producer Representatives are eligible to claim Per Diems and expenses, on the same basis as Directors, for attending Industry Advisory Committee meetings, Committee meetings, the AGM, the Regional Meeting in his / her respective Region, and other meetings requested by the Board.

NOMINATION & ELECTION:

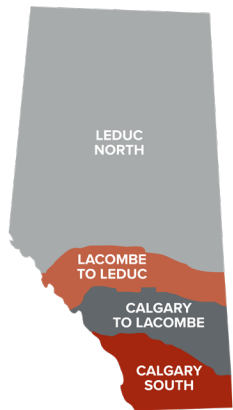
- (1) Producer Representatives are elected by producers at the Annual General Meeting for a one-year (1) term, for a maximum of three (3) consecutive one-year (1) terms.

Producers who have served as Producer Representatives for three (3) consecutive terms are eligible to be elected as a Producer Representative after completing a mandatory one-year step-down from this position.

- (2) One Producer Representative is elected from each geographic area:
 - Calgary South
 - Calgary to Lacombe
 - Lacombe to Leduc
 - Leduc North
- (3) A Producer Representative must be nominated by a licensed producer from the geographic area that he / she represents, and the Producer Representative must accept the nomination.
- (4) If a vacancy occurs in one or more Producer Representative position(s), the Board may appoint a Producer Representative. The producer appointed must be from the geographical area in which the vacancy occurred. The appointee will serve until the next Annual General Meeting.
- (5) When more than one producer is nominated for the position of Producer Representative, an election will be conducted by all eligible producers attending the meeting.

Reference Minutes of:	June 15, 2018	May 22, 2002
	March 16, 2004	April 17, 2002
	June 3, 2003	February 12 & 13, 1997

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PRODUCER REPRESENTATIVES

Suggested Topics for Discussion/Information from your Region

CHICKS	<ul style="list-style-type: none"> ▪ Quality ▪ Pricing ▪ Supply ▪ Overall Comments/Observations
FEED	<ul style="list-style-type: none"> ▪ Cost/Conversion ▪ Quality ▪ Supply 'company' information (take-overs, closures, etc.) ▪ Other
FLOCK HEALTH & MANAGEMENT	<ul style="list-style-type: none"> ▪ Flock Health and/or production challenges or improvements ▪ Veterinary interaction ▪ Impacts/Questions regarding AMU and antimicrobial reduction
CATCHING/LOADING PROCESSING	<ul style="list-style-type: none"> ▪ Catching – Any changes or challenges experienced ▪ Relationships with catchers ▪ Quality concerns/feedback from Processors? CFIA?
BOARD	<ul style="list-style-type: none"> ▪ Any questions or feedback regarding ACP Policy(ies) ▪ Interest in Leadership Development ▪ Other questions/feedback directed to the Board (<i>for Board and Producer Rep portion of the meeting</i>)
OTHER	<p>QUESTIONS OR COMMENTS REGARDING:</p> <ul style="list-style-type: none"> ▪ Government Relations ▪ Trade Agreements ▪ Consumer/Public Relations

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ROLES & RESPONSIBILITIES

The Board Directors of the Alberta Chicken Producers is a governing Board, focusing on leadership by planning, setting policy, and delegating the implementation to the staff through the Executive Director.

Chairman <ul style="list-style-type: none"> ▪ Servant of the Board ▪ Provides Leadership ▪ Speaks for the Board ▪ Manages meetings / time ▪ Communication / liaison with Executive Director ▪ Public / industry relations ▪ Facilitates / mediates / quarter-backs ▪ Crisis Management 	Board Director <ul style="list-style-type: none"> ▪ Regularly attend all meetings ▪ Adhere to the “Standards of Leadership” ▪ Preparation ▪ Commitment (as agreed to) ▪ Represent Boards position to others ▪ Serve producers ▪ Open-minded ▪ Participate in setting policy
Committee / Project Leader <ul style="list-style-type: none"> ▪ Understands the mandate – becomes the ‘leader’ ▪ Chair (see above) of committee ▪ Reports / communicates / recommends to the Board ▪ Requests adequate resources / staff ▪ Coordinates staff 	CFC Representative <ul style="list-style-type: none"> ▪ Regularly attend all meetings ▪ Adhere to the “Standards of Leadership” ▪ Know and represent the Board’s views ▪ Know and represent CFC and others views
Finance Lead <ul style="list-style-type: none"> ▪ Audit and sign Director’s Expenses & Per Diems ▪ Review Financial Statements with Staff and seek clarity ▪ Present Financial Statements to the Board at Board Meetings ▪ Participate in the Annual Budget-setting process with Staff ▪ Present the Annual Budget to the Board for approval ▪ Present the Annual Budget to producers at Regional Meetings ▪ Present the Audited Financial Statement to producers at the AGM ▪ Make a <i>Motion</i> at the AGM for Appointment of Auditor <p>Reference TAB 9 for details</p>	Promotions Lead <ul style="list-style-type: none"> ▪ Review / Provide feedback to staff regarding promotional item purchases ▪ Provide staff with feedback on Special Events and Trade Shows as applicable ▪ Review / Provide feedback to staff regarding policies and procedures pertaining to: volunteers, agricultural events, promotional items, sponsorships, and advertising <p>Reference TAB 9 for details</p>
Producers <ul style="list-style-type: none"> ▪ Regularly attend meetings ▪ Adhere to the “Standards of Leadership” ▪ Stay informed ▪ Participate effectively 	Executive Director <ul style="list-style-type: none"> ▪ Serves Board & Producers ▪ Chief Executive Officer (C.E.O) ▪ Implementations / Administers Policy ▪ Reports to Chair ▪ Public Liaison ▪ Adhere to the “Standards of Leadership” ▪ Legal / Technical Leadership ▪ Analyses and Recommends ▪ Ensures Committee Support ▪ Administers Regulations ▪ Government Officials / Liaison – as settled by Chair
Producer Representative(s) <ul style="list-style-type: none"> ▪ Meet with the Board in the morning of the Industry Advisory Committee Meeting ▪ Attend meetings of the Industry Advisory Committee and present a Report to the Committee to update on the chicken industry in their region ▪ Meet with the Board in the morning of the day of the Industry Advisory Committee meeting, and present suggestions and/or concerns of producers that have come to their attention in their region ▪ Attend the Regional Meeting in their area ▪ Review ‘research proposals’ submitted to the Research Committee. ▪ Attend the Alberta Chicken Producers’ Annual General Meeting ▪ Attend and encourage producers to participate in Alberta Chicken Producers’ Research Brainstorming Sessions ▪ Represent the Board at meetings or special events in their respective area 	

DISCLAIMER: Alberta Chicken Producers Regulation will prevail the Policies contained herein