



Notice of Meeting and Meeting Agenda Governance Committee

Wednesday, October 6, 2021

10:00 AM

6th Floor Boardroom
625 Fisgard St.
Victoria, BC V8W 1R7

K. Murdoch (Chair), R. Windsor (Vice Chair), S. Brice, B. Desjardins, B. Isitt, R. Martin,
C. McNeil-Smith, J. Olsen, J. Ranns, M. Tait, G. Young, C. Plant (Board Chair, ex officio)

The Capital Regional District strives to be a place where inclusion is paramount and all people are treated with dignity. We pledge to make our meetings a place where all feel welcome and respected.

1. Territorial Acknowledgement

2. Approval of Agenda

3. Adoption of Minutes

3.1. [21-715](#) Minutes of the June 2, 2021 Governance Committee Meeting

Recommendation: That the minutes of the Governance Committee meeting of June 2, 2021 be adopted as circulated.

Attachments: [Minutes - June 2, 2021](#)

4. Chair's Remarks

5. Presentations/Delegations

Due to limited seating capacity, this meeting will be held by Live Webcast without the public present.

To participate electronically, complete the online application for "Addressing the Board" on our website. Alternatively, you may email the CRD Board at crdboard@crd.bc.ca.

5.1. [21-754](#) Delegation - Alon Soraya; Representing South Island Mountain Bike Society: Re: Agenda Item 6.3.: Review of Delegation Speaking Time in the Board Procedures Bylaw

6. Committee Business

6.1. [21-683](#) 2022 Service Planning - Accountability

Recommendation: The Governance Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:
That Appendix A, Community Need Summary - Accountability be approved as presented and form the basis of the 2022-2026 Financial Plan.

Attachments: [Staff Report: 2022 Service Planning - Accountability](#)
 [Appendix A: Community Need Summary - Accountability](#)
 [Appendix B: Initiatives Progress Report](#)

6.2. [21-724](#) Establishing Best Practices for CRD Meetings

Recommendation: The Governance Committee recommends to the Capital Regional District Board:
That staff report back to the Governance Committee with best practice guidelines for meetings of the Capital Regional District Boards, Committees and Commissions in accordance with the direction set out in this report.

Attachments: [Staff Report: Best Practices for CRD Meetings](#)
 [Appendix A: Staff Report from Feb. 3, 2021 \(incl. Bylaw 3828 - Consolidated\)](#)

6.3. [21-722](#) Review of Delegation Speaking Time in the Board Procedures Bylaw

Recommendation: The Governance Committee recommends to the Capital Regional District Board:

1. That the maximum speaking time for each delegation be reduced to 3 minutes;
2. That no more than 10 delegations be heard per meeting;
3. That delegations be registered on a first come, first served basis;
4. That late delegation requests only be considered when the maximum number of delegations has not been reached;
5. That delegations be limited to speaking only once on an agenda item, except to introduce new and material information; and
6. That staff report back through the Governance Committee with a draft bylaw to amend the Board Procedures Bylaw as directed.

Attachments: [Staff Report: Review of Delegation Speaking Time](#)
 [Appendix A: Minutes Excerpt on Delegations](#)
 [Appendix B: Bylaw 3828 CRD Board Proc. \(Consolidated\)](#)
 [Appendix C: Jurisdictional Review of Speaking Times](#)

6.4. [21-642](#) Capital Regional District Board Regional Grants-in-Aid Policy

Recommendation: The Governance Committee recommends to the Capital Regional District Board:
That the Capital Regional District Board Policy on Regional Grants-in-Aid report be received for information.

Attachments: [Staff Report: CRD Board Policy Regional Grants-in-Aid](#)
 [Appendix A: CRD Board Minutes from February 23, 1994](#)
 [Appendix B: History of Past Regional GIA Requests](#)

6.5. [21-698](#) Update to CRD Reporting of Serious Misconduct Policy

Recommendation: The Governance Committee recommends to the Capital Regional District Board:
That the Capital Regional District's Reporting of Serious Misconduct Policy be updated to ensure the involvement of the Chief Financial Officer in any concern that may have real or perceived financial implications.

Attachments: [Staff Report: Reporting of Serious Misconduct Policy](#)
 [Appendix A: Reporting of Serious Misconduct Policy](#)

6.6. [21-699](#) Process to Claim Expenses under CRD Board Remuneration and Travel Expense Reimbursement Policy

Recommendation: The Governance Committee recommends to the Capital Regional District Board:
That Schedule 1 of the Capital Regional District's Board Remuneration and Travel Expense Reimbursement Policy be updated to include the administrative process for the claiming of expenses, as found in Appendix A.

Attachments: [Staff Report: Board Remuneration and Travel Expense Reimbursement Policy](#)
 [Appendix A: Board Remuneration and Travel Expense Reimbursement Policy](#)

7. Notice(s) of Motion**8. New Business****9. Adjournment**

The next meeting is December 1, 2021.

To ensure quorum, please advise Tamara Pillipow (tpillipow@crd.bc.ca) if you or your alternate cannot attend.

Meeting Minutes

Governance Committee

Wednesday, June 2, 2021

10:00 AM

6th Floor Boardroom
625 Fisgard St.
Victoria, BC V8W 1R7

PRESENT

Directors: K. Murdoch (Chair), R. Windsor (Vice Chair) (EP), S. Brice, B. Desjardins (EP), B. Isitt (10:03 am) (EP), D. Kobayashi (for R. Martin) (EP), C. McNeil-Smith (EP), J. Ranns (EP), M. Tait (EP), G. Young, C. Plant (Board Chair, ex officio)

Staff: K. Morley, General Manager, Corporate Services; S. Carey, Manager, Legal Services; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

Regrets: R. Martin, J. Olsen

EP - Electronic Participation

The meeting was called to order at 10:00 am.

1. Territorial Acknowledgement

Chair Murdoch provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Plant, and **SECONDED** by Director Brice,
That the agenda for the June 2, 2021 Governance Committee meeting be
approved.
CARRIED

3. Adoption of Minutes

3.1. [21-465](#) Minutes of the April 7, 2021 Governance Committee

MOVED by Director Plant, **SECONDED** by Director Brice,
That the minutes of the Governance Committee meeting of April 7, 2021 be
adopted as circulated.
CARRIED

4. Chair's Remarks

The Chair had no remarks.

5. Presentations/Delegations

There were no presentations or delegations.

6. Committee Business

6.1. [21-466](#) Family Court Committee - Update of Review of Status and Governance

S. Carey spoke to Item 6.1.

Discussion ensued regarding:

- Financial implications
- Staffing requirements
- Grants allocation process
- Autonomy of committee

MOVED by Director Isitt, and SECONDED by Director Young,

The Governance Committee recommends to the Capital Regional District Board:

- 1. That staff report back with a draft Commission Bylaw that delegates an administrative level of authority to the Victoria Family Court and Youth Justice Committee, including the power to issue grants, and that the Commission Bylaw addresses the mandate, governance and structural changes recommended by the CRD in its letter of February 26, 2021; and**
- 2. That staff consider additional resources and support to assist the Committee with meeting management in the 2022 Service Planning process.**

MOVED by Director Isitt, and SECONDED by Director Young,

That the main motion be amended to add a third bullet:

- 3. Invite comment from the Family Court and Youth Justice Committee on the proposed delegation bylaw.**

Discussion ensued regarding:

- Committee input
- Term limits
- Consultation process

MOVED by Director Plant, and SECONDED by Director Isitt,

That the amending motion be amended by adding the words "Prior to reporting back to the Governance Committee" before the words "Invite comment from the Victoria Family Court and Youth Justice Committee on the proposed delegation bylaw".

CARRIED

The question was called on the amendment.

That the motion be amended to add a third bullet:

- 3. Prior to reporting back to the Governance Committee, invite comment from the Victoria Family Court and Youth Justice Committee on the proposed delegation bylaw.**

CARRIED

The question was called on the main motion as amended.

The Governance Committee recommends to the Capital Regional District Board:

- 1. That staff report back with a draft Commission Bylaw that delegates an administrative level of authority to the Victoria Family Court and Youth Justice**

Committee, including the power to issue grants, and that the Commission Bylaw addresses the mandate, governance and structural changes recommended by the CRD in its letter of February 26, 2021; and

2. That staff consider additional resources and support to assist the Committee with meeting management in the 2022 Service Planning process.

3. That prior to reporting back to the Governance Committee, invite comment from the Victoria Family Court and Youth Justice Committee on the proposed delegation bylaw.

CARRIED

The Committee thanked staff and Victoria Family Court and Youth Justice Committee.

7. Notice(s) of Motion

7.1. [21-464](#) Motion with Notice: Review of Time Allocation for Delegations (Directors Isitt, Windsor, Murdoch)

MOVED by Director Isitt, and **SECONDED** by Director Windsor,
That the Governance Committee be requested to review Section 13 of the Procedures Bylaw related to Delegations, with the goal of providing fair access to delegations and a reasonable use of the Board's time.

Discussion ensued regarding:

- Time allocation for delegations
- Procedure bylaw
- Electronic participation
- Correspondence circulation

MOVED by Director Windsor, and **SECONDED** by Director Isitt
That the question be called.

CARRIED

Opposed: Young

The question was called on the main motion.

That the Governance Committee be requested to review Section 13 of the Procedures Bylaw related to Delegations, with the goal of providing fair access to delegations and a reasonable use of the Board's time.

CARRIED

Opposed: Ranns

Discussion ensued regarding:

- Statistical information regarding delegations
- Public engagement and accessibility
- Meeting length pertaining to procedure bylaw
- Procedure bylaw

MOVED by Director Windsor, and **SECONDED** by Director Isitt
That staff bring back any information previously prepared, and information related to today's discussion, to the next Governance Committee to allow us to continue this discussion.

MOVED by Director Plant, and **SECONDED** by Director Windsor,
That the motion be amended to add the words "and invite staff to bring back any other recommendations on amendments to the Procedure Bylaw" after "That staff bring back any information previously prepared, and information related to today's discussion, to the next Governance Committee to allow us to continue this discussion".

CARRIED

The question was called on the main motion as amended.

1. That staff bring back any information previously prepared, and information related to today's discussion, to the next Governance Committee to allow us to continue this discussion; and,

2. Invite staff to bring back any other recommendations on amendments to the Procedure Bylaw.

CARRIED

8. New Business

There was no new business.

9. Adjournment

MOVED by Director Brice, **SECONDED** by Director Plant,
That the June 2, 2021 Governance Committee meeting be adjourned at 11:10 am.

CARRIED

Chair

Recorder

**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 06, 2021**

SUBJECT 2022 Service Planning – Accountability

ISSUE SUMMARY

To provide the Governance Committee with an overview of core service levels, new and progressing initiatives and performance metrics related to the Accountability Community Need. These activities are undertaken by the Corporate Services, Executive Services and Finance & Technology departments and deliver on approved Board Strategic Priorities and the CRD Corporate Plan.

BACKGROUND

The Capital Regional District (CRD) Board identified its strategic priorities in early 2019. Subsequently, staff prepared the 2019-2022 CRD Corporate Plan to align with this direction. The CRD Corporate Plan presents the work the CRD needs to deliver over the Board term to meet the region's 15 most important needs (community needs). These initiatives are delivered in conjunction with the mandated core services and regulatory requirements that the CRD is accountable for delivering. The priorities were re-confirmed by the CRD Board at the annual check-ins on May 13, 2020, and May 12, 2021.

At the start of the Board term, staff identified that the ambitious plan for the region would require a significant amount of effort and resources to action and implement Board and Corporate Priorities and to keep pace with the anticipated increase in service demands, primarily driven by population growth and construction activity. The general level of effort deployed by the organization has been increasing to keep pace since the direction was set and in some cases emerging trends and changes in economic activity have had a significant impact on the demand for services, driving additional resource requirements.

This is the final year of the service plan and budget approvals for this CRD Board as well as the final year of implementation of its strategic priorities. For 2022, staff are recommending a significant package of work to finalize the delivery of the strategic priorities and CRD Corporate Plan. Implementation timeframes for much of the work initiated in 2022 will carry into 2023.

2022 is a transition year for the CRD Board. Staff anticipate that any service planning requests for 2023 will be focused on operational adjustments while the Board is determining its strategic priorities for the 2023-2026 term.

The Community Need Summary Report (Appendix A) provides an overview of the strategic context for service areas by department, core service levels for services, new initiatives, and a summary of the business model and performance metrics associated with targeted outcomes.

ALTERNATIVES

Alternative 1

The Governance Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Accountability be approved as presented and form the basis of the 2022-2026 Financial Plan.

Alternative 2

The Governance Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Accountability be approved as amended and form the basis of the 2022-2026 Financial Plan.

IMPLICATIONS

Financial Implications

The Executive Leadership Team is taking steps to mitigate the financial impacts driven through service planning. They have reviewed the timing and phasing of initiatives to ensure activities and resources are allocated as efficiently and effectively as possible. Phasing initiatives over a longer time horizon helps manage risks including staff being spread too thinly across multiple projects, change management, implementation and transition impacts. As an example, a required systems upgrade to CRD's enterprise resource management software has been deferred to 2023 to both manage impacts on the 2022 budget and ensure staff focus on more immediate initiatives. In addition, timing prioritized initiatives to start throughout 2022 reduces the impact in year, while recognizing the annualization impact into 2023.

The CRD continues to mitigate impacts on requisition through alternative funding models for services. Effective deployed strategies include fee-for-service models, financial leveraging, and third party or government contributions and donations. In funding initiatives across services, an example of efficient use of revenue is through deployment of financing strategies balancing cost and capacity. This can be achieved through setting reserve targets aligned to lifecycle impacts, resulting in reductions in reserve transfers and lowering operating budgets.

Additionally, where feasible, an incremental change management strategy has been emphasized for larger projects. Divisions are piloting and testing implementation in a control environment with a proof-of-concept before Board deployment.

A comprehensive overview of the resources required to advance the initiatives listed in all Community Need Summaries, including all proposed staffing changes, will be presented to the Committee of the Whole at the 2022 provisional budget review.

See Appendix A for more details about core service delivery.

New Initiatives Proposed for 2022

Staff have identified 11 initiatives in support of this Community Need that will have budget implications in 2022 (Table 1). The key driver for this work is the pressing need to step up the scale and scope of the support services of the CRD. As operational services have been stepping

up and accelerating their work as directed by the CRD Board over the past three years, most support service divisions have absorbed increases in volumes of work and new activities. As the organization pivots to larger and more sophisticated operations, these services must now deliver transformative changes, increase capacity and futureproof their practices and processes to keep pace with the level of change experienced by the rest of the organization.

Table 1: 2022 Accountability Community Need Initiatives

#	Initiative	Description	FTE impacts (2022)	Cost impacts (2022)	Funding source
15b-2.1	Asset Management	Development of asset management program and enterprise asset management system	+3.4 FTE * ongoing	\$448K	Requisition
15b-2.2	Grant Support	Corporate coordination of grant opportunities to maximize external grant revenue	+0.5 FTE* ongoing	\$56K	Requisition
15c-1.4	Human Resource Information System (HRIS)	Modernize system & processes to provide timely, accurate & easily accessible HR information	+2.0 FTE* ongoing	\$589K	Reserve transfer, requisition
15c-1.5	Safety Management System	System to record, track and report on health & safety, risk and compliance program	--*	\$52K	Requisition
15d-1	Board Orientation & Strategic Plan 2023-2026	Orientation for Directors and identification of strategic priorities for next four years	--	\$56K	Reserve transfer
15d-2	Electoral Areas Elections	Coordination of elections in the electoral areas	--	\$40K	Requisition
15f-1.14	Digital Comms Governance & Support Services	Enhance systems, processes and staffing capacity to modernize communications practices	+1.0 FTE* ongoing	\$160k	Requisition
15f-1.15	FOI & Privacy Role Conversion	Staffing adjustment to address increase in service demand	0.6 FTE converted	\$33K	Requisition

#	Initiative	Description	FTE impacts (2022)	Cost impacts (2022)	Funding source
15f-1.16	Corporate Safety Resourcing	Development, implementation and coordination of health & safety programs and initiatives	1.0 FTE* converted	\$169K	Allocation, requisition
15f-1.21	Associate Legal Counsel	Staffing adjustment to address increase in service demand	+1.0 FTE* ongoing	\$179K	Requisition
15f-1.23	Legislative Services Support	Staffing adjustment to address increase in service demand	+1.0 FTE* ongoing	\$93K	Requisition
15f-1.24	Executive Services Departmental Support	Staffing adjustment to address increase in service demand	1.0 FTE* Converted	\$106K	Requisition
15f-1.3	Electronic Documents and Records Management System	Modernization of corporate records management program framework	+4.8 FTE* ongoing	\$1.1M	Reserve transfer + requisition
15f-1.11	Corporate Security – Monitoring & Incident Response	24/7 monitoring, detection and cybersecurity incident response service	--	\$80K	Requisition
15f-1.17	Corporate Accounting Standards	Standard compliance planning, implementation, monitoring and reporting	+2.0 FTE ongoing	\$297K	Requisition
15f-1.18	Regional Ortho-photography Data Acquisition Program	Cyclical photography data acquisition for the entire CRD region	--	\$50K	Requisition

** Also includes support services adjustment. Staffing changes increases demand and requirements on support services (e.g. hardware and software procurement, systems access, devices, budget preparation, payroll, transaction processing, etc.). These initiatives will result in adjustments (in some case minor) to the staffing model of a number of support services to accommodate the demand. To provide full transparency, the financial impact of the initiative reflects the whole cost of delivering the work, including flow-down impacts on support services.*

The costs in this IBC are estimates which the Executive Leadership Team reviewed as part of their annual assessment of initiatives, and as part of provisional budget preparation, costs may be adjusted.

15b-2.1 Asset Management

The CRD has been implementing the Corporate Asset Management Strategy since 2019. The strategy supports the Board Strategic Priority 4d achieving sustainable budgets while recognizing the need for infrastructure revitalization. In 2020, the CRD initiated a pilot project to componentize assets from the Core Area Wastewater Treatment Plant (CAWTP) that supports maintenance and replacement planning activities. The development of an asset register supports the work of staff involved in all stages of the asset lifecycle, from planning to constructing and maintaining assets.

Initiative 15b-2.1 seeks to create new regular positions (+3.4 FTE) (specialist engineer, asset management coordinator, and information technology analyst and support) to build on the work completed on the CAWTP project and develop a centralized register, starting with Integrated Water Services and wastewater assets. Once the work is complete in Integrated Water Services, the specialist engineer will be seconded to other departments to facilitate the integration of their assets into the corporate asset register.

15b-2.2 Grant Support

The CRD grant management function provides an overarching support and coordination role for over 200 services to maximize external grant revenue. It also administers three streams of grant programs on behalf of the organization, namely the Gas Tax Fund Program, Electoral Areas Grants-in-Aid Program and the new COVID-19 Safe Restart Grant Program which was introduced in 2020. The level of demand for this service is increasing year-on-year as overall volumes of applications increase, more provincial and federal grant programs become available and CRD divisions pursue grant funding opportunities more aggressively to support affordable projects. At the same time, the level of scrutiny, reporting and audit requirements for successful bids has been adding additional strain on the existing staffing complement.

Initiative 15b-2.2 seeks to create an additional part-time ongoing position (+0.5 FTE) to ensure the division is able to maintain the service levels provided to stakeholders. A small adjustment will also be made to staffing capacity in Information Technology & GIS to address the increase in activities resulting from the staffing adjustment.

15c-1.4 Human Resource Information System (HRIS)

An integrated HRIS enhances an organization's ability to make well-informed, evidence-based business decisions by providing timely, accurate and easily accessible information. The CRD currently has a number of non-integrated systems which is resulting in sub-optimal data availability, redundancies and significant manual data processing. The CRD wants to address this issue by modernizing HRIS processes related to recruitment, onboarding, performance management, learning and development, succession planning, occupational health & safety, and workforce reporting and analytics. This transformational work will significantly drive forward organizational accountability and performance.

Given the scale and scope of this project, an implementation partner (Consultant) with suitable experience will be retained under contract to ensure the success of the project. Initiative 15c-1.4 seeks to increase auxiliary hours in the Human Resources & Corporate Safety division for three years to support the implementation of the changes as an HR subject matter expert. The initiative

also seeks to create new ongoing positions in the Information Technology & GIS (+1.5 FTE) and Financial Services (+0.5 FTE) divisions to facilitate the development of the new requirements, support the implementation of the solution as well as the integration with existing systems, test proposed changes and maintain and support the solution moving forward after implementation. The initiative also seeks funding for the procurement of specialist consultancy services and technology solutions, and ongoing license fees.

15c-1.5 Safety Management System

Safety Management System software quickly and easily captures, tracks and reports on health, safety, risk and compliance program data within one suite of safety management tools. This type of insight is important to identify health and safety indicators that may require action to reduce workplace injuries, property damage and other safety issues. The CRD does not currently have such a system and instead relies on a number of non-integrated systems and manual data processing.

Initiative 15c-5 seeks funding to procure and implement a Safety Management System software to capture safety metrics, trends and historical data for the entire organization in a centralized manner. This information will enable the CRD to meet or exceed regulatory obligations and prioritize efforts on impactful organizational changes. A Safety Management System will be a key component of the CRD's Certificate of Recognition (CoR) program, which will reduce costs associated with WorkSafeBC by an additional 10%.

The initiative will also require an ongoing increase to the Information Technology & GIS staffing complement to support the definition of technical requirements, ensure the implementation is in line with existing internal IT requirements and that the security of the CRD's infrastructure is maintained throughout.

15d-1 Board Orientation & Strategic Plan 2023-26

Following the General Local Elections, held every four years in BC, Board orientation training is conducted to introduce the newly appointed Directors and elected Electoral Area (EA) Directors to the governance model of regional districts and to the CRD's portfolio of services. The CRD Board then undertakes a planning process to identify its priorities (i.e. objectives and associated activities) in relation to corporate resources (i.e. financial and staff effort) and within the context of operational mandates (i.e. regulatory and service-delivery responsibilities and authorities). This multi-pronged exercise sets the course for Board decision-making for the following four years.

The CRD Corporate Plan 2019-2023 was a robust document that stood the test of time. The CRD Board conducted two annual strategic check-ins in 2020 and 2021 and passed motions both times to re-confirm the direction. This is a testament to the strength of the original vision. Having clarity up front about the Board's ambitions helps ensure that the CRD's activities work directly towards delivering these goals.

Initiative 15d-1 seeks funding to procure the services of an experienced consultant to facilitate the planning sessions with the Board and support members in identifying and confirming their priorities for their four-year term.

15d-2 EA Elections

The CRD is responsible for administering the election for Juan de Fuca, Salt Spring Island and the Southern Gulf Island EA Directors at the same time as the general local elections in October

2022. The CRD also conducts the elections on behalf of the Islands Trust and school districts and may be conducting assent voting (referendum) for local service areas.

Initiative 15d-2 seeks funding to procure the services of an Election Officer to coordinate the elections and act as the primary liaison with local partners and candidates. Following the 2018 election, the CRD identified the need to expand the scope of such a contract to alleviate the workload on the Legislative Services division to avoid impacting service delivery during this short burst of high activity. This has been reflected in the initiative.

15f-1.14 Digital Communications Governance & Support Services

Digital communications is the fastest growing area of communications. Most organizations today use a range of online channels and methods to deliver impactful messages effectively. Modernizing communication practices is key to the CRD fulfilling the Board's aspiration to have accessible, clear content available to the public across a range of channels.

For a number of years, the CRD has been absorbing changes resulting from a range of factors that have generated increases in demand for the services provided by the Corporate Communications division. This includes 24/7 news cycles, increasing social media monitoring (+~15% annually) and increasing demand for communications support and expertise for growing service areas internally. To stay on top of this demand, the team requires additional capacity and proposes to implement digital communication tools to expand the CRD's reach, increase accessibility of its content and build valuable relationships with the public, stakeholders and prospective employees.

Initiative 15f-1.14 seeks to enhance internal capacity to deliver digital marketing services with a focus on advertising, campaigns and enhanced social media presence while also delivering a new, modern website that is accessible, easy to navigate and adheres to best practices. The initiative also includes new tools to support improved productivity and oversight related to digital social media and public engagement initiatives. In 2021, Corporate Communications purchased a virtual engagement platform in response to COVID-19 protocols for public engagement. This is a platform that allows for several tools to enhance two way engagement with the community and hopefully a mix of in-person and virtual events; and a tool to better manage and monitor social media content and the growing area of digital advertising. These were financed from one-time provincial COVID-19 grant funding, and require ongoing support. For 2022, the website upgrade project has been deferred until a future year to ensure affordability and to manage overall organizational capacity.

15f-1.15 FOI & Privacy Role Conversion

The volume of Freedom of Information (FOI) requests received by the CRD has significantly and consistently increased over the last five years, from 82 requests in 2017 to 172 in 2020 (+110%). This trend is expected to continue. The CRD has received 181 requests as of September 2021. The CRD must respond to these queries in a timely, consistent manner in line with legislated obligations (*Freedom of Information and Protection of Privacy Act*).

The volatile volumes and unpredictable nature of the request have demonstrated the need for a more stable resourcing structure to respond to requests within the required timeframe set by statute. To that end, initiative 15f-1.15 seeks to convert a part-time auxiliary position (0.40 FTE) to a part-time (0.60) ongoing position. The cost of this position will be partially offset (-50%) by a reduction in auxiliary costs.

15f-1.16 Corporate Safety Resourcing

Corporate safety management is an increasingly complex area of work. The legislative frameworks set by the *Workers' Compensation Act*, *Occupational Health & Safety Regulation* and WorkSafeBC have been evolving, creating pressure to stay on top of the changes and compliant with requirements. In addition, the CRD is driving a number of significant programs, in particular multi-million dollar capital projects, which place additional requirements to ensure staff are safe and assets are well-managed. Occupational Health & Safety at the CRD is currently managed by a term position, transferred from the Core Area Wastewater Treatment Plant and funded through COVID-19 Safe Restart grant funding, which is due to expire at the end of 2021.

Given the importance of this work, initiative 15f-1.16 seeks to convert the term position to an ongoing position (1.0 FTE) to ensure there is adequate resourcing to support operations and projects in the future. The role provides leadership and oversight on a number of initiatives and programs, including the development, implementation and coordination of health and safety programs and initiatives. The focus will be on capital and operational services for Integrated Water Operations. A small adjustment will also be made to staffing capacity in Information Technology & GIS to address the increase in activities resulting from the staffing adjustment.

15f-1.21 Associate Legal Counsel

Currently, the CRD relies on one internal legal resource to support all contract review and negotiations, all procurement related activities, and to provide general legal advice. Internal departments have grown increasingly reliant on this resource (e.g., increases in real estate, the Regional Housing First program, and development work associated with the CAWTP) which has increased demand. At the same time, the division has absorbed a number of increases to core service levels (e.g., handling of early resolution of legal claims and administrative actions, assisting with work permits, negotiating lease disputes, etc.). The combined impact of increased work volume and additional activities has created a risk that the organization will not always be able to properly perform legal reviews, potentially exposing the organization to legal risk.

Initiative 15f-1.21 seeks to create a new position (+1.0 FTE) in the Legal Services division to address this growing risk. The position will assist the senior counsel and provide organizational support with contracts, housing agreements, procurement, bylaw drafting, governance and other legal and litigated matters. A small adjustment will also be made to staffing capacity in Financial Services and Information Technology & GIS to address the increase in activities resulting from the staffing adjustment.

15f-1.23 Legislative Services Support

The number of meetings supported by the Legislative Services division has increased by 40% since 2017. The division now supports over 100 meetings annually. There has also been a marked increase in the number of elector approval processes requested by services from one to two alternative approval processes annually, to nine requested in 2021, and 10 forecasted for 2022. Finally, over the last 18 months, committee, commission and Board meetings have transitioned to a mixed in-person/electronic model which created further demands on the division for an enhanced level of meeting support. The division has so far absorbed these increases in service level but have reached a point where they are unable to maintain the service level and having to delay project initiatives as a result.

Initiative 15f-1.23 seeks to address this gap by creating a new ongoing position (+1.0 FTE) in the Legislative Services division. This will increase staff capacity to support the administration of

Board meetings, bylaws, bylaw approval processes and bylaw consolidations. This will in turn free staff capacity elsewhere to advance projects and initiatives that have been deferred to future years. A small adjustment will also be made to staffing capacity in Information Technology & GIS to address the increase in activities resulting from the staffing adjustment.

15f-1.24 Executive Services Departmental Support

The CRD's overall growth has increased the level of activity in the Executive Services department and put a strain on its capacity to meet the needs and expectations of the organization, the Board and the public. Administrative priorities are critical to the smooth operation of CRD services to the region. This steady increase in activities is putting the department at risk of falling behind in terms of records management, confidential administrative functions, advisory tasks and day-to-day coordination.

Initiative 15f-1.24 seeks to convert an existing term position (1.0 FTE), which was reallocated from the Core Area Wastewater Treatment project, to an ongoing support position for Executive Administration, Human Resources and Corporate Safety, and Corporate Communications. This will allow a redistribution of work within the department and free up staff elsewhere by centralizing administrative tasks and responsibilities within one support position. A small adjustment will also be made to staffing capacity in Financial Services and Information Technology & GIS to address the increase in activities resulting from the staffing adjustment.

15f-1.3 Electronic Documents and Records Management System (EDRMS)

There are over 80 Acts and regulations and 10 codes that govern how local governments in B.C. manage their records and information. Since the CRD's incorporation in 1966, the organization has been accumulating and managing records. However, the rapid modernization of business practices and technology over the last 20+ years have led to an unprecedented growth of electronic information, which quickly exceeded the organization's capacity to manage and control records using established, paper-centric approaches. The CRD's "managed" records (in accordance with policies and legal obligations) currently represent less than one per cent of all records it holds and applies exclusively to paper and other physical records. This complex state cannot be easily or quickly addressed. It is also worth noting that this is a moving target as annually, it is estimated that CRD staff generate almost a million additional new records (nearly all electronic). The administrative work to process such vast quantities of records on a daily basis is untenable.

Initiative 15f-1.3 seeks approval to move ahead with the delivery of a large-scale change management initiative that will completely overhaul the way the CRD classifies, retains and disposes of electronic information and records. The objective of the work is to create a trusted, managed records storage repository that is configured to automatically apply recordkeeping rules with minimal input and effort from end-users. As well as a number of technology changes, the organization will establish a corporate Records & Information Management program with new policies, procedures, support and training.

In addition, the initiative seeks to create the following ongoing positions:

- +2.0 FTE in Information Services to manage the project, work with the contracted partner, perform key records management tasks and liaise with teams internally.
- +1.7 FTE in the Information Technology & GIS division to provide the technical expertise to manage this complex technology project (five software packages, two testing environments, server back-ups, etc.) and provide ongoing support once delivered.

- +1.2 FTE in Financial Services to provide an Information Management Administrator to perform EDRMS and records-related tasks moving forward and to provide financial services for the increase in activity of the initiative.

Funding was earmarked for this project in 2019 and 2020. The cost of implementing the initiative will be partially offset with this reserve funding (~50%).

15f-1.11 Corporate Security – Monitoring & Incident Response

The volume of cyber-security breaches and their impacts remains a significant threat to the business continuity of private and public sector organizations (see Colonial pipeline, JBS). The CRD continues to implement new practices and systems through a phased approach including industry best practices in monitoring, automated notification, and response protocols.

Initiative 15f-1.11 seeks funding to procure a 24/7 monitoring, detection and incident response service, which will significantly enhance the ability to respond to threats.

15f-1.17 Corporate Accounting Standard Compliance

Meeting financial standards and regulatory compliance has become increasingly challenging. A significant number of accounting standard changes have been absorbed by the Financial Services team (closely supported by the Information Technology & GIS division) over the last three years. Each standard change requires careful assessment and implementation, as well as associated system changes and support for impacted divisions. However, an upcoming accounting standard related to the recognition, measurement and disclosure of legal obligations associated with the retirement of tangible assets (PS 3280) is going to be significantly more resource intensive to implement. Further standard changes to Revenue (PS 3400), Purchased Intangibles (PS g-8), Public-Private Partnerships (PS 3160) and reporting requirement for COVID-19 grant funding will further compound the challenge.

Initiative 15f-1.17 seeks to create a new ongoing position (+1.0 FTE) in the Financial Services division dedicated to standard compliance planning, implementation, monitoring and reporting. It also seeks to create a new regular position (+1.0 FTE) in the Information Technology & GIS division as a dedicated resource to help manage the ongoing and growing system needs.

15f-1.18 Regional Orthophotography Data Acquisition Program

In order to reduce costs and provide consistent data, local governments asked the CRD to coordinate the acquisition of orthophotography for the region approximately 20 years ago. While originally intended for engineering services, this imaging data is now used widely by the CRD and municipal staff as well as the public (e.g. online mapping).

Typically, participants in the project are CRD electoral areas and divisions, 13 municipalities, Islands Trust and the Department for National Defense. Their requirements and needs influence the Request For Proposals and vendor selection. The typical cost of the project is between \$250-300K depending on needs. However, participation has been unreliable and inconsistent in recent years resulting in challenges managing the project budget and creating gaps in the data.

Initiative 15f-1.18 seeks to standardize the project process moving forward with all partners. It also seeks a supplementary budget request of \$50K, representing the CRD's own contribution to the project.

Alignment with Board & Corporate Priorities

The direction given to staff was to bring forward work that is of an essential nature. This was defined as:

- Initiatives that provide for public health and safety and/or deliver on a regulatory requirement
- Initiatives that are required to deliver the Board Strategic Priorities
- Initiatives that will prevent the materialization of significant negative impacts on service customers, partners, the region, local services or the CRD's finances
- Initiatives that minimise the materialization of financial, reputational or other risks and liabilities for the CRD by ensuring the organization is keeping pace with expectations and demand
- There is an imperative to deliver the work immediately and/or quickly

The Executive Leadership Team has reviewed and assessed all business cases against the criteria. The consolidated package of work is appropriate and commensurate to the challenge facing the organization.

CONCLUSION

Staff have been progressing initiatives and actions identified in the CRD Corporate Plan, including Board Strategic Priorities. The CRD Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Governance Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Accountability be approved as presented and form the basis of the 2022-2026 Financial Plan.

Submitted by:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Submitted by:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Community Need Summary – Accountability

Appendix B: Initiatives Progress Report

Community Need

2022 Summary



Accountability

Strategy

Target Outcome

We envision being leaders in organizational performance, transparency and service delivery.

Strategic Context

Strategies

- [Organizational Development Plan](#)
- [Corporate Asset Management Strategy](#)
- [2019-2022 Corporate Plan](#)
- [Advocacy Strategy](#)
- [Corporate Climate Action Strategy](#)
- [Regional Climate Action Strategy](#)

Trends, risks and issues

COVID-19 Pandemic

- **Collaboration and engagement:** COVID-19 continues to impact how the organization communicates, meets and collaborates and has accelerated the move towards digital collaboration tools. The CRD is managing a variety of public consultation activities using live webinars and a digital engagement platform in line with public health guidelines. As restrictions are eased, the CRD will be expected to offer a hybrid of in-person and online engagement opportunities to maximize reach and reduce barriers to participation.
- **Health & Safety:** the outcome of the pandemic also significantly increased requirements on health and safety and human resources. Moving to exposure control plans, it is expected that these will continue through 2022.

People

- **Human resources:** Changing workplace and society demographics have significant impact on the nature of Human Resource programs. There are a number of trends impacting the CRD including: significant workplace retirements, more employee transitional/family needs, acceleration of workplace and technological change, shifting economic conditions, the COVID-19 health pandemic, and an increased reliance on employee goodwill. Enhanced efforts in organizational design, absence management, workforce & succession planning, recruitment and retention, and learning & development will be paramount to ensure the continued success of the organization.
- The CRD is addressing these multifaceted impacts through the Organizational Development Plan and subsequent implementation strategies.
- **Training:** many divisions are seeing a decreasing pool of candidates for vacancies, and efforts are

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being placed in redefining operations to ensure an appropriate pool of employees continues to deliver the wide variety of services. We continue to see increased pressures placed on the recruitment and retention of professional and senior level staff especially, and most recently on more junior staffing particular to the pandemic. Increased efforts are in place at both the corporate and the divisional levels to evaluate ongoing staffing needs, train and develop staff for the present and the future, and to conduct succession planning to build the workforce to come. Emerging in 2021, the Financial Services division, for example, is experiencing increased level of effort to train the newer workforce in finance and also perform outreach across the organization resulting from changing demographics and changed practice in facilitation of remote teams and remote partners through the pandemic. Externally, the labour market is trending towards reduced availability of qualified finance resources while higher salary and greater work hour flexibility are placing pressure on the cost to attract and retain.

In a similar vein, Information Technology & GIS (IT&GIS) is also experiencing a high demand for an increased level of training and knowledge transfer due to staff turnover and recruitment. IT&GIS holds significant corporate knowledge about all business processes and information systems. This information is often lost as staff turnover continues. Recognition of the need to facilitate knowledge transfer is driving an increased level of change in our systems. Staff turnover naturally increases the frequency departments review their business processes, this in turn leads to discovering new areas for improvement and changes needed.

- **Labour Market:** IT&GIS continues to struggle to hire and retain skilled technical staff, leaving positions vacant for extended periods of time. The inability to hire skilled IT resources combined with increased requests for new technology-based solutions, as well as a significant number of requests for changes to existing systems, and a significant increased need for knowledge transfer across the organization adds to service delivery pressures.

A modern organization

- The CRD continues its efforts to modernize its infrastructure, assets and processes/policies.
- **Records Management:** Technology use has exceeded the CRD's recordkeeping capabilities, resulting in an accumulation and spread of electronic records which cannot be effectively managed in accordance with legal & regulatory requirements, policies or business needs. As modernizing the records management program framework is complex and requires significant effort and investment, the CRD is using a phased approach.
- **Freedom of Information:** The number of information requests under FOIPPA, as well as the complexity of requests, continues to increase year-over-year (172 requests in 2020) driving more demand for information services support.
- **Commissions and committees:** The CRD has over 70 commissions, committees and contribution services that assist in the governance and operational guidance of many CRD services. The resultant levels of service provided by Legislative Services have been increasing over the years, including:
 - A 40% increase in the number of board and standing meetings since 2017
 - Increase in number of elector approval processes requested by divisions, from a typical 1-2 alternative approval processes per year to 7 in 2021 plus one referendum
 - Support the transition to hybrid in-person and electronic public hearings, in line with *BILL 10 – Municipal Affairs Statutes Amendment Act, 2021*
- A comprehensive review of governance, mandate and adherence to policy and processes is planned to

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ensure consistency and improve service efficiency.

- **Buildings:** The CRD continues to focus efforts on spatial planning. The main requirement is for desk/office space for new staff to meet the increasing demands at all of the main CRD locations.
- **Legal counsel:** Growth in Regional Housing (Regional Housing First program), as well as a general increase in up-take of legal assistance by divisions are continuing to increase pressure on Legal Services staff to support contracting, procurement process, mortgage and housing agreements and tenant management issues.

Digital Communications

- Digital communications is the fastest growing area of communications. Most organizations today use a range of channels and methods to deliver message(s) in an effective way. The CRD website remains a crucial communication tool with >2 million visits per year (>50% of which are on a mobile device or tablet). The CRD is anticipating provincial legislation that will outline requirements for meeting website accessibility standards. The design and navigation systems in place since 2014 needs significant investment to provide a modern, simplified and accessible experience.
- **Social media engagement:** The CRD has been coordinating social media since 2015. It has since increased its followers at a rate of 15% per year to 14,000 today. This area requires continual attention as trends and platforms change.

Financial Services

- **Organizational growth:** has resulted in increased demand for financial services such as strategic analysis, service establishment, infrastructure planning, borrowing, budgeting, reporting, payroll and system development. In support of growth and to meet demand, modernization of digital platforms and business practices are key for scalability and efficacy of financial system structure and practices.
Corporate Accounting and Standard Compliance: Corporate compliance activities increasing trending into 2020 and 2021 with the increase remaining into the future. The increased demand generated primarily through higher levels of statutory payroll and corporate filing changes, more statistical reporting requirements and a greater number of changing accounting and auditing standards. Increased compliance placing pressure on existing compliance activity levels and the internal control work underway as part of a financial risk management program.
- **Corporate Asset Management Strategy (CAMS):** In 2021, Financial Services progressed the CAMS, advancing long-term planning activities and building requirements for a corporate asset management system. Highlights include completing Sustainable Service Delivery Plans (SSDPs) for approximately 40% (28 services) and prototyping an enterprise asset management system. Effort to achieve the targets in the CAMS will increase heading into 2022.
- **Investments & Debt Management:** Also in 2021, additional resourcing to both Electoral Areas (EAs) and to Corporate Treasury was implemented. EAs continue to drive higher levels of activity in service establishment, infrastructure replacement planning and debt administration through 2021. Corporate Treasury, through 2021, expanded activity levels in response to greater demand for business case analysis, investments and debt management activities advancing for example the revised investment policy and introducing reserve guidelines.
- **Grant funding:** Also in 2021 and trending into 2022, externally driven, increased government grant activity is placing greater demand on financial services to support in eligibility assessment, application support, reporting and compliance.

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Information Technology (IT)

- **Legacy systems & new solutions:** IT&GIS continues to experience an unprecedented increase in demand for technology services, solutions and systems, driven by other departments experiencing increased demand for services and staff turnover. IT&GIS is experiencing continued pressure to ensure existing services and systems meet the changing needs of the organization as well as external pressure to maintain and modernize the IT infrastructure. The combination of new IT requests as well as continuous requests for change and updates to existing systems is putting service delivery under significant pressure.
- **Core Area Wastewater Treatment Plant:** This project consumed a significant amount of IT&GIS time. While the project is drawing to a close, a significant amount of technical work, including many technical post-project activities, remains to be completed. In addition to work focused directly on supporting the project itself, IT&GIS has also been highly engaged in the development and improvement of the CAMS as the organization looks to improve the collection and management of asset data through the development of a new asset management system. 2022 will see continued efforts toward the development of an Enterprise Asset Management System prototype to assist with managing our assets and asset information.
- **Cybersecurity:** In 2019, IT&GIS embarked on the creation and implementation of a rigorous cybersecurity program. Cybersecurity improvement is an ongoing process of monitoring and implementing changes. One such change was the introduction of a corporate-wide training program designed to improve and evaluate staff awareness of corporate cybersecurity. This is another area where turnover of technical staff has delayed continued implementation.
- **Payroll:** The organization also experienced an increased number of externally driven changes to labour and payroll systems and administration. This is an area where IT resourcing is already stretched by organizational growth and the division anticipates continued changes.
- **Business-driven requirements** 2022 will be another busy year as the organization looks to implement corporate wide changes to records management, adds new systems and programs to support the management of staff training and performance, and makes improvements around digital engagement both internally and externally, implements changes to auditing and accounting standards and continues planning work for the upgrade of our enterprise management system (SAP).

Services

Core Services Levels	
Service	Levels
Executive Services Includes the Office of the CAO and Executive Administration, Corporate Communications and Human Resources. Under the direction of the CAO, Executive Services	<ul style="list-style-type: none"> • Provide overall management of CRD departments and programs, foster relationships and submit recommendations and progress reporting to the Board ➔ Service level adjusted, see IBC 15f-1.24
Corporate Communications	<ul style="list-style-type: none"> • Board communication support (agendas, priorities,

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<p>Develops communications strategies and systems for effective communications with external and internal audiences. The division is responsible for developing and applying communication guidelines and tools, as well as strategy and advice in alignment with Board, corporate and service area priorities. Also responsible for developing tools and techniques to foster engagement, ensuring that the public has access to accurate, timely and consistent information.</p>	<p>programs and overall information to support public understanding of organization)</p> <ul style="list-style-type: none"> • Create and update corporate documents and website content (e.g. reports, dashboards, progress updates); provide guidance on survey approaches for service areas → Service level adjusted, see IBC 15f-1.14 • Media strategy and relations • Coordinate advertising buys and social media strategy • Internal communications framework and implementation; maintain CRD Central intranet • Establish communication protocols and training for the organization that lead to efficiency, alignment and best practice • Provide creative direction for print, online, video and event communications
<p>Human Resources & Corporate Safety</p> <p>Provides professional in-house services to all departments and divisions for a multi-faceted inside and outside workforce. The Human Resource generalists and Corporate Occupational Health and Safety specialists support strong relationships between employees and managers, provide a one-stop HR shop with the information, tools, advice and support needed to align individual and organizational success and ensure a healthy and safe workplace and workforce.</p>	<ul style="list-style-type: none"> • Employment relations, inc. 300+ job opportunities, labour relations for two unions, and HRIS management and reporting for 1,100+ employees and 1,400 volunteers → Service level adjusted, see IBC 15c-1.4 • Occupational health and safety, corporate wellness and benefits, and disability management → Service level adjusted, see IBCs 15c-1.5 and 15f-1.16 • Development and administration of over 80 personnel policies and corporate safe work practices • Developing and delivering corporate learning and development programs (600+ participants annually) • Delivering impactful stay-at-work/return-to-work disability management activities, ensuring impactful and meaningful employee engagement and absenteeism below industry norms
<p>Financial Services</p> <p>Financial Services provides guidance on the overall financial stability of the organization and is responsible for the organization's adherence to the legislated framework governing financial administration in local government.</p> <ul style="list-style-type: none"> • Financial Planning • Financial Accounting and Reporting • Revenues (taxes and fees) 	<ul style="list-style-type: none"> • Annual budget processing for CRD, CRHD and CRHD and within the CRD for over 200 services (Q1&Q3) and annual financial statements approved and delivered (Q2); quarterly operating and capital variance monitoring (Q1-Q4) • Daily transaction processing and monthly reports delivered with combined operating and capital budget of \$710M (2021 Budget) • Annual Requisitions, user fees, parcel taxes and payments in lieu of approx. \$305M • Daily cash management review and investments (\$310M)

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<ul style="list-style-type: none"> • Disbursements (Inc. Payroll) • Corporate Finance Decision Support • Treasury and Banking • Financial Systems • Procurement and Inventory (IWS) • Grants Management <p>Corporate-wide administrative services, such as printing and internal interoffice mail</p>	<p>in net working capital and \$160M on reserve)</p> <ul style="list-style-type: none"> • Manage semi-annual long term financing bylaws & debt issues (debt of \$620M and principal payments \$85M) • Biweekly payroll processing, reporting for 1,250 employees totaling \$92M in four employee groups under both the CRD and CRHC. • Weekly cheque and EFT runs produce 1,500 vendor payments a year • Process on average four periodic updates to the financial system for legislative and financial system upgrades • Monthly and quarterly billing and collections for 27,800 water billing customers. • Develop banking services for CRD (transactions flow through 35 bank accounts a year); monthly reconciliation of all bank accounts for 6,300 banking transactions and integration of over 150,000 transactions a year • Procurement of approx. 100 water services RFPs, RFQs, tenders & contracts annually • Print shop production of high volume of customer billings/other material and daily internal mail & courier service to 15 CRD offices • Oversight over corporate financial standards and regulatory compliance • ➔ Service level adjusted, see IBC 15f-1.17 Corporate Accounting Standards increased demand for adoption of accounting and audit standards, external reporting compliance (payroll and financials) and external changes to statutory requirements (payroll and financials) • ➔ Service level adjusted, see IBC 15f-1.3 EDRMS; support implementation of new electronic record management program • Overarching corporate support and coordination for more than 200 CRD services to maximize grant revenue • Manage the Community Works Fund, Gas Tax Fund Program, Grants-in-Aid Fund (internal CRD grant programs for the EAs) • Manage the organization's external grants portfolio by notifying CRD services of available grant programs, providing advice on grant application and producing monthly grant update staff reports to the Board. • ➔ Service level adjusted, see IBC 15b-2.2 Grant Support;
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	<p>changes absorbed to date include availability of new programs targeting climate and infrastructure projects, and increase in program reporting requirements</p> <ul style="list-style-type: none"> Received over \$500M in grant funding from senior levels of government since 2014.
<p>Information Technology and GIS Services (IT&GIS)</p> <p>Information Technology is responsible for the development and delivery of highly available, reliable, and secure corporate information systems, technology services, and tools to CRD Departments, the public and the Board.</p> <ul style="list-style-type: none"> Corporate-wide voice, data and radio communications systems Corporate Website and Digital Engagement Board and Committee meeting management Asset and Maintenance Management Provision and support of integrated Financial, Payroll, and HR Systems Corporate Cyber Security Equipment purchasing, deployment, and maintenance Project Management Geographic Information Systems Orthophotography and lidar data acquisition and deployment Reporting and data analytics Application development Utility billing (water and sewer) 	<ul style="list-style-type: none"> Manage the technology infrastructure for 30 sites across the CRD, including 1,100 full time and auxiliary users, 1,000 computers, 600 smartphones, 300 servers and systems and an integrated end to end corporate phone system Annual hardware and software procurement and deployment Procurement of GIS orthophotography and lidar imagery for 23 Capital Region municipal and federal partners Produce and support processing 200,000 utility bills annually, generating approximately \$22M of revenue Support Hartland Landfill automated scales, processing 140,000 tonnes of solid waste and generating \$16M of revenue annually Provide daily operational and technical support for Tempest system, for the management of bylaws, building inspection, planning, zoning, and dog licensing, generating approximately \$1.25M annually Provide daily operational and technical support for PerfectMind Recreation Management System for three Recreation Centres and Regional Parks generating approximately \$14.5M annually Produce and process approximately 30,000 maintenance workorders annually for the maintenance of corporate assets located in Housing, Integrated Water, and Facilities Management Management and support of the of corporate Project System, processing \$400M annually in capital projects Provide project management and technology solutions for approx. 200 projects to address changing and emerging business needs throughout the organization. In partnership with Corporate Services provide ongoing improvements to records management practices and systems to ensure regulatory compliance ↪ Service level adjusted, see IBC 15f-1.3 EDRMS In partnership with Financial Services Asset Management

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	<p>support the development of the Corporate Asset Management Strategy, including the development and implementation of a corporate Enterprise Asset Management system, providing management and planning capabilities for \$2B in CRD assets</p> <p>→ Service level adjusted, see IBC 15b-2.1 Asset Management,</p> <ul style="list-style-type: none"> In partnership with Human Resources, develop and implement new SAP modules in support of improvements to staff Onboarding and Recruitment, Learning Management, Performance Management and Succession Planning → 15c-1.4 Human Resource Information System <p>Provide ongoing support to Corporate Communications new Digital Engagement Platform – Bang The Table; hosting and supporting corporate and public engagement events.</p> <p>→ Service level adjusted, see IBC 15f-1.14 Digital Comms Governance & Support Services -</p>
<p>Asset Management Provides professional advice and expertise to having a sustainable service delivery. Manages the organization's grants portfolio.</p>	<ul style="list-style-type: none"> Develop and advise on corporate asset management strategies, plans, standards and procedures for \$2B in CRD assets Support system development project for a Corporate Enterprise Asset Management system, supporting ongoing management and planning capabilities Responsible for implementation of 40 of the 73 actions identified in the CRD Corporate Asset Management Strategy, including development of an asset management program (standards, tools, templates and development of sustainable service delivery plans) and enterprise asset management system (enhanced asset registries and planning practices); divisions and other stakeholders responsible for remaining actions → Service level adjusted, see IBC 15b-2.1 Asset Management Provide advice/expert guidance for developing SSDPs Provide standard methodologies to define service levels, set goals and key performance indicators, develop asset registries, risk assessments, criticality assessments, capital project prioritization, asset management maturity assessments, capital planning, project management and

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	reliability-centered design, operations, and maintenance
Information Services Guides and supports the organization to effectively manage and use its valuable information resources to meet legislative and statutory requirements, legal obligations, business needs & strategic goals and for historical reference. Develops and administers the corporate records and privacy management programs. Administers information access requests and other legal matters under FOIPPA.	<ul style="list-style-type: none"> Corporate records and privacy management program administration including: policies, systems, processes, procedures, advice & support for managing records, metadata and personal information according to legal, business/technical requirements and industry standards → Service level adjusted, see IBC 15f-1.3 Conduct records inventories & appraisals and develop lifecycle management plan for all records to ensure timely and effective management Process 180+ FOI requests annually and respond to complaints or matters involving the Office of the Privacy Commissioner, under FOIPPA → Service level adjusted, see IBC 15f-1.15 Conduct Privacy Impact Assessments (PIAs) and provide advice & recommendations Provide mandatory corporate training sessions for all staff
Legal Services Provides professional advice and expertise related to bylaws, contracts, agreements, procurement, legislative compliance and all legal matters.	<ul style="list-style-type: none"> Bylaw drafting and review, including supervision of outside counsel when required Manage governance changes and advise on legislative and statutory interpretation Manage policy development to ensure compliance with policy framework and modern principles of policy development Staff training in procurement, policy, and contract and bylaw drafting Manage and litigate commercial, administrative, and public law claims relating to CRD, CRHD and CRHC Advise on ticket enforcement, bylaw application, regulatory compliance, real estate matters, building inspection, and other areas Report quarterly on contracts and procurement trends at the CRD Draft, review and approve 800+ agreements per year, and respond to 1,500+ inquiries for legal advice → Service level adjusted, see IBC 15f-1.21
Legislative Services Provides professional advice and expertise related to meetings, parliamentary procedure, internal and external	<ul style="list-style-type: none"> Administrative and legislative support to the three CRD Boards, nine standing committees, and 70+ committees and commissions → Service level adjusted, see IBC 15f-1.23

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<p>appointments, legislative requirements and processes, and elector approval processes.</p>	<ul style="list-style-type: none"> • Publish agendas and record minutes for ~150 open and closed meetings annually for the three CRD Boards and nine standing committees • Facilitate 200+ delegations from residents and organizations who wish to speak at CRD Board or Committee meetings • Conduct elections and assent processes → Service level adjusted, see IBC 15d-2 • Process ~70 bylaws annually for adoption and manage the administration of bylaws including referrals for provincial approval • Coordinate 120+ appointments annually to CRD committees and commissions • Conduct training for commission members, meeting chairs, and staff on parliamentary procedure → Service level adjusted, see IBC 15d-1 • Annually review and distribute 1,100+ pieces of correspondence addressed to the CRD Board
<p>Risk & Insurance Provides professional advice and expertise related to liability, risk management, business continuity and insurance procurement on behalf of the CRD.</p>	<ul style="list-style-type: none"> • Manage risks and reporting out through the Corporate Risk Registry on a semi-annual basis • Binding insurance for property loss for \$650M worth of assets, liability coverage for internal and external claims, and course of construction coverage for capital project • Oversee and maintain volunteer insurance program • Business Continuity Planning for all CRD services • Investigate and adjudicate minor claims submitted against the CRD, and manage litigated claims including instructing external counsel • Review contracts and agreements for risk and insurance considerations
<p>Real Estate Services Provides professional advice and expertise related to the strategic management of the CRD's real estate portfolio including the acquisition and disposal of property, registering CRD rights on properties, and property management services.</p>	<ul style="list-style-type: none"> • Manage the real estate portfolio and property management services across the organization • Manage and complete due diligence for acquisitions and dispositions of property for: Regional Parks, Housing (CRHC), Hospitals (CRHD), Hartland Landfill, Community Parks, Small Craft Harbours, Communications Towers and Integrated Water Services • Co-ordinate the internal review and response to 3rd party referrals submitted to the CRD • Manage corporate land and land agreement data both

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	<p>tabular and spatial</p> <ul style="list-style-type: none"> • Co-ordinate, complete and manage leases, licenses, permits, and land-use applications • Oversee the completion and registration of ~150 new covenants and statutory right-of-way annually in favour of CRD • Conduct land research and due diligence to support corporate initiatives and decisions
<p>Facilities Management (FM)</p> <p>Delivers comprehensive FM services to corporate facilities to all CRD departments. Provides support for Facilities Master Planning, SSDPs, Energy Management, and Space Planning, and provides the following services:</p> <ul style="list-style-type: none"> • Project Management • Condition Assessments • Security • Operations & Maintenance Planning <p>Team of specialized maintenance technicians, project coordinators and tradespersons who ensure CRD facilities are performing optimally and are safe and comfortable for staff and public. Portfolio of assets consist of leased & owned facilities valued at ~\$80M.</p>	<ul style="list-style-type: none"> • FM directly manages ~12 locations and provides FM support services to all CRD departments in 10 locations • Procure multi-year facility/building management service contracts for facilities; support other departments to ensure service contracts align with corporate standards (manage ~75 contracts of varying complexities) • Process ~3,500 work orders annually for preventative and corrective maintenance • Administer regulatory requirements for CRD facilities; this program includes fire safety, elevators, boilers, emergency generators, roof anchors and back flow preventers • Deliver 25 capital projects (\$1.5M) annually as well as numerous maintenance projects; provide Project Management services for facility projects to other CRD departments
<p>Engineering Services</p> <p>Provide engineering feasibility studies, detailed design, tendering, construction management and commissioning services that support a number of community needs (Landfill & Recycling, Parks & Environmental Resource Management, Health Facilities, Climate Action, Recreation and Electoral Areas).</p>	<ul style="list-style-type: none"> • Lead or support the planning, design and project management of over a dozen construction projects averaging \$3.5–\$5 million annually • Projects include ongoing contract management of the solid waste filling and aggregate production contracts, as well as smaller projects related to landfill gas collection, leachate management, environmental controls and emergency response preparation • Engineering Services also manages an additional 15-20 projects each year for other CRD facilities • Lead engineering and procurement on the RNG and Kitchen Scraps and Organics Processing Capital Projects

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Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
15b-2.1	Asset Management	Development of asset management program and enterprise asset management system	2022	+3.4 FTE ongoing	\$448K requisition
15b-2.2	Grant Support	Corporate coordination of grant opportunities to maximize external grant revenue	2022	+0.5 FTE ongoing	\$56K requisition
15c-1.4	Human Resource Information System (HRIS)	Modernize our system & processes and provide timely, accurate and easily accessible HR information	2022	+2.0 FTE ongoing	\$589K reserve transfer + requisition
15c-1.5	Safety Management System	System to record, track and report on health & safety, risk and compliance program	2022	--	\$52K requisition
15d-1	Board Orientation & Strategic Plan 2023-2026	Orientation for Directors and identification of strategic priorities for next four years	2022	--	\$56K requisition
15d-2	Electoral Areas Elections*	Coordination of Director elections in the electoral areas	2022	--	\$40K requisition
15f-1.14	Digital Communications Governance & Support Services	Enhance systems, processes and staffing capacity to modernize communications practices	2022	+ 1.0 FTE ongoing	\$160K requisition, some in IT budget
15f-1.15	FOI & Privacy Role Conversion*	Staffing adjustment to address increase in service demand	2022	0.6 FTE converted	\$33K requisition
15f-1.16	Corporate Safety Resourcing*	Development, implementation and coordination of health & safety programs and initiatives	2022	1.0 FTE converted	\$169K allocation + requisition
15f-1.21	Associate Legal Counsel*	Staffing adjustment to address increase in service demand	2022	+1.0 FTE ongoing	\$179K requisition
15f-1.23	Legislative Services Support*	Staffing adjustment to address increase in service demand	2022	+1.0 FTE ongoing	\$93K requisition
15f-1.24	Executive Services Departmental Support*	Staffing adjustment to address increase in service demand	2022	1.0 FTE Converted	\$106K requisition
15f-1.3	Electronic Documents and Records	Modernization of corporate records management program framework	2022	+4.8 FTE ongoing	\$1.1M reserve transfer + requisition

Community Need

2022 Summary

	Management System (EDRMS)				
15f-1.11	Corporate Security – Monitoring & Incident Response	24/7 monitoring, detection and cybersecurity incident response service	2022	--	\$80K requisition
15f-1.17	Corporate Accounting Standards	Standard compliance planning, implementation, monitoring and reporting	2022	+2.0 FTE ongoing	\$297K requisition
15f-1.18	Regional Orthophotography Data Acquisition Program	Cyclical photography data acquisition for the entire CRD region	2022	--	\$50K requisition

*New – Initiatives not in the 2019-2022 Corporate Plan

Business Model

Funding

Who contributes

- Varies per services

Funding Sources

- Allocations, Requisitions & Grants

Reporting Structure

- [Governance Committee](#)
- [Finance Committee](#)

Community Need

2022 Summary

Performance			
Definition and Source	2020 Actual	2021 Forecast	2022 Target
Metric 1: Organizational Transparency Total annual number of unique visits to the crd.bc.ca site; data retrieved from Google Analytics	2.0 million	2.3 million	2.5 million
Metric 2: Communication Reach Percentage of planned media outreach resulting in coverage by outlets (print/radio/television/web/ social); data from CRD Corporate Communications	76%	76%	77%
Metric 3: Workforce Engagement (A) Employee Turnover: Total number of CRD staff (regular) that have left their employment with us as a percentage of the regular staff pool; data retrieved from corporate enterprise resource planning system (B) Unplanned Absenteeism: Percentage of working time missed as a result of CRD staff (regular) unplanned absence (e.g. sick leave, emergency leave, other); data retrieved from corporate enterprise resource planning system	(A) 6.7% (B) 3.6%	(A) 7.2% (B) 3.2%	(A) 8.0% (B) 3.5%
Metric 4: Board decision-making Total number of Staff Reports submitted to the three CRD Boards for direction (excludes information reports); data from CRD Legislative Services	260	266	230
Metric 5: Elector Approval Process Total number of Alternative Approval Processes, Elector Assent Voting (Referendum) and Petitions for Electoral Areas services; data from CRD Legislative Services	1	8	6
Metric 6: FOI and Privacy Program Compliance Percentage of FOI requests which were answered within the legislated timeframe; data from Executive Information Services division	100%	100%	100%

Community Need



2022 Summary

Discussion

Link to Target Outcome

- Transparency and reach performance indicators measure the reach of our organizational information and how engaged our audiences are with the information disseminated.
- Workforce Engagement performance indicators measure the strength of the organization through the active engagement of employees, and assists in responding to changes in our external and internal environments through our Organizational Development Plan.
- The Board decision-making measure tracks the work of the three CRD Boards.
- Full compliance with FIPPA by responding to all access requests within the legislated time-limit serves the public's interest and demonstrates the CRD's commitment to accountability, openness and transparency.

Discussion

- **Metric 1:** In 2020, the CRD shifted its messaging and focus to supporting COVID-19 response priorities and maintaining operations. Website visits continued to grow but not at the same rate as previous years. This is likely due to limited public participation in some services (recreation programs and community events) due to COVID-19. In the Fall, the CRD invited website users to complete a standard questionnaire (SUPR-Q) that measures users' perceptions of a website. The score is calculated on a scale of 1-5, with 5 being the highest, averaged across each of four categories: usability (3.5) credibility (4.0) appearance (3.6) and loyalty (3.7). Overall, the SUPR-Q score is 3.7 and sets a baseline for future improvements.
- **Metric 3:** The health pandemic saw an increase in the frequency and duration of workplace absences as employees were required to stay at home and monitor when ill. Retirement rates decreased significantly in 2021 as a result of the health pandemic, notably in the second and third quarters of the year.
- **Metric 4:** The 2021 forecast is higher based on the trend being set during the first six months of 2021. The 2022 target is lower than previous years as the impact of COVID-19 related decisions are expected to decrease in addition to the General Local Elections happening in October, 2022.
- **Metric 5:** In 2019, there were three processes run. The 2021 forecast includes the AAPs for Regional Water Supply and JDF Water Distribution Loan Authorization Bylaws which occurs every five years. The 2022 Target is based on new projects and service changes that have already been identified. Electoral Approval Processes are time and resource intensive for a number of divisions including Legislative Services and Financial Services.

Community Need

Initiative Progress Report



Accountability

Initiatives approved in 2020 and 2021			
Ref	Initiative	% complete	Progress to date
4b-1	Grants Dashboard for EAs	100%	Lead: Financial Services (2020) Creation of an Electoral Areas grant subsite which includes guides, application forms, reporting of projects & recipients. Annual grants reporting to committee and Board for GIA & CWF in addition to regular grant call distribution to EA administrators and directors.
5b-5	CAMS Life-Cycle Costing	25%	Lead: Asset Management (2021) Completed reserve guidelines and reported through Finance Committee and Board. Aligns reserve balances to asset life to inform full life-cycle budgeting. Continued work through 2022 on end-to-end costing business process.
15a-1	Commission Review	20%	Lead: Legislative Services (2021) Reviewed and revised appointment processes; consolidated bylaw amendments to eliminate AGM requirements; review of records management practices ongoing for SGI commissions and fire services in Q4.
15b-1	Triple-Bottom-Line (TBL) Budgeting	50%	Lead: Financial Services (2020) Various reports through committees and Board to advance sustainable budgeting including the Corporate Asset Management Strategy and Policy, Debt Term Guidelines, Capital Reserve Guidelines, etc. Updated Board policy on investments to guide revenue diversification as well. Continued work through 2022 to align and capture all entities.
15b-2	Asset Management and Risk Analysis	25%	Lead: Asset Management (2020) Progressing – enhanced planning data model prototyped with new Core Area Wastewater infrastructure and development of SSDP's on plan with approximately 40% (28 SSDPS) of plan.

Community Need



Initiative Progress Report

Initiatives approved in 2020 and 2021			
Ref	Initiative	% complete	Progress to date
15b-2	Financial Services Financial Analysis Position for Local Services	100%	Lead: Financial Services (2021) Completed – recruitment and role conversion completed and now part of core services.
15c-1.2	FMW2 (formalize 1.0 FTE)	100%	Lead: Facilities Management & Engineering Services (2021) Completed - position has been formalized and filled at the beginning of the year.
15c-1.3	Diversity, Inclusion and Organizational Development and Alignment	--	Lead: Human Resources & Corporate Safety (2021) Progressing - recruitment for the role of Employee Engagement Specialist, focused on championing and supporting an inclusive and engaged work environment, is complete. Key deliverables for 2021 include developing and supporting the CRD's corporate diversity and inclusion framework.
15d-1	Service Planning and KPIs	100%	Lead: Regional & Strategic Planning (2020) Part of core services
15d-1.2	Graphic Standards Update	50%	Lead: Corporate Communications (2021) Progressing – Work initiated, and project charter developed. Internal stakeholder meetings underway to assess needs and gaps for addressing in the document update. Will be complete 2021.
15e-1	Partnership Directory	100%	Lead: Corporate Communications (2020) Completed – Partnerships guidelines developed formal partnerships captured in new directory. The directory is updated quarterly to capture new partnerships and provide a status update on existing partnerships.
15f-1.0	Systems + Policies – Bylaw Management System	100%	Lead: Legislative Services (2020) Completed
15f-1.1	Systems + Policies – Contract Database + E-Approvals	75%	Lead: Legal Services (2020) Progressing - system testing and small scale roll-out ongoing

Community Need



Initiative Progress Report

Initiatives approved in 2020 and 2021			
Ref	Initiative	% complete	Progress to date
15f-1.3	Systems + Policies – EDRMS	60%	Lead: Information Services (2020) Progressing – EDRMS business requirements gathering is underway and the Records Classification Schedule (RCS) update work has started. Consultant retained to deliver an EDRMS strategy and 2-year implementation plan for SharePoint in Q2. \$100k is budgeted in 2021. Implementation of subsequent phases of the project are planned for 2022 onwards. Funding continues to be earmarked through reserves.
15f-1.3	FM Centralization Strategy - Project Coordinator	100%	Lead: Facilities Management & Engineering Services (2021) Completed - position has been created and filled as of February 2021
15f-1.4	Systems + Policies – HR + Corporate Safety Systems	100%	Lead: Human Resources & Corporate Safety (2020) Part of core services
15f-1.4	IT Support for Hartland Scales and Perfectmind Applications	100%	Lead: Information Technology & GIS (2021) Recruitment completed and now integrated into core services.
15f-1.5	Systems + Policies – Rise + Report Tracking System	100%	Lead: Legislative Services (2020) Operationalized and integrated into core services.
15f-1.5	Mobile Maintenance Workorder Platform Support	--	Lead: Information Technology & GIS (2021) Not started -- position has been created and recruitment started in April 2021. Work is expected to start in 2022.
15f-1.6	Systems + Policies – Signage	100%	Lead: Corporate Communications (2020) Completed – Comprehensive sign strategy developed and finalized. This strategy is managed by Corporate Communications and applies to all departments that fall under the CRD, CRHC and CRHD brand.
15f-1.6	E-Signature Software	10%	Lead: Real Estate Services (2021)

Community Need



Initiative Progress Report

Initiatives approved in 2020 and 2021			
Ref	Initiative	% complete	Progress to date
			A technical solution has been identified. On hold while assessing options for integration with current electronic contract approval system.
15f-1.7	Systems + Policies – Toolkits	100%	Lead: Legislative Services (2020) Operationalized and integrated into core services.
15f-1.7	Microsoft Office 365	50%	Lead: Information Technology & GIS (2021) Initial system and compatibility testing has been completed including the rollout of the software to a test group of staff. Implementation planning and the creation of a final deployment schedule is underway. Completion targeted for Q2 2022.
15f-1.8	Systems + Policies – Website	10%	Lead: Corporate Communications (2020) Progressing – Advanced work will continue 2020 and 2021 towards a website refresh in the next few years.
15f-1.9	IWS Infrastructure Resilience - IT	100%	Lead: Information Technology & GIS (2021) Recruitment completed in May 2021 and this service is now part of our core IT services. Work is underway on several IWS Infrastructure projects; SCADA Master Plan, Voice Radio System Upgrade, Security Review of IWS SCADA Systems, Data Radio System Upgrade. Work associated with IWS Infrastructure will be ongoing.
15f-1.9	Systems + Policies – SAP Development	70%	Lead: Information Technology & GIS (2020) Progressing – SAP training and project coordination is now in place; system renewal work to continue through 2022.
15f-1.10	Systems + Policies – Mobile GIS	--	Deferred
15f-1.11	Systems + Policies – Information Security Program	70%	Lead: Information Technology & GIS (2020) Progressing – Implementation of a corporate security program is underway with several key programs and security improvements in place including the implementation of a corporate wide security training program, improved anti-virus and malware detection and an improved email anti-spam engine.

**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 06, 2021**

SUBJECT **Establishing Best Practices for CRD Meetings**

ISSUE SUMMARY

The CRD Board has asked for guidelines to supplement the Board Procedures Bylaw and better facilitate discussion at Board and Committee meetings. Staff are seeking further direction from the Governance Committee on the meeting procedures and practices that would benefit from clear guidelines.

BACKGROUND

In November 2020, the Capital Regional District (CRD) Board asked staff to develop a policy to guide discussion at Board and Committee meetings. That direction came out of a notice of motion over concern that Directors are often moving motions, making amendments, asking questions and offering discussion in a somewhat disorganized fashion leading to confusion.

At the February 10, 2021 CRD Board meeting, the following motion was carried:

That staff report back to the Governance Committee with a best practices guide for meetings of the Capital Regional District Boards, Committees and Commissions.

The best practice guidelines for meetings will be geared towards educating Directors on how to utilize the meeting management tools available in the existing *CRD Board Procedures Bylaw* ("Bylaw") and in Roberts Rule of Order ("RRO"). However, there are several meeting practices that have been raised by Directors that are outside the scope of the Bylaw or RRO and for which staff are seeking further direction on. For additional background information, please see the February 3, 2021 staff report attached as Appendix A to this report.

ALTERNATIVES

Alternative 1

The Governance Committee recommends to the Capital Regional District Board:

That staff report back to the Governance Committee with best practice guidelines for meetings of the Capital Regional District Boards, Committees and Commissions in accordance with the direction set out in this report.

Alternative 2

That this report be referred back to staff for additional information.

IMPLICATIONS

The CRD Board Procedures Bylaw governs the rules of procedure for all CRD Board, Standing and Select Committees, and Commissions. Furthermore, section 2 of the Bylaw establishes that RRO will apply in cases where the Bylaw is silent on procedure, as long as it is not inconsistent

with the *Local Government Act* or *Community Charter*.

This section will provide an overview of the meeting procedures and best practices that have been the subject of discussion at CRD Board and Standing Committee meetings.

Moving of Recommendation(s)

The guidelines will streamline the Board's decision making practice by prioritizing the moving of the recommendation(s) published on the meeting agenda before considering an alternative motion.

During past meetings, Directors have raised whether the proper procedure is for the Chair to seek movers and seconders of the recommendation, as printed on the meeting agenda, before an alternative motion will be considered. Currently, the Bylaw does not contain any direction on the priority of the staff recommendation. There are sometimes two sources of recommendations before the Board: the recommendation from the staff report; or an alternate or amended recommendation from a Committee or Commission. Most staff reports will have gone to committee for endorsement or further refinement (through amendments or motions arising) before making its way on the Board meeting agenda.

Allowing Directors the opportunity to move the staff recommendation before any alternative motions or amendments are raised would allow for fulsome discussion on the staff recommended course of action before discussion is redirected to an alternative course of action. When applied at Board, Directors should be made aware of the context of any amendments made at committee to ensure committee input is not sidelined in the Board's consideration of the issue; therefore, a note is published on the Board agenda highlighting any changes to the staff recommendation at committee.

Point of Order, Privilege, Parliamentary Inquiry, and Information

The guidelines will differentiate between the motions Point of Order, Raising a Question of Privilege, Parliamentary Inquiry, or Point of Information.

A point of order must be raised immediately when a member believes that the rules of order are being violated and wish for the Chair to enforce the rules or make a ruling. As per section 24(4) of the Bylaw and RRO, a point of order does not require a seconder and can interrupt another member who is speaking. Some common examples include: limiting discussion to the motion on the floor; prioritizing first time speakers; and objecting to the validity of a motion or amendment.

A point of order is often confused with the motions raising a questions of privilege, parliamentary inquiry, and point of information.

Raising a Question of Privilege is allowed to interrupt the pending business to state an urgent request or motion if a member or the Board's rights or privilege are being affected. For example, interfering noise, malfunctioning audio-visual equipment, and the discussion of confidential subject matters with guests still presents.

A parliamentary inquiry is made when a member has a question about the rules and how they apply to the current proceeding or to something that the member would like to propose. Unlike a

Point of Order, you may only interrupt a speaker if the question requires immediate attention such as before the calling of a question.

A motion to request for information (commonly referred to as point of information) is very similar to a parliamentary inquiry. A request for information is to ask a non-procedural question on the business matter before the Board; however, this question must be directed to the Chair who will then direct to the appropriate individual to respond.

Question Period and Debate

The guidelines will solidify the procedure that the Chair opens the floor for questions (point of information) before putting the question and hearing comments (debate).

A practice of the CRD Board Chair has been to ask if there are any questions from the Directors on the report or matter before them before putting a motion on the floor and opening up debate. This practice has been adopted by most Chairs of Standing Committees and provides an opportunity for staff to answer questions about their report or service area. For clarity, having a question period before a motion or opening the floor for comments (i.e. debate) does not negate the ability for Directors to raise more questions during the course of debate, after the motion has been moved and seconded, as is permitted in RRO.

Amendment, Motion Arising, and Notice of Motion

The guidelines will provide criteria and examples for Chairs and Members to better differentiate between an amending motion, a motion arising and a notice of motion.

A common challenge for Directors is being able to differentiate whether the motion they wish to put forward is an amendment to the main motion, a new motion that is arising from business matters before the Board, or a notice of motion to take additional action.

Section 22(4) of the Bylaw, and RRO, allows only one amendment to an amendment at one time. Each amendment is voted on separately and if successful requires that a vote be taken on the main motion as amended. The Bylaw requires that the amendments be strictly relevant to the main motion and not alter in a material way or be contrary in principle. For example, it is not proper procedure to amend a motion to “grant funds” by inserting a negative word in order to change the intent of the motion to “not” granting those funds. The proper procedure is to vote on the main motion and vote in opposition if you do not want the proposed action to be taken.

The practice by the Board and its Standing Committees has been to permit motions arising on an agenda item; however, the criteria and nuance between a motion arising versus amendment is not provided for in the Bylaw or RRO. In practice, motions arising are additional stand-alone motions calling for an additional action to complement the main motion before the Board. The best practice is to vote on motions arising separately than the main motion.

The Bylaw allows Members to bring forward a new matter for the Board’s decision through a notice of motion process in accordance with section 22 sub-sections (6) and (7). The procedure requires that notice be given at a meeting that the matter will be published on the next agenda for discussion. The two-step process ensures the following due process: that the meeting’s focus remains on the approved agenda items; that Directors have time to give thought to the matter and

prepare for a fulsome discussion at the next meeting; and it provides the an opportunity for public comment before a decision is made. The Bylaw provides an exception for same day consideration with a 2/3 affirmative vote provided that there is an urgent deadline, minor organizational impact, or to simply support the position of a member local government.

The Chair makes the ruling on whether a motion is an amendment, a motion arising, or a notice of motion; however, a Member may raise a point of order if they disagree with the appropriateness of the motion. A table of example motions is provided below for clarity.

Table: Example Motions for Action or Decision

Motion Type <i>(Procedures Bylaw)</i>	Example(s)
Motion/ Recommendation s. 22(1)	<i>That the Governance Committee recommends to the CRD Board:</i> That staff be directed to conduct public engagement on the proposed design for...
Amendment s. 22(4)	That the motion be amended by adding after “public engagement” the following: “including online and in-person opportunities”
Motion Arising s. 22(5)	<ul style="list-style-type: none"> • That the report be forwarded to municipal councils for information... • That the Board Chair send a letter to the Minister of Municipal Affairs... • That staff provide supplementary information (as directed) when the report is presented to the Board.
Notice of Motion s.22(6) & 22(7)	That staff be directed to report back through the Governance Committee on the development of a policy to address

Table, Postpone Indefinitely, and Postpone to a Certain Time

The guidelines will note the proper use of the motion to lay on the table and to postpone to a certain time in accordance with Robert’s Rules of Order.

A common misconception is that tabling a motion puts the matter off to another day or kills the motion. In both cases, this is an improper use of the motion to lay on table. Under RRO, to lay on the table is to temporarily pause consideration of the pending business in order to address a more urgent matter before resuming consideration of the pending business in the same meeting.

To drop the main motion without a direct vote is the motion to postpone indefinitely.

The motion to postpone to a certain time allows the Board to put off an immediate decision on a matter with only a majority in favour. There are many reasons why the Board may want to delay consideration including, but not limited to, requiring more information before making a decision or to deal with more urgent business matters before the meeting is adjourned. Unlike a motion to lay on the table, the motion to postpone must define the period of time (e.g. next meeting). If the Board is seeking advice of a Committee, the proper motion is to refer the business matter to the Committee and ask that they report back.

Referrals to Other Standing Committees

The guidelines will establish that committees should not refer items to other Standing Committees without Board approval, except for service planning reports advancing to Committee of the Whole.

At a recent Standing Committee meeting discussion ensued on the proper procedure for a Committee to refer a report to another Standing Committee. Section 26(3) of the Bylaws states that a Board Standing Committee will carry out any matter referred by the Board or the Chair of the Board.

If the best practices guidelines were to stipulate that only the Board may refer to a Standing Committee, this would mean that recommendations of referrals to additional committees would take up to two months to proceed through committee to board, to another committee, and back to board for final consideration. The other challenge with sending a report to multiple committees is the possibility of contradictory recommendations from committees converging on the Board agenda.

The best practice guidelines will provide an exception for service planning reports which will be referred to the special Committee of Whole meeting for provisional budget prior to a Special Board meeting.

Limiting Speakers by Objecting to Consideration or Calling the Previous Question

The guidelines will NOT establish a practice that all Members be heard at least once before debate is closed and a vote is taken, unless directed to by the Board.

The practice of calling the question before all Directors wishing to speak had an opportunity to do so has been raised as a concern by some Directors. Section 21(3) of the Bylaw states that “*the Chair shall have the discretion to call the question on completion of debate*”. Under RRO, a Member who wishes to immediately close debate and amendment of a pending motion and taking a vote can do so by moving the previous question and with a 2/3 vote. Noteworthy exceptions to the application of the previous question in RRO are that it is not allowed in committees and prevents the making of other subsidiary motions except to lay on the table.

Section 22(3) of the Bylaw states that a motion to adjourn debate shall always be in order. If the Board wished to amend its procedure to ensure that all Directors have an opportunity to speak at least once, it will require an amendment to the Board Procedures Bylaw. The Best Practices guidelines are only able to supplement the Board Procedures Bylaw and not provide contradictory procedures.

The motion objection to consideration of the question is made when a member believes that the main motion is undiplomatic and not in the best interest of the Board to be discussed in the meeting. RRO requires that the objection be raised before debate has begun and receive a 2/3 vote against consideration. The effect of this motion is that no member can speak to the motion.

Receive for Information

The guidelines will clarify that the motion to “Receive for Information” has no effect.

The motion to receive for information does not endorse further action in its passing, nor does it mean that the report was not received as it was published on the meeting agenda (i.e. received). Staff have identified a need to update staff report recommendation practices to move away from a recommendation to receive for information. Instead, staffs report will include a statement under Recommendation stating that, *“There is no recommendation. This report is for information only.”* If there is further action being taken by staff, for example, the development of a plan, the recommendation would be more appropriate as, *“That staff proceed with community consultation on the draft plan.”*

CONCLUSION

The Capital Regional District Board asked staff to develop a policy to guide discussion at Board and Committee meetings. The best practice guidelines for meetings will be geared towards educating Directors on how to utilize the meeting management tools available in the existing *CRD Board Procedures Bylaw* and in Roberts Rule of Order. Staff are seeking further direction from the Governance Committee on meeting procedures and practice that would benefit from clear guidelines, which are: moving of recommendations before considering an alternative motion; when to raise a point of order, privilege, parliamentary inquiry, or request for information; having a question period before opening the floor to debate; appropriate use of amendments, motions arising, and notices of motion; clarifying the motion to lay on the table versus postponing to a certain time or indefinitely; Board approval of referrals to other Committees; limiting discussion by objecting to consideration of the question or calling the previous question; and the practice of receiving of reports for information. Staff will report back through the Governance Committee with best practice guidelines for meetings of CRD Boards, Committees and Commissions.

RECOMMENDATION

The Governance Committee recommends to the Capital Regional District Board:
That staff report back to the Governance Committee with best practice guidelines for meetings of the Capital Regional District Boards, Committees and Commissions in accordance with the direction set out in this report.

Submitted by:	Marlene Lagoa, MPA, Manager, Legislative Services & Deputy Corporate Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Staff Report from Feb 3, 2021 (copy of Bylaw 3828-CRD Board Procedures)

**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, FEBRUARY 03, 2021**

SUBJECT **Report on Options for a Board Discussion Policy**

ISSUE SUMMARY

The CRD Board directed staff to develop a policy to guide discussion at Board and Committee meetings.

BACKGROUND

At its November 18, 2020 meeting, the Capital Regional District (CRD) Board approved the following Motion with Notice from the Governance and Finance Committee:

That the Governance and Finance Committee recommend to the Capital Regional District Board:

Whereas during board and committee meetings, Directors are often moving motions, making amendments, asking questions and offering discussion in a somewhat disorganized fashion.

Whereas this can create some confusion from Directors as well as members of the public following the meeting virtually or viewing the recorded meeting.

Therefore be it resolved that staff develop a policy to guide board discussion and that the policy be referred to as an addendum in the Board Procedures Bylaw.

CARRIED

A summary of the merits and concerns raised by the Governance and Finance Committee on November 4, 2020 and the CRD Board on November 18, 2020 is attached as Appendix A.

ALTERNATIVES

Alternative 1

The Governance Committee recommends to the Capital Regional District Board:

That staff report back to the Governance Committee with a best practices guide for meetings of the Capital Regional District Boards, Committees and Commissions.

Alternative 2

The Governance Committee recommends to the Capital Regional District Board:

That staff report back to the Governance Committee with draft amendments to the Procedures Bylaw to improve meeting procedures, particularly on the processing of motions and debate.

Alternative 3

The Governance Committee recommends to the Capital Regional District Board:

That staff develop a policy addendum to the Procedures Bylaw to guide board discussions at Capital Regional District Boards, Committee and Commission meetings, and draft an amending

bylaw to incorporate the policy by reference into the Procedures Bylaw.

IMPLICATIONS

Alignment with Existing Bylaw

Bylaw No. 3828, “*Capital Regional District Board Procedures Bylaw, 2012*” (the “Procedures Bylaw”) already provides procedural tools that may address a number of the concerns Directors have raised including:

- Suspension of procedure for a specified time period with a 2/3 affirmative vote (s. 3);
- Amendments must be strictly relevant to the main motion and not alter in a material way or be contrary to the principle embodied in the main motion (s. 22(4));
- Member may speak no longer than 15 minutes on a question, and when a member has spoken less than 10 minutes, they may speak a second time to a maximum of 5 minutes (s. 24(9));
- Debate may be interrupted to raise a point of order (s.24 (3));
- A matter of privilege may be raised at any time and dealt with before continuing debate (s. 24(4));
- Chair shall preserve order and rule on all points of order (s. 20(4)); and
- Robert’s Rules of Order apply for procedures not addressed in the Bylaw (s. 2)

The ability to suspend the rules with a two-thirds vote provides an opportunity for the Board to have a more open discussion without being limited by the Procedures Bylaw or Robert’s Rules of Order.

Over the last six months, the validity of proposed amendments has been raised as a point of order at meetings. At other times, an amendment is moved, seconded and debated that significantly alters or strays from the spirit of the main motion often resulting in confusion. There is an opportunity to improve the proper use of amendments by upholding s. 22(4) of the Procedures Bylaw. If a Director wishes that a different course of action be taken, the main motion should be voted on and defeated instead of being altered to the point that it results in a significantly different outcome.

To keep debate focused, there are better options available in the Procedures Bylaw, they include:

- a) Division of a motion to narrow the breadth of discussion and for clarity when voting (s.22(2));
- b) Indicating during debate the intention to move a motion arising immediately following consideration of the main motion (s. 22(5)); and
- c) Introducing a notice of motion to be debated at the next meeting (s. 22(6)).

The rules already established in the Procedures Bylaw and Robert’s Rules of Order could address the concerns raised by the Board; therefore, staff recommend that a best practices guide for meetings could be an effective way to educate Chairs and Directors on how to use existing tools to guide Board and Committee discussions, without the need for a policy or bylaw amendments. A training session for Directors could be scheduled once the guidelines are approved by the Board.

Implications of Alternatives 2 and 3:

Alternative 2 proposes that any changes to meeting procedures be made to the existing Procedures Bylaw to ensure clarity and consistency across all Boards, Committees and Commissions. The bylaw already addresses procedural rules dealing with motions (s. 22) and debate and conduct (s. 24). If Alternative 2 was endorsed, staff would require further direction on the specific nature of the amendments that Directors would like to see that are not currently included in the bylaw. Any amendments would need to be made by amending bylaw.

Alternative 3 proposes the development of a comprehensive policy to guide effective discussions at Board and Committee meetings. This option requires the most staff resources and the longest timeframe to complete. All CRD policies must be developed and amended in accordance with the process set out in the Policy Management Framework, attached as Appendix C. An advantage of this alternative is that a policy is more binding than a best practice guide, however, if the intention of the Board is to enforce compliance with a set of procedural rules it may be preferable to amend the Procedures Bylaw so all rules applicable to meeting management are contained in one document. Further, it should be noted that creating a policy addendum to the Procedures Bylaw, as requested in the original motion, would still require staff to draft an amending bylaw to incorporate the policy by reference into the Procedures Bylaw.

CONCLUSION

In November 2020, the CRD Board directed staff to develop a policy to guide discussion at Board and Committee meetings. The current Procedures Bylaw provides a number of procedural rules to guide the making of motions, amendments, and conduct during debate at meetings. Roberts Rules of Order also provides other options for meeting management which, if fully utilized by meeting Chairs, could help to address many of the concerns raised in the motion. While a policy addendum to the Procedures Bylaw would help provide additional clarity to meeting management, the process to develop and adopt a new policy requires more staff resources than it would take to make targeted amendments to the Procedures Bylaw.

A best practices guide for chairing meetings could be developed and endorsed in a more streamline fashion than either bylaw amendments or a policy addendum and would be geared towards educating Directors on how to utilize the meeting management tools available in the existing Procedures Bylaw and in Roberts Rules of Order. Once approved by the Board, staff could schedule a training session for Chairs and Directors to reinforce the best practice guidelines.

RECOMMENDATION

The Governance Committee recommends to the Capital Regional District Board:
That staff report back to the Governance Committee with a best practices guide for meetings of the Capital Regional District Boards, Committees and Commissions.

Submitted by:	Marlene Lagoa, MPA, Acting Manager, Legislative Services & Deputy Corporate Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Kevin Lorette, P. Eng., MBA, Acting Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Summary of Board Discussion Policy Comments from November 2020
Appendix B: CRD Board Procedures Bylaw No. 3828 (Consolidated)
Appendix C: CRD Policy Management Framework

Summary of Board Discussion Policy Comments from November 2020

The following is a summary of the merits and concerns raised by the Governance and Finance Committee on November 4, 2020 and CRD Board on November 18, 2020:

Guide, Procedures Bylaw, Policy

- Policy to serve as a best practices guide for Chairs
- Directors have varying levels of experience with meeting procedures
- Concern with imposing more procedures that would limit debate or hearing different views
- To create a consistent practice, discussion process needs to be adhered to
- Value to having clear procedures and strict limitations
- Debate on procedure is often taking place instead of focusing on the merits of the motion
- Directors should be developing the policy instead of staff

Discussion Procedures

- At times a new motion, that is not addressed in the staff report, is put on the floor while questions are still being asked
- Implementing a question period prior to a motion being placed on the floor
- Chair calls for movers of the recommendation on the agenda before welcoming alternatives
- Length and number of times a Member can speak may delay a vote or consideration of other agenda items
- Procedure may need to evolve with the inclusion of First Nation Members
- Desire for more expeditious process for discussion at Board when matters have been deliberated and recommended by Committee

Motions

- Motion to receive for information is unnecessary
- Amendments are inherently challenging to follow but a valuable tool towards reaching consensus on a matter
- Point of Order is often used incorrectly



Making a difference...together

BYLAW NO. 3828

**CAPITAL REGIONAL DISTRICT BOARD
PROCEDURES BYLAW, 2012**

(as amended by Bylaw No. 3951, 3999, 4024, 4044, 4129, 4206, &
4262, 4312, 4313, 4353, 4368)

**A bylaw to regulate the proceedings
of the Capital Regional District Board**

For further details, please contact the Capital Regional District,
Legislative Services Department, 625 Fisgard St., PO Box 1000, Victoria BC V8W 2S6
T 250-360-3128, F 250-360-3130, www.crd.bc.ca

**CAPITAL REGIONAL DISTRICT
BYLAW NO. 3828
REGIONAL DISTRICT PROCEDURES BYLAW**

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CAPITAL REGIONAL DISTRICT

BYLAW NO. 3828

**A BYLAW TO REGULATE THE PROCEEDINGS
OF THE CAPITAL REGIONAL DISTRICT BOARD**

The Board of the Capital Regional District enacts as follows:

PART 1 – INTRODUCTION

Definitions

1. In this Bylaw:

“Board” means the governing and executive body of the CRD;

“Chair” means the Chair or Vice Chair of the CRD elected pursuant to section 215 of the *Local Government Act* or other person presiding at a meeting of the Board or committee, as the context requires;

(Bylaw No. 4262)

“Committee” means a standing, advisory, select, or other committee of the Board, but does not include Committee of the Whole or a local service committee or a service committee;

“Commission” means a commission established by the Board under section 263(1)(g) of the *Local Government Act* and a local service committee and a service committee established by the Board.

(Bylaw No. 4262)

“Corporate Officer” means the officer of the CRD assigned the corporate administration responsibilities of section 236 of the *Local Government Act*, and includes that officer’s designate;

(Bylaw No. 4262)

“COW” means the Committee of the Whole Board;

“CRD” means the Capital Regional District;

“CRD Offices” means the CRD located at 625 Fisgard Street, Victoria, BC;

“CRD Website” means the information resource found at an internet address provided by the CRD;

“Delegation” means an individual or an organization addressing the Board, a committee or commission about a specific item on the agenda of a meeting;

"First Nation Member" means a First Nations' elected representative who is permitted to participate on an Advisory Committee, Select Committee, or Standing Committee by the relevant Terms of Reference and includes their alternate if acting in the place of a First Nation Member;
(Bylaw No. 4368)

"Member" means a Member of the Board, whether a municipal director or an electoral area director, and includes their alternates if acting in the place of a Member;

"Presenter" means a person(s) or organization(s) invited by the CRD to make a presentation to the Board. It also includes a request to speak by a First Nations Elder or Chief and a federal, provincial or local government elected official.
(Bylaw No. 4024)

"Public Notice Posting Place" means the notice board, whether electronic or not, located in the front foyer of the CRD offices and the CRD Website; and, in the case of a Commission, means a consistent local public location designated by the Commission;

"Vice Chair" means the Member elected as Vice pursuant to section 215 of the *Local Government Act*.
(Bylaw No. 4262)

Application of Rules of Procedure

2.
 - (1) The provisions of this Bylaw govern the proceedings of the Board, COW, all standing and select committees of the Board and all commissions, as applicable.
 - (2) In cases not provided for under this Bylaw, The Newly Revised Robert's Rules of Order, 11th edition, 2011, apply to the proceedings of the Board, COW, committees and commissions to the extent that those rules are:
 - (a) applicable in the circumstances; and
 - (b) not inconsistent with provisions of this Bylaw, the *Local Government Act* or the *Community Charter*.
 - (3) No provision of this bylaw relating to the procedure of the Board shall be altered unless notice of the proposed amendment is given in accordance with section 225 of the *Local Government Act*.

Suspension of Rules of Procedure

3. Except for those provisions of this Bylaw that are statutorily mandated, the rules of procedure contained in this Bylaw may be suspended for a temporary time period specified by the Board with a 2/3 vote of those Members present.

PART 2 – BOARD MEETINGS

Inaugural Meeting

4. (1) The Board shall meet in an inaugural meeting during the month of November at such time as shall be advised by the Corporate Officer in writing.
- (Bylaw No. 4129)*
- (2) The presiding officer of the inaugural meeting shall be the Chief Administrative Officer until such time as the Chair has been elected.
- (3) The Chief Administrative Officer shall announce results of elections and confirm that new Members have completed the Oath of Office set out in the *Local Government Act*, following which the Chair shall be elected from among the Members of the Board.

Election of Chair and Vice Chair

5. (1) The Chief Administrative Officer shall call for nominations for Chair and conduct a vote by secret ballot in which the person receiving a majority vote of those Members present shall be elected Chair. Each Member shall have only one vote. If only one candidate is nominated for an office, that candidate shall be declared elected by acclamation. The call for nominations for the office of Vice Chair shall be called by the Chair.
- (2) Nominations do not need to be seconded and a candidate must consent to the nomination.
- (3) If a candidate is not present at the meeting, his or her written consent to the nomination must be provided to the Corporate Officer at the meeting.
- (4) At the close of nominations, if more than one candidate has been nominated, each candidate will be given a maximum of four (4) minutes to address the Board in favour of his/her candidacy in the order of his/her nomination. If a candidate is not present at the meeting, he or she may have their nominator deliver a prepared speech on his or her behalf not to exceed three minutes in duration.
- (5) At the conclusion of the candidates' speeches, the Corporate Officer and Deputy Corporate Officer or designate will circulate a ballot box in which the completed ballots will be placed. When all of the ballots have been collected the Corporate Officer will remove the ballot box to a separate room and the ballots will be counted in accordance with subsection (6).
- (6) The counting of the ballots will be conducted by the Corporate Officer together with the Deputy Corporate Officer or designate. Either the CRD's legal counsel or a judicial justice appointed under the *Provincial Court Act* will be present to observe the counting of the ballots.
- (7) Following the counting of the ballots, the Corporate Officer shall advise the Chief Administrative Officer of the candidate that has received a majority of the votes.
- (8) The number of votes received by each candidate will not be disclosed to the Board unless

a resolution requiring disclosure is passed.

- (9) In the event that there are more than two candidates for the election of Chair or Vice Chair and if no person receives a majority of the votes of those Members present, the candidate receiving the least number of votes shall be eliminated and subsequent ballots shall be taken until one candidate receives the majority of votes of those Members present; unless there is a tie between the two candidates with the least votes of those Members present, in which case, subsequent ballots shall be taken until one candidate receives the least number of votes of those Members present and is eliminated. If the tie for the least number of votes of those Members present continues after three elections have been held, the candidate who shall be eliminated will be decided by a lot between the candidates as outlined in section 5(3). The voting on subsequent ballots will then proceed without the eliminated candidate until one candidate receives the majority of votes of those Members present.
- (10) In the event of a tie vote for the most votes of two (2) or more candidates, the candidates who are tied remain in the election. If a definitive election result cannot be declared after three (3) elections have been held, then the majority vote shall be deemed to be determined by a lot between the candidates as follows:
 - (a) the names of the candidates shall be written on separate pieces of paper and placed in a container;
 - (b) the Corporate Officer shall be asked to withdraw one paper; and
 - (c) the candidate whose name is on the withdrawn paper shall be declared elected.
- (11) Once a candidate has been declared elected, the ballots shall be destroyed by way of a Board resolution.
- (12) Following the election of the Chair, the CRD Board shall elect one of its Members to be Vice Chair. The procedure for determining the Member to be elected Vice Chair shall be as set out in sections 5(1) to (11) for electing the Chair of the Board.

(Bylaw No. 4044)

Meetings and Adjournment

6. Regular meetings shall be held at the CRD Board Room, 625 Fisgard Street, Victoria, BC on the second Wednesday of the month commencing at 1:00 pm unless otherwise determined by resolution of the Board.

(Bylaw No. 4262)

- 6.1 Regular and special meetings shall be adjourned no later than three (3) hours from the scheduled start time of the meeting unless the Board resolves to proceed beyond that time by an affirmative vote of the majority of the members present.

(Bylaw No. 3951)

Quorum

7. (1) The quorum for a meeting of the Board shall be a majority of all the Members.

- (2) At the appointed time for commencement of the meeting, the Chair or, in his/her absence, the Vice Chair, shall ascertain that a quorum is present before proceeding to the business of the meeting. If neither the Chair nor the Vice Chair is present within fifteen (15) minutes after the time appointed for a meeting, the Corporate Officer shall call the Members to order, ascertain that a quorum is present and, if so, the Board shall appoint an Acting Chair who shall preside during the meeting or until the arrival of the Chair or Vice Chair. Such person appointed as Acting Chair shall have all the powers and be subject to the same rules as the Chair.
- (3) If a quorum has not been made within sixteen (16) minutes after the appointed time, the Corporate Officer shall record the names of the Members then present and the Board shall stand adjourned until the next meeting date or until another meeting shall have been called in accordance with this bylaw or to such time as the Chair shall appoint.

Notice of Regular Meetings

8. At least seventy-two (72) hours before a regular meeting of the Board, the Corporate Officer must give public notice of the time, place and date of the meeting by way of a notice and agenda posted at the Public Notice Posting Place.

Notice of Special Meetings

9. (1) Except where notice of a special meeting is waived by a unanimous vote of all Members under section 220(3) of the *Local Government Act*, before a special meeting of the Board, the Corporate Officer shall:
 - (a) at least twenty-four (24) hours in advance, give notice of the general purpose, time, place and date of the meeting by way of a notice posted at the Public Notice Posting Place; and
 - (b) at least five (5) days before the date of the meeting, mail to each Member the notice of the general purpose, time, place and date of the meeting.

(Bylaw No. 4262)
- (2) Despite section 9(1), in the case of an emergency, notice of a special meeting may be given in accordance with section 220(4) of the *Local Government Act*.

(Bylaw No. 4262)

Notice of Committee Meetings

10. (1) At least seventy-two (72) hours before a regular meeting of a committee or COW, excluding a commission, public notice must be given of the time, place and date of the meeting by way of a notice posted at the Public Notice Posting Place.
- (2) At least twenty-four (24) hours before a special meeting of a committee or COW, excluding a commission, public notice must be given of the time, place and date of the meeting by way of a notice posted at the Public Notice Posting Place.

Notice of Commission Meetings

11. (1) At least seventy-two (72) hours before a regular meeting of a commission, public notice must be given of the time, place and date of the meeting by way of a notice posted in a consistent public location in the area served by the commission.
- (2) At least twenty-four (24) hours before a special meeting of a commission, public notice must be given of the time, place and date of the meeting by way of a notice posted in a consistent public location in the area served by the commission.

Agenda

12. (1) The Corporate Officer, under the direction of the Chair, shall prepare an agenda and shall circulate a copy of the agenda to each Member at least four (4) days before the meeting. If necessary, a supplementary agenda for a meeting of the Board will be circulated at least 24 hours before the meeting. At any meeting other than a special meeting, the Chair may add items of an emergent or time sensitive nature to the agenda.
(Bylaw No. 4262)
- (2) At a meeting, a Member may, at the time adoption of the agenda is being considered, propose to place an additional item of an emergent or time sensitive nature on the agenda. The item must be added to the agenda only if the resolution is adopted by at least two thirds of the votes cast.

PART 3 – BOARD PROCEEDINGS

Delegations

13. (1) The Board may, by resolution, allow a delegation to address the meeting in person on the subject of an agenda item, provided written application on a prescribed form has been received by the Corporate Officer no later than 4:30 pm two (2) calendar days prior to the meeting. Each address shall be limited to four (4) minutes unless a longer period is agreed to by 2/3 vote of those Members present. The order of speakers will be based on the order in which the request was received. The Corporate Officer may determine the number of copies of any written submissions to be provided by each delegation to the Board. Each delegation shall provide the number of copies as determined by the Corporate Officer, for distribution at the time of the delegation's appearance.
 - (a) As an alternative to addressing a meeting as a delegation, a person may submit their comments in writing to the Corporate Officer for circulation to Members in advance of the next meeting.
(Bylaw No. 3951)
- (2) Where written application has not been received as prescribed in section 13(1), an individual or delegation may address the meeting if approved by a unanimous vote of the Members present.
- (3) Any video presentations used as part of a delegation's address to the Board will count toward the time limit permitted for the delegation.

- (4) If a delegation has registered to address a meeting but is no longer able to attend the meeting, a different delegation will not be permitted to address the meeting in substitution.
- (5) The Board shall not permit a delegation to address a meeting of the Board regarding a bylaw in respect of which a public hearing has been held, where the public hearing is required under an enactment as a prerequisite to the adoption of the bylaw.
- (6) The Board shall not permit a delegation to address a meeting of the Board regarding a matter to be dealt with as a grievance under a collective agreement, or that is within the exclusive mandate of the Greater Victoria Labour Relations Association Board.
- (7) The subject matter upon which a delegation wishes to speak must:
 - (a) be within the jurisdiction of the Board; and
 - (b) be within the terms of reference of the Committee or Commission for which the delegation wishes to appear.
- (8) The Chair may deny any delegation the right to address a meeting if, in the Chair's opinion, the spokesperson or any Member of the delegation:
 - (a) immoderately raises his or her voice, or uses profane, vulgar or offensive language, gestures or signs; or
 - (b) addresses issues not contained within the written application of the individual or delegation.

Presentations

- 14. (1) The CRD may, with the Chair's approval, invite a person, persons, or organization(s) to make a presentation to the Board. Time permitting, the Corporate Officer shall include the subject of the presentation and the designated speaker on the meeting agenda.
- (2) With the Chair's approval, the Corporate Officer shall include a request to speak by a presenter on the meeting agenda.
- (3) All presentations shall be limited to 10 minutes unless a longer period is approved by a majority vote of those Members present.

(Bylaw No. 4024)

Order of Proceedings and Business

- 15. (1) The order of business at all regular meetings shall be as follows:
 - 1. Territorial Acknowledgement
 - 2. Approval of Agenda
 - 3. Adoption of Minutes of Previous Meeting

4. Report of the Chair
5. Presentations/Delegations
6. Consent Agenda
7. Administration Reports
8. Reports of Committees (not included in the Consent Agenda)
9. Correspondence
10. Bylaws and Resolutions
11. Motions for Which Notice Has Been Given
12. New Business
13. Motion to close the meeting in accordance with the applicable provisions of the *Community Charter*
14. Adjournment

(Bylaw No. 4262, 4312)

- (2) The order of business at all special meetings shall be as follows:

1. Territorial Acknowledgement
2. Approval of Agenda
3. Presentations/Delegations
4. Special Meeting Matters
5. Motion to close meeting in accordance with the applicable provisions of the *Community Charter*
6. Adjournment

(Bylaw No. 4312)

- (3) The order of business at all closed meetings whether regular or special shall be as follows:

1. Approval of Agenda
2. Approval of Minutes of Previous Closed Meeting
3. Closed Meeting Matters
4. Rise and Report
5. Adjournment

- (4) A change to the prescribed order of business other than a special meeting may be ordered by the Chair or moved by a Member, with unanimous consent.

- (5) The Consent Agenda portion of the agenda shall consist of staff or committee report items that contain clear take action, give approval, or receive for information recommendations.

- (6) Members may vote on and adopt in one motion all recommendations appearing on the Consent Agenda that are subject to the same voting rule.

- (7) At approval of the Consent Agenda, a Member may for the purpose of:
- (a) debate or discussion;
 - (b) voting in opposition to a recommendation on the consent agenda or to propose an amendment to the motion; or

- (c) declaring a conflict of interest with respect to an item on the consent agenda;

request that an item be removed from the consent agenda, without debate or vote of the Members.

(Bylaw No. 4262)

Minutes

16. (1) Minutes of all proceedings of the Board shall be kept by the Corporate Officer; such minutes to be concise and to detail proceedings of the Board. The minutes shall be legibly recorded, certified as correct by the Corporate Officer, and signed by the Chair, Vice Chair, or the person presiding at such meeting or at the next meeting at which they are adopted.
- (2) Minutes of proceedings of standing and select committees, and commissions shall be legibly recorded and signed by the Chair, or Member presiding.
- (3) Subject to section 16(4), and in accordance with sections 97(1)(b) and (c) of the *Community Charter*, minutes of the proceedings of the Board or of a body referred to in section 17(2) must be open for public inspection at the CRD Offices, Legislative Services, during their regular office hours and may be posted to the CRD website.
- (4) Section 16(3) does not apply to minutes of a Board meeting or a meeting of a body referred to in section 17(2) for that part of the meeting from which persons were excluded under section 90 of the *Community Charter*.

Correspondence

- 16.1 (1) Following consultation with the Chair or other person who is to preside at the applicable meeting, the Corporate Officer may place correspondence from another government or government agency that requests an action from the Board, on the agenda of the next convenient Board meeting, or on an agenda of the meeting of a committee or commission whose mandate or terms of reference includes the requested action, together with any report from Regional District staff that the Chair or the Chief Administrative Officer consider advisable.
- (2) Any other correspondence to the Board not accounted for in section 16.1(1), including but not limited to written comments received pursuant to section 13(a), may be placed on the meeting agenda at the request of the Chair or such other person who is to preside at the meeting where the correspondence is to be considered, or by way of Notice of Motion made in accordance with section 22(6).

(Bylaw No. 3951)

Attendance of Public at Meetings

17. (1) Except where the provisions of section 90 of the *Community Charter* apply, all Board meetings must be open to the public. Before a meeting or part of a meeting is closed to the public, the Board must pass a resolution in the public meeting in accordance with section 92 of the *Community Charter*.
- (2) The requirement in section 17(1) applies to meetings of bodies referred to in section 93 of the *Community Charter* including, without limitation:

- (a) Advisory Commissions
- (b) Advisory Committees
- (c) a Commission established under s. 263(1)(g) of the *Local Government Act*
- (d) Board of Variance
- (e) Parcel Tax Review Panel
- (f) Select Committees
- (g) Standing Committees
- (h) Committee of the Whole
- (i) a body that under the *Local Government Act* or another *Act* may exercise the powers of the CRD or its Board

(Bylaw No. 4262)

- (3) Despite section 17(1), the Chair may expel or exclude a person from a Board meeting or meeting of a body listed in section 17(2) of this Bylaw in accordance with section 133 of the *Community Charter*.

Closed Meetings

- 18 (1) No Member shall disclose to the public the proceedings of a closed meeting, unless a resolution has been passed at the closed meeting to allow disclosure.
- (2) As soon as practicable, the Corporate Officer shall review and determine whether to seek a resolution of the Board for the release of closed minutes and related information that would no longer undermine the reason for discussing it in a closed meeting.
- (3) Minutes of a closed meeting shall be kept in the same manner as a regular meeting but shall not be filed with the minutes of regular meetings.
- (4) The Board must not vote on the reading or adoption of a bylaw when its meeting is closed to the public.

Use of Video Recording Devices

- 19. (1) The Chair shall preserve order and decorum at a meeting and at his/her discretion may require that any video recording devices be placed in a designated location while being used and remain in that location during the course of the meeting. This applies to the Chairs of Board, Committee, Commission and COW meetings.

Chair and Presiding Officers

- 20. (1) The Chair, if present, shall preside at meetings of the Board. Any Member of the Board may preside at a COW.
- (2) The Vice Chair shall preside in the absence of the Chair or when the Chair vacates the chair.
- (3) In the event that neither the Chair nor the Vice Chair is able to take the chair, the presiding officer shall be such person, as the Board may choose.

- (4) The Chair shall preserve order and decorum and shall rule on all points of order, stating his/her reasons and the authority for ruling when making a ruling. The ruling of the Chair shall be subject to an appeal to the Board without debate.
- (5)
 - (a) If an appeal be taken from the decision of the Chair, the question "Shall the Chair be sustained?" shall be put forthwith and decided without debate by a simple majority of the Members present (exclusive of the Chair) and in the event of the votes being equal, the question shall pass in the affirmative. The names of the Members of the Board voting for or against the question shall be recorded in the minutes.
 - (b) If the Chair refuses to put the question "Shall the Chair be sustained?", the Board shall forthwith appoint the Vice Chair or, in his/her absence, one of the Members, to preside temporarily in lieu of the Chair. The Vice Chair, or Member so appointed, shall proceed in accordance with paragraph 20(5)(a).
- (6) The Chair shall vote at the same time as the other Members of the Board.

Rules of Order

- 21.
 - (1) The Chair's ruling on a point of order shall be based on rules of order as stated in section 2 herein.
 - (2) All questions shall be decided by a vote on motion.
 - (3) The Chair shall have the discretion to call the question on completion of debate and the Chair shall then advise that the debate is closed. Following closure of debate no Member shall speak further to the question.

Motions

- 22.
 - (1) Motions shall be phrased in a clear and concise manner so as to express an opinion or achieve a result.
 - (2) The Chair may divide a motion containing more than one subject if the Chair feels this would produce a fairer or clearer result and the same shall be voted on in the form in which it is divided.
 - (3) A motion to adjourn the meeting or to adjourn the debate shall always be in order.
 - (4) An amendment to a motion does not require notice. Only one amendment to an amendment shall be allowed at one time and the same shall be dealt with before the amendment is decided. Amendments must be strictly relevant to the main motion and not alter in a material way or be contrary to the principle embodied in the main motion.
 - (5) Any Member desiring to bring before the Board any new matter, other than a point of order or privilege, shall do so by way of motion; provided, however, that any new matter of major import, which may require further information than could or would normally be available to the Board at such meeting, may be referred to a Board Standing Committee agenda by the Chair, or may be ruled by the Chair as a notice of motion and shall be dealt with as provided by section 22(6).

- (6) Any Member may give notice of a motion to the Board by providing the Corporate Officer with a written copy of much motion before or during a meeting, and the Corporate Officer shall, upon the Member being acknowledged by the Chair and the notice of motion being read to the meeting, include it in the minutes of that meeting as a notice of motion and shall add the motion the agenda of the next regular Board meeting, or to the agenda of a special Board meeting scheduled for that purpose.
- (7) Notwithstanding section 12(2), a motion under section 22(6) shall only be decided at its meeting of introduction if all of the following are met:
 - (a) the motion's subject matter falls into one or more of the following classes:
 - (i) those items with an urgent deadline;
 - (ii) those items of minor organization impact (e.g. simple advocacy or letters of support); or
 - (iii) those items supporting the position of member local governments;
 - (b) the Members present vote with a two-thirds majority to consider it.

(Bylaw 4313)

Reconsideration of an Adopted Bylaw, Resolution or Proceeding

- 23. (1) The Chair may require a matter to be reconsidered in accordance with Section 217 of the *Local Government Act* and if it has not been acted on by an officer, servant or agent of the Board.

(Bylaw No. 4262)
- (2) The Chair may state his/her reasons to the Board. The Corporate Officer shall record in the Minute Book the reasons, suggestions or amendments of the Chair.
- (3) The Board shall, as soon as convenient, consider the reasons and either reaffirm or reject the bylaw, resolution or proceeding, and if rejected, it is deemed repealed and is of no force or effect.
- (4) The rejected bylaw, resolution or proceeding shall not be reintroduced to the Board for six (6) months, except with the unanimous consent of the Board.
- (5) The conditions which apply to the passage of the original bylaw, resolution or proceeding apply to its rejection.

Debate and Conduct

- 24 (1) Debate shall be strictly relevant to the question before the meeting and the Chair shall warn speakers who violate this rule.
- (2) No Member shall speak until recognized by the Chair.
- (3) Every Member desiring to speak shall address himself to the Chair. No Member shall interrupt a person speaking except to raise a point of order.

- (4) A matter of privilege (a matter dealing with the rights or interests of the Board as a whole or of a Member personally) may be raised at any time and shall be dealt with forthwith before resumption of business.
- (5) Members speaking at a Board meeting:
 - (a) must use respectful language;
 - (b) must not use offensive gestures or signs;
 - (c) must speak only in connection with the matter being debated; and
 - (d) must adhere to the rules of procedure established under this Bylaw and to the decisions of the Chair and the Board in connection with the rules and points of order.
- (6) If a Member does not adhere to section 24(5) or the Chair considers the Member to be acting improperly, the Chair may order the Member to leave the Member's seat.
- (7) A Member may speak to a question, or speak in reply, for no longer than fifteen (15) minutes unless the majority of the votes of the Board support a time extension.
- (8) A Member may speak more than once in connection with the same question only if:
 - (a) every other Member has spoken, or has had the opportunity to speak; and
 - (b) if the Member has already spoken for fifteen (15) minutes, the Member who wishes to speak a second time may request to do so by making a motion that must be approved by at least two-thirds of the votes cast by the Board.
- (9)
 - (a) a Member may not speak for longer than a total time of fifteen (15) minutes unless the Member has done so in accordance with sections 24(7) and (8); and
 - (b) a Member speaking for a second time under section 24(8) shall speak for a maximum of five (5) minutes only.
- (10) The conflict of interest guidelines (*disclosure of conflict and restrictions on participation*) shall be in accordance with section 100 of the *Community Charter*.

Voting

25. (1) Voting rules will be in accordance with the *Local Government Act*.
- (2) On any question where the numbers of votes, including the vote of the person presiding, are equal, the question is defeated.
- (3) Where a Member who is present when a vote is taken abstains from voting, that Member shall be deemed to have voted in the affirmative.

- (4) Whenever a vote of the Board is taken, after the vote is taken the Chair must then state the names of those Members voting in the negative, and the Corporate Officer must enter those names in the minutes.

PART 4 – COMMITTEES AND COMMISSIONS

Board Standing Committees

26. (1) The Chair may establish a Board Standing Committee as a regular permanent committee whose mandate will be in relation to a CRD service or potential service.
- (2) The Chair shall appoint only Board Members to a Board Standing Committee with the following exceptions:
- (a) Unless the authorizing legislation or Letters Patent for the Board Standing Committee defines its membership; and
- (b) Where a Board Standing Committee Terms of Reference allow a First Nation Member to participate.
- (Bylaw No. 4368)*
- (3) The general duties of Board Standing Committees shall be as follows:
- (a) To consider and report to the Board from time to time or whenever desired by the Board and as often as the interest of the CRD may require, on all matters referred to them by the Chair of the Board, or coming within their purview, and to recommend such action by the Board in relation thereto as they, the Committee, deem necessary or expedient.
- (b) To carry out the instructions of the Board expressed by resolution in regard to any matter referred by the Board to any Committee for immediate action thereon, but in such cases the instruction of the Board shall be specific and the Committee shall report its action in detail at the next regular or other meeting of the Board thereafter as specified in the instructions of the Board Advisory Committees.

Advisory Committees

27. (1) The Board, or Board Standing Committees, may establish an Advisory Committee to provide advice and recommendations to the Board, or to a Board Standing Committee, on matters determined to be within approved terms of reference or within a specific resolution of the Board.
- (2) Members of an Advisory Committee shall be appointed by the Board, a Board Standing Committee, or the appointments may be delegated by the Board to the Chair.
- (3) Persons who are not Members may be appointed to an Advisory Committee but each Advisory Committee should include at least one (1) Member of the Board.
- (4) The term of any person who is appointed to an Advisory Committee who is not a Member

of the Board shall not exceed three (3) years.

Select Committees

28. (1) The Board may establish a Select Committee to consider or inquire into any matter dealing with a specific subject or issue referred to it by the Board and report its findings, opinions and recommendations to the Board, following its consideration and inquiry. Select Committees must have terms of reference approved by the Board.
- (2) The Select Committee will cease to exist once it has reported its findings, opinions and recommendations to the Board.
- (3) The Board may delegate to the Chair the establishment of a Select Committee and the appointment of its Members.

Commissions

29. (1) The Board may establish a Commission regarding a CRD service within the authorities delegated to it and as mandated by the Board by bylaw.

Electronic Participation at Commission Meetings

- 29.1 (1) A member of a Commission may participate in a regular or special meeting by means of electronic or other communication facilities that:
- (a) enable the meeting's participants to hear, or watch and hear, each other;
- (b) except for a meeting that is closed to the public, enable the public to hear, or watch and hear, the member participating by electronic or other communication facilities.
- (2) The person presiding at the Commission meeting must not participate electronically.
- (3) A person participating in a Commission meeting electronically is deemed to be present at the meeting as though they were physically present.
- (4) The recording secretary shall record in the minutes the persons present including those participating electronically.
- (5) Subject to section 29.1(9), no more than one person at one time may participate electronically.
- (6) The person wishing to participate in a Commission meeting electronically must advise the Corporate Officer at least 24 hours in advance of the meeting;
- (7) Subject to section 29.1(9), if more than one person wishes to participate electronically at a Commission meeting, the Corporate Officer will by lot choose the person who is entitled to participate electronically.

(Bylaw No. 4206)

(Bylaw Nos. 4206, 4262)

- (8) Electronic participation will only be permitted where existing technical facilities at the location of the Commission meeting accommodate electronic participation.

(Bylaw No. 3951)

- (9) Sections 29.1(5) and 29.1(7) do not apply to meetings of a Commission that operates a service that includes the entire Southern Gulf Islands Electoral Area as the service area.

(Bylaw No. 4206)

Electronic Participation in case of Emergency or Special Circumstance

- 29.2 (1) In an emergency, special circumstance, or public health event that prevents or restricts members from being able to physically meet in one location, members or persons appointed by the Board may participate in a meeting by means of electronic or other communication facilities that:

- (a) enable the meeting's participants to hear, or watch and hear, each other; and,
- (b) except for a meeting that is closed to the public, enable the public to hear, or watch and hear, the member(s) and person(s) participating by electronic or other communication facilities.

- (2) Meetings called under subsection (1) will be at the call of the Board Chair.

- (3) Special meetings called under subsection (1) will be in accordance with section 9 of this bylaw and will comply with the requirements set out in subsection 2(2)(d) of the *Regional District Electronic Meetings Regulations*, B.C. Reg. 118/2018.

(Bylaw No. 4353)

Attendance at Committee Meetings

30. Members of the Board who are not Members of a Committee may attend meetings of that Committee and may take part in any discussion or debate by permission of a majority of the Committee Members present but may not vote.

Committee Reports

31. A Standing or Select Committee of the Board may report to the Board at any regular meeting or shall report as required by the Board.

Quorum

32. The quorum in a Standing or Select Committee shall be the majority of the Persons appointed to the Committee, but shall not include First Nation Members.

(Bylaw No. 4368)

Voting at Meetings

33. (1) On a vote in a Committee each person shall have only one (1) vote.
- (2) (a) The Chair shall be a Member of all Committees and entitled to vote on all matters.
- (b) Despite section 33(2)(a) the Chair, when in attendance, may be counted as one Member for the purpose of constituting a quorum.
- (c) First Nation Members are permitted to abstain from voting on an item, provided that they declare their abstention prior to the vote being called on the item.
(Bylaw No. 4368)
- (d) When an abstention from voting on an item is declared by a First Nation Member, it shall be noted in the meeting minutes and the total number of votes on the item shall not include those First Nation Members who have abstained from voting.
(Bylaw No. 4368)

Operation

34. No Committee or Commission will operate outside of its expressed mandate or terms of reference without prior approval of the Board.

PART 5 – COMMITTEE OF THE WHOLE

Procedures for COW Meetings

35. (1) The Board may resolve to sit as a COW at any time.
- (2) The Chair may appoint another Member to preside over the COW who shall maintain order therein and report the proceedings thereof to the Board.
- (3) The rules of the Board shall be observed in COW as far as may be applicable. Motions shall be seconded and the names of Members shall not be recorded in case of a division. Divisions in COW shall be decided by a show of hands. A motion in COW to rise without reporting, or that the Chair of the Committee do leave the Chair, shall always be in order and shall take precedence over any other motion. A motion to rise without reporting, if affirmed shall be considered as disposing of the matter before the Committee in the negative.
- (4) When all matters referred to the COW have been considered, a motion to rise and report shall be adopted. The Committee may report progress and ask leave to sit again if the matter before it has not been disposed of. On the Committee rising, the Chair shall report to the Board and an adoption of the report shall be moved.
- (5) Discussion in COW shall be strictly relevant to the item or clause under consideration.
- (6) First Nation Members may attend COW when invited in advance by the Board Chair.
(Bylaw No. 4368)

PART 6 – BYLAWS

36. (1) Bylaws shall be passed by the following stages:
- (a) Introduction and first reading shall be decided by the motion "that Bylaw No. _____ be introduced and read a first time". The question shall be decided without amendment or debate.
 - (b) Second Reading - Debate on second reading shall be limited to the general principle of the bylaw.
 - (c) Third Reading - A bylaw may be amended at third reading and passed upon the motion "that Bylaw No. _____ (as amended or as presented) be read a third time".
 - (d) Despite sections 36(1)(a), (b) and (c) every proposed bylaw may be introduced and given first, second, and third readings at the same meeting by one motion for all three readings.
 - (e) Adoption - Not less than one clear day after third reading, the bylaw shall be adopted upon the motion "that Bylaw No. _____ be adopted", unless the Board adopts the bylaw in accordance with subsection (2) and section 228 of the *Local Government Act*.
- (Bylaw No. 4262)
- (2) A bylaw that does not require approval, consent or assent under the *Local Government Act* or any other Act before it is adopted may be adopted at the same meeting at which it passes third reading, so long as the motion for adoption receives at least two thirds of the votes cast.
- (3) A copy of every bylaw shall be endorsed by the Corporate Officer with a record of the stages through which it has proceeded and shall be kept among the records of the Board. A copy of every adopted bylaw signed, sealed and where necessary bearing evidence of registration by the Inspector of Municipalities shall be kept with the records of the Board.

PART 7 – RESOLUTIONS

37. A resolution may be introduced at a Board meeting only if a written copy is given to each Member before consideration unless the Board waives this requirement.

PART 8 – GENERAL

38. The rules of the Board shall be observed in proceedings of the Capital Regional Hospital District Board, and Standing and Select Committees of the Board as far as may be applicable.
39. The provisions of sections 22 and 24 of this bylaw that apply to Members shall apply to First Nation Members.
- (Bylaw No. 4368)

40. The following bylaw is repealed: Bylaw No. 3708, "Capital Regional District Board Procedures Bylaw, 2010", and any amendments thereto.
41. This Bylaw may be cited as "Capital Regional District Board Procedures Bylaw, 2012".

READ A FIRST TIME THIS	19 th	day of	September,	2018
READ A SECOND TIME THIS	19 th	day of	September,	2018
READ A THIRD TIME THIS	19 th	day of	September,	2018
ADOPTED THIS	10 th	day of	October,	2018

[Original signed by] _____
CHAIR

[Original signed by] _____
CORPORATE OFFICER



CAPITAL REGIONAL DISTRICT

POLICY MANAGEMENT FRAMEWORK

Policy Type	Administrative [<i>Corporate</i>]		
Title	CRD POLICY MANAGEMENT FRAMEWORK		
Adopted Date		Policy Number	ADM00
Last Amended			
Policy Owner	Corporate Services		

1. POLICY & PURPOSE

1.1. This policy management framework (“Framework”) provides guiding principles for developing and managing CRD policies.

1.2. All Corporate policies must be developed, amended, approved, maintained, reviewed and rescinded in accordance with the procedures in this policy.

1.3. All Departmental/Divisional policies must be referred to Corporate Services prior to modification or creation to determine whether they have corporate-wide application.

2. SCOPE

2.1. The Framework guides CRD in the planning and development of policies. There are two main policy categories within the CRD:

- Corporate [*a policy that affects more than one department*];
 - Board [*provide strategic direction on governance, programs, or services*];
 - Administrative [*assist staff/officers/Board to operate within existing legislation and corporate objectives or implement operations consistently across CRD*]; and
- Departmental or Divisional [*implementation of operations*]

2.2. This Framework applies to Corporate policies. It is advisable but not required to follow a similar development, approval, and revision process for departmental or divisional policies, guidelines, or operational manuals at the discretion of the applicable General Manager.

2.3. Board Policy Resolutions are not corporate policies. They are developed independently at the Board’s discretion.

3. DEFINITIONS

ADMINISTRATIVE POLICIES: Provide internal direction across departments and where applicable, to the Board and commissioners. Such policies assist in operating within current legislation and corporate objectives. Examples include the Procurement Policy and the Contracts and Agreements Policy. Administrative Policies are approved by the CAO in consultation with the ELT, unless otherwise determined by the CAO.

BOARD POLICY RESOLUTION: A resolution adopted by the Board that provides strategic direction on governance, programs and services provided by the CRD that is not formalized in written Board Policy.

BOARD POLICIES: A written policy adopted by the Board of the CRD that provides strategic direction on governance, programs, or services provided by the CRD. These may establish, but are not limited to, rules that govern Board, commission or committee conduct or compensable expenses; engagement with governments, public authorities, and staff; and protocol for public relations, media, and ceremonial activities. Board Policies are approved by the CAO, then the Board, unless otherwise determined by Legal Services and the CAO.

CORPORATE POLICIES: Include Board and Administrative Policies. They generally affect more than one department and are meant to be applied across the organization.

DEPARTMENTAL/DIVISIONAL POLICY: Any policies, procedures, guidelines, and operational documents that provide direction to a specific department or division, but do not have material corporate-wide application. Such documents may operationalize a Corporate Policy or implement departmental or divisional best practices. Departmental/Divisional policies are developed, approved, implemented, and maintained by the applicable department (at the discretion of its General Manager).

POLICY: A generalized statement of intent based upon a body of principles, which describes what is to be done, now and in the future. It provides a framework for decision-making, eliminates misunderstandings, and reduces uncertainties. It serves as a basis for directing all officers, employees, and volunteers of the CRD toward the achievement of long-term objectives and short-term goals. Policies provide guidelines employees can follow consistently without referring to higher levels of authority.

POLICY OWNER: The department responsible for drafting, implementing and monitoring a policy.

PROCEDURE: Advises employees how to perform tasks or groups of activities or tasks: who does what and when. A procedure describes, task by task, how an activity is performed. Procedures can provide instruction on how to implement policies.

STANDARD OPERATING PROCEDURE MANUALS: Detailed instructions authorized by the Chief Administrative Officer and prepared by a General Manager for those region-wide functions (e.g. Safety, Human Resources, and Emergency Planning) for which the General Manager is responsible and which require a large volume of detailed procedures to ensure proper implementation of the related regional district policy or policies.

4. ROLES, RESPONSIBILITIES, AND ACCOUNTABILITIES

4.1. Corporate Services

Corporate Services is the designated coordinator for all Corporate Policies. Corporate Services facilitates policy development and amendment, ensuring concurrence and consistency with this framework. It is the initial point of contact to advise and provide direction on policy process.

It undertakes the following:

- Develop standards and guidelines that ensure consistency in the format, concurrence and approval processes, and publication of Corporate Policies;
- Advise and provide direction on policy process as required;
- Centralize and manage all corporate policy records, profiles and statuses; and
- Maintain a record of Board policies adopted or rescinded, along with revisions and amendments.

4.2. Policy Owner

The Policy Owner has primary responsibility for drafting, implementing, and monitoring a policy project. It is responsible for providing concurring departments with the approved policy draft along with information required by this policy (e.g. rationale for creation/revision, etc.). It shall undertake the following:

- Provide a written rationale and justification for the policy;
- Conduct research to determine best practices and application to the CRD;
- Consult with Legal Services on the possible legal implications of the proposed policy or amendment;
- Ensure adequate opportunity for review and input by other departments and stakeholders during policy development;
- Coordinate and monitor the approval process;
- Develop and provide appropriate communication and training plans to implement the policy; and
- Monitor and review policy on a regular basis.

4.3. Concurring Parties

4.3.1. Legal Services

This default concurring department must assess the legal nature of a policy or amendment, and determine whether the proposed policy is a Corporate or Divisional/Departmental policy (e.g. guideline, standard operating procedure, or other form of non-binding guidance or decision making instrument). The Policy Owner must acquire advice relating to the appropriate policy approving process.

4.3.2. Other CRD Departments

Other departments such as Corporate Communications, Finance, Human Resources, Information Technology, Real Estate, or Risk & Insurance. This may include the CRD Board or members of the public where applicable.

4.4. Approving Authorities

4.4.1. General Manager

Provides departmental approval of all new Corporate Policies and substantive amendments prior to distribution to concurring departments. Responsible for setting and revising any Departmental/Divisional policies or guidelines within own department.

4.4.2. Chief Administrative Officer

Approve all new Corporate Policies and amendments. Advise whether policies require approval of the CRD Board.

4.4.3. Corporate Officer

Approve any minor administrative changes to policy that do not affect the policy in a material way (e.g. correcting typos; legislation references; other non-major changes) and revise policy numbering for Corporate Policies.

4.4.4. CRD Board

Approve policies where applicable.

5. AVAILABILITY AND NUMBERING

5.1. Corporate Policies must be readily available to the Board, the employees, and the officers of the CRD to promote compliance, accountability and transparency. Public requests for policies will be answered within a reasonable period of time, consistent with CRD's responsibilities as a public authority.

5.2. CRD has the following policy numbering system and naming convention:

Category	Abbreviation	Number Range	Naming Convention
Administrative	ADM	[0 to 999]	ADM00
Board	BRD	[0 to 99]	BRD00
Departmental <i>[For policies, procedures, and guidelines]</i>			
Corporate	CORP	[100 to 199]	CORP100
Executive Services	EXEC	[200 to 299]	EXEC200
Finance & Technology	F&T	[300 to 399]	F&T300
Integrated Water Services	IWS	[400 to 499]	IWS400
Parks & Environmental Services	PES	[500 to 599]	PES500
Planning & Protective Services	PPS	[600 to 699]	PPS600
Divisional <i>[For policies, procedures, and guidelines]</i>			
Communications	COM	[0 to 99]	COM00
Facilities Management	FMGT	[0 to 99]	FMGT00
Finance	FIN	[0 to 99]	FIN00
Human Resources	HR	[0 to 99]	HR00
Information Technology	IT	[0 to 99]	IT00
Planning	PLAN	[0 to 99]	PLAN00
Regional Parks	PARK	[0 to 99]	PARK00
Safety	SAFE	[0 to 99]	SAFE00
Salt Spring Island	SSI	[0 to 99]	SSI00

5.3. Policy numbers may be revised by the Corporate Officer or the applicable General Manager at their discretion. Any revised numbering must be provided to Corporate Services.

5.4. Policies adopted after the adoption of this policy shall be numbered according to the above system. Existing policies shall retain their current numbering, if any, until being assigned a new category and policy number on policy review.

5.5. Corporate Services will assign codes to smaller divisions upon request.

6. POLICY DEVELOPMENT AND MAINTENANCE LIFECYCLE

6.1. Needs Identification/Policy Revision

A policy or a substantive amendment begins with the definition of a problem in need of a policy response. A policy problem may arise from any of the following:

- Need for corporate or cross-departmental/divisional consistency;
- identified risk;
- new technology;
- new mandates, organizational, or legislative change;
- in response to emerging issues; or
- Need to improve on existing processes.

A Policy Owner must be identified to lead policy development and serve as main point of contact.

A policy problem must be defined. Some questions to consider are:

- Can this problem be addressed by a policy change or is a procedure more appropriate?
- Is the issue applicable to a single department?
 - Can it be addressed with a departmental/divisional policy or procedure, or is there a cross-departmental or CRD-wide application?
- Is the issue within the scope of Board or Administrative policy?
 - Some issues may be outside the scope of Corporate Policy, and may require amendment of the *Local Government Act*, *Community Charter*, a bylaw, or other legal mechanism to properly implement the change or address the problem.
- Is there an agreement on the problem internally and across CRD departments?
- Is there consensus on the issue from all stakeholders?
- Are there any existing policy measures with similar intent that can be amended, instead of creating a new policy?
- Will a bylaw amendment or other legal mechanism be necessary?

Once a department affirms a need for a Corporate Policy, it shall submit a New Policy Project Notification form to Corporate Services, summarizing the policy and intent. Corporate Services will update the Policy Tracking Sheet to include the new policy project and direct the policy owner to the appropriate policy SharePoint workspace. This workspace is where departments can share drafts, collaborate on policy development, and provide concurrences. All documentation relating to the creation or revision of the policy must be stored in this accessible location.

Corporate Services will review the Policy Project Notification summary and determine whether the proposed policy is a Corporate policy or a Departmental/Divisional policy. If Departmental/Divisional, Corporate Services will advise the Policy Owner of the appropriate approvals process and provide assistance generally in accordance with this policy, as applicable.

6.2. Planning & Identifying Concurring Departments

The Policy Owner shall undertake preparatory work to identify and document a general policy strategy, scope, objectives, research methods, and required resources.

The Policy Owner shall reach out to concurring departments and undertake initial consultation during the planning stage. The selection of concurring departments depends on how the proposed policy may impact the other parties.

Legal Services is a default concurring party. Other concurring parties may include, for example:

Concurring Department	Expertise
Real Estate	Policy concerns the use, purchase, disposal, or rental of CRD properties
Finance	Financial issues, billing, fees and charges Issues relating to grants and sponsorships
Risk & Insurance	Liability limitation Business continuity Corporate Climate Action
Information Services	Personal information, privacy protection
Legal Services	All policy matters, except where Legal Services has confirmed otherwise
Human Resources	Impacts CRD staff and employment
Information Technology	Impacts systems or IT resources
Safety	Impacts CRD staff and work practices Legislated safety compliance requirements

Attempts to contact concurring departments and feedback from concurring departments must be documented on the Policy Project form.

6.3. Policy Research and Drafting

6.3.1. Research

Research is fundamental for sound policy development. The process will help identify and formulate options and influence the final recommendation. The Policy Owner must identify a general strategy and objectives of research. This consists of at a minimum attempting to obtain and review similar policies from other relevant organizations, best-practices review, and legislation and legal review. Common research methods include:

- *Policy benchmarking*: Compare an existing policy or policy option against similar policies in relevant organizations. This allows for the extraction of best-practices.
- *Surveys, interviews and focus groups*: Conducted for researching policy issues that require extensive and qualitative input from staff and stakeholders (e.g. those affecting health and wellness);
- *Best-practices research*: Review of current literature and practice standards.
- *Legislation and legal review*: Carefully review any related and enabling legislation, legal documentation or past Board resolutions to ensure that policy statements align with existing regulations and practices.

6.3.2. Drafting Policy

Except where Legal Services has advised otherwise, the Policy Owner will draft the proposed policy using a provided template and will follow a policy development checklist. Where operational standards flow from the new policy, a procedure template shall be used to document the policy. A sample template is attached as Appendix I to this document.

6.3.3. General Manager Review

Prior to moving to inter-departmental concurrence, approval of a draft policy rests with the owning department's General Manager. Such approval shall be documented on the policy project form.

6.4. Concurrence & Approval

6.4.1. Concurrence

The Policy Owner will provide the approved draft and the following to the Concurring Departments:

- Rationale for creation/revision;
- Highlight of changes (if applicable);
- Summary of research and best practices;
- Summary of legal advice;
- Impact of implementation, including resources, and legal/risk management implications;
- Policies to be rescinded or replaced (if applicable);
- Outcomes of consultations with stakeholders; and
- Outline of communications and implementation plans.

During this phase, the Policy Owner may receive requests for revision until all parties agree on a final product to be submitted for ELT review and CAO's approval. If consensus cannot be achieved, at the GM's discretion, the final product may be submitted to ELT for approval.

6.4.2. Required Revision

In the event either ELT, the CAO, or the Board request revisions to the draft policy, the Policy Owner will make necessary changes to the draft or conduct further research if directed. Revisions will proceed through the same concurrence process as above.

6.4.3. Approval and Close-out

The CAO is the approving authority for all Corporate Policies, and whether approval of a given policy is required by the Board. Should approval be required by the Board, it will be done so through the Corporate Services process. Following all approvals, Corporate Services will update the Policy Tracking Sheet to reflect the status of policy development.

Prior to Board consideration, all Board policies must be forwarded to the Corporate Officer for review, or if the policy was developed at the Board's direction or on the recommendation of any committee or commission, it must be forwarded to the ELT for review.

Prior to close out on a policy project, the Policy Owner will set a review date on the policy project form along with a priority/risk justification of this review date.

6.5. Publication and Records Management

Once finalized, the Policy Owner notifies Corporate Services with the request to publish the policy. Corporate Services will issue a policy number and ensure the policy is stored on the appropriate platforms. An editable electronic copy of the final policy will be stored in the policy working folder for future amendment.

6.6. Implementation

The Policy Owner will be responsible for any communications plans, on-boarding, or organizational training surrounding the implementation of the new or revised policy. This includes but is not limited to communication plans; training and implementation plans; evaluation plans.

6.7. Review, Amendment and Rescission

Regular reviews over a three-year period are required. Policies should be reviewed when needed. Corporate Services collaborates with departments on establishing appropriate compliance.

Depending on priority and risk, certain policies are to be reviewed more frequently. When assessing priority and risk, consider the following:

- a. Is the policy necessary for financial or legal requirements?
- b. Are there environmental, health and safety, reputational, or regulatory risks associated with this policy?
- c. Is the policy connected to existing legislation or bylaws?
- d. Is there any strategic alignment and connection to other issues across the organization?

Following a policy review, one of the following actions may be taken:

Status	Action Following a Review
No changes	Policy requires no changes.
Minor Amendment	Policy's textual and editorial content will be refined. No substantive changes to the intent, scope or intervention measures.
Major Amendment	Policy's intent, scope and intervention measures will be substantively modified. This may be required ensure relevance and compatibility with legal changes or shifts in strategic priority and/or administrative processes. This process requires the same due diligence as when developing a new policy.
Rescission	Policy is no longer relevant and required. This process requires the same due diligence as when developing a new policy.

7. TRANSITION PROCEDURE

Policies after the date of adoption of this policy will be numbered according to the system set out in this policy. Existing CRD policies will be numbered on coming up in the three-year review cycle. As part of that review, policies will be updated to the new format, if necessary.

8. SCHEDULES

- A. PROCEDURE TO DEVELOP AND IMPLEMENT CORPORATE/LEGISLATIVE POLICIES
- B. PROCEDURE TO DEVELOP AND IMPLEMENT DEPARTMENT OPERATION POLICIES
- C. PROCEDURE FOR ANNUAL REVIEW OF CORPORATE POLICIES
- D. PROCEDURE FOR ANNUAL REVIEW OF DEPARTMENT POLICIES
- E. NEW POLICY NOTIFICATION
- F. NEW POLICY CHECKLIST

G. POLICY LIFECYCLE

H. DECISIONMAKING AND ACCOUNTABILITY MATRIX

I. CRD POLICY TEMPLATE

7. AMENDMENT(S)

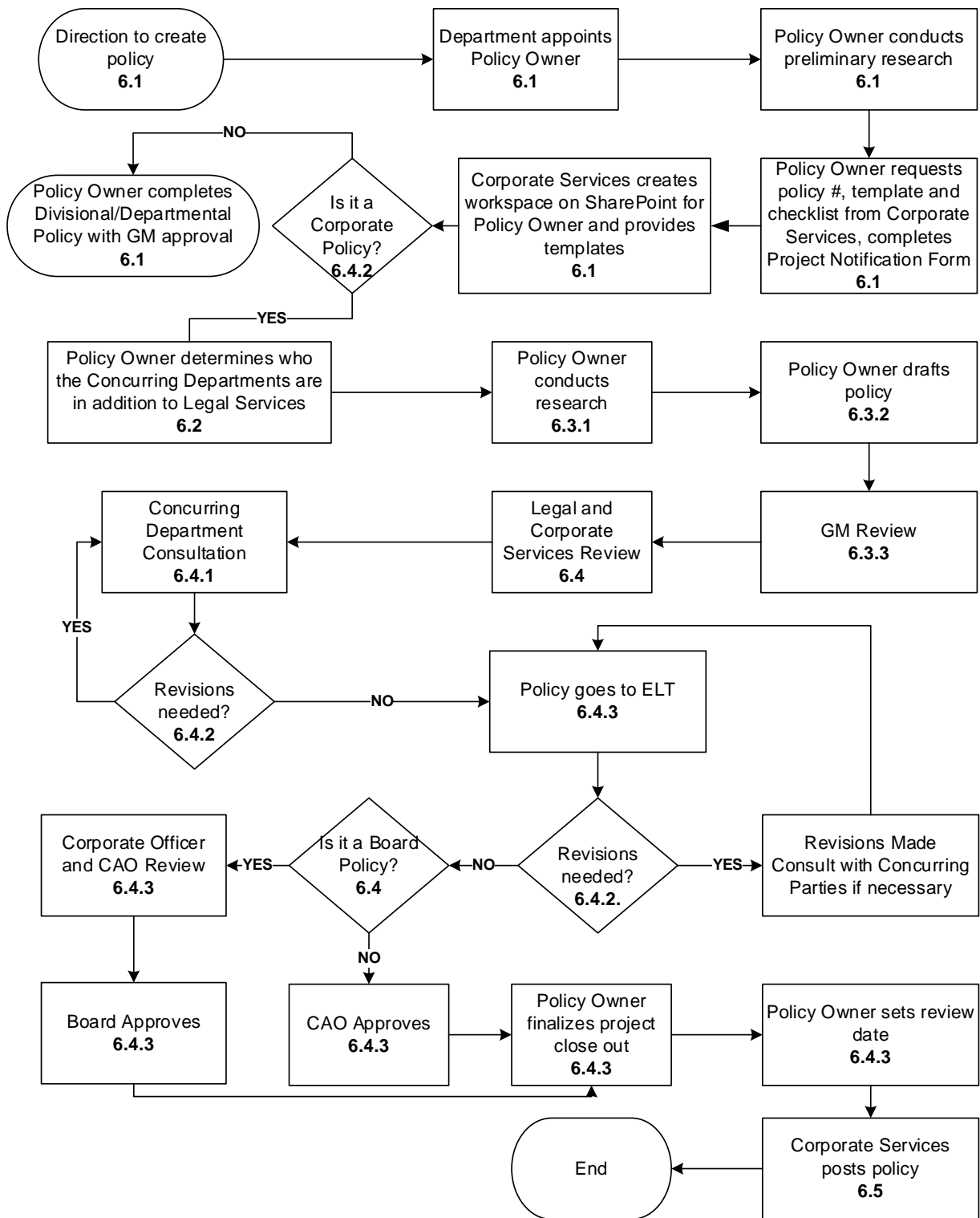
Adoption Date	Description:
None	[Not applicable]

8. REVIEW(S)

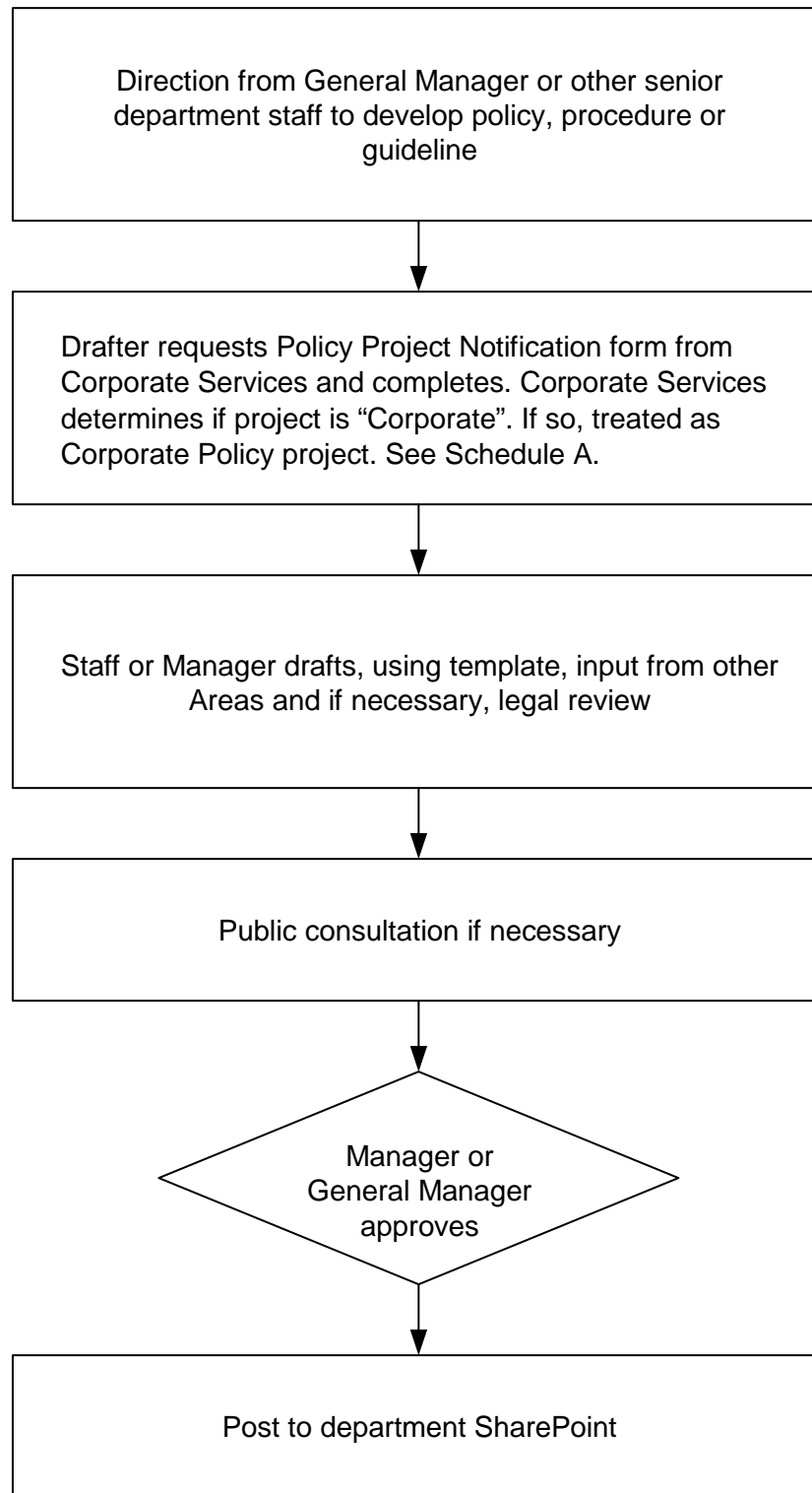
Review Date	Description:
December 2020	To review after one year of use.

SCHEDULE A

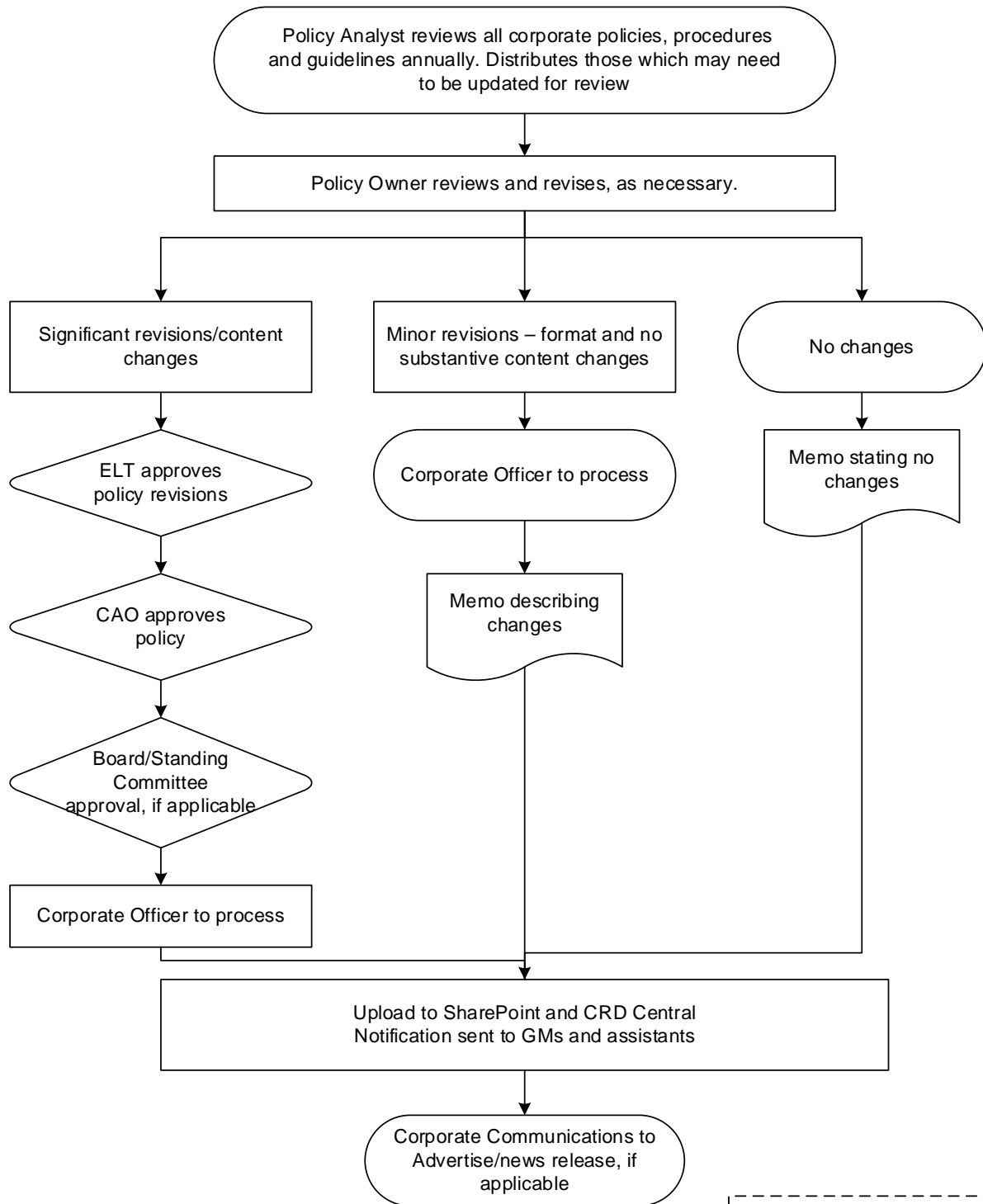
CRD PROCEDURE TO DEVELOP AND IMPLEMENT POLICIES



SCHEDULE B
CRD PROCEDURE TO DEVELOP AND IMPLEMENT DEPARTMENT POLICIES

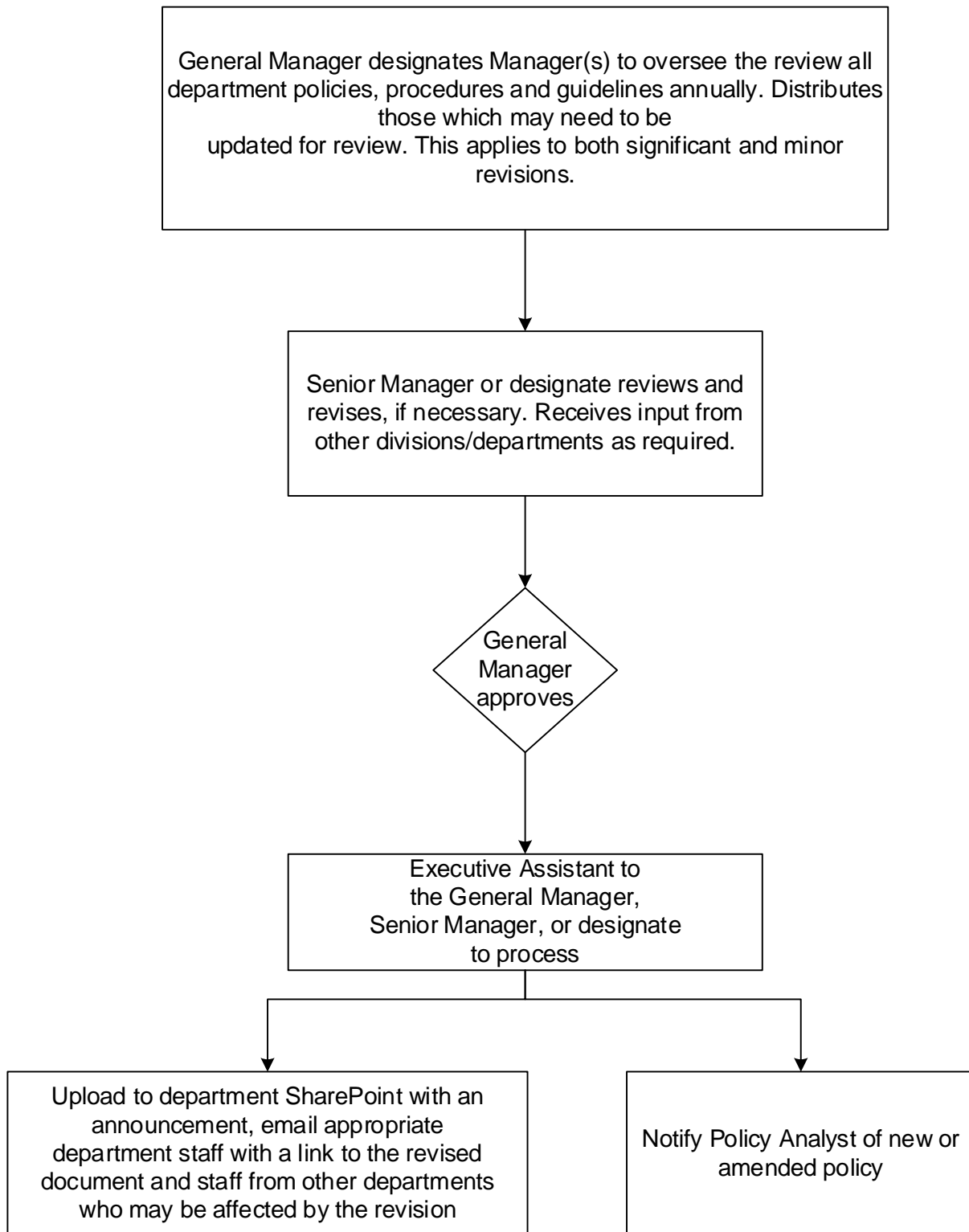


SCHEDULE C **CRD PROCEDURE FOR ANNUAL REVIEW OF CORPORATE** **POLICIES**



LEGEND:	
CAO	Chief Administrative Officer
ELT	Executive Leadership Team
GM	Department General Manager

SCHEDULE D
CRD PROCEDURE FOR ANNUAL REVIEW OF DEPARTMENT
POLICIES



**SCHEDULE E
NEW POLICY PROJECT NOTIFICATION**

Policy Owner	
Date Submitted	Click here to enter a date.
Policy Type	Choose an item.
Policy Title	
General Manager	Choose an item.
Department/Division	
Concurring Departments	Choose an item.

Rationale for Creation or Amendment of Policy (Highlight Changes if applicable):

[Insert detailed rationale, no more than three paragraphs]

Policy to be Rescinded (If Applicable):

[Insert policy name and number]

Impact of Implementation, Including Resource, Legal/Risk Management Implications:

[Insert detailed impact, estimate up to five paragraphs but may go longer at Policy Owner discretion]

Summary of Legal Advice, Applicable Research, and Best Practices:

[Insert summary, decision dates and decision points, and other research sources].

Sent to Concurring Departments For Review:

<i>Date (initial)</i>	<i>Date (follow-up)</i>	<i>Date (follow-up)</i>	<i>Results of Review (results of follow up in short-form list)</i>

Policy Drafting

[Insert dates of drafts of policy; who policy team was; results of incorporating feedback from Concurring Departments]

Results of General Manager Review

General Manager	<insert name of general manager>
Review Date	<insert date>
Results of Review	

Revisions Completed	<if applicable, insert date>
Approval Date	<insert date>

Results of ELT Review

ELT Meeting Date	<insert date>
Review Date	<insert date>
Results of Review	
Revisions Completed	<if applicable, insert date>
Approval Date	<insert date>

CAO Approval (if separate from ELT approval)

ELT Meeting Date	<insert date>
Review Date	<insert date>
Results of Review	
Revisions Completed	<if applicable, insert date>
Approval Date	<insert date>

Board Approval (for Board Policies)

Board Meeting Date	<insert date>
Review Date by Committee	<insert date>
Results of Review by Committee	
Revisions Completed	<if applicable, insert date>
Review Date by Board	<insert date>

Result of Review by Board	
Revisions Completed	<if applicable, insert date>
Additional Board Review	<if applicable, insert date>
Approval Date	<insert date>

Outline of Communications, Training / Implementation Plans, and an Evaluation Strategy:
[Provide overview].

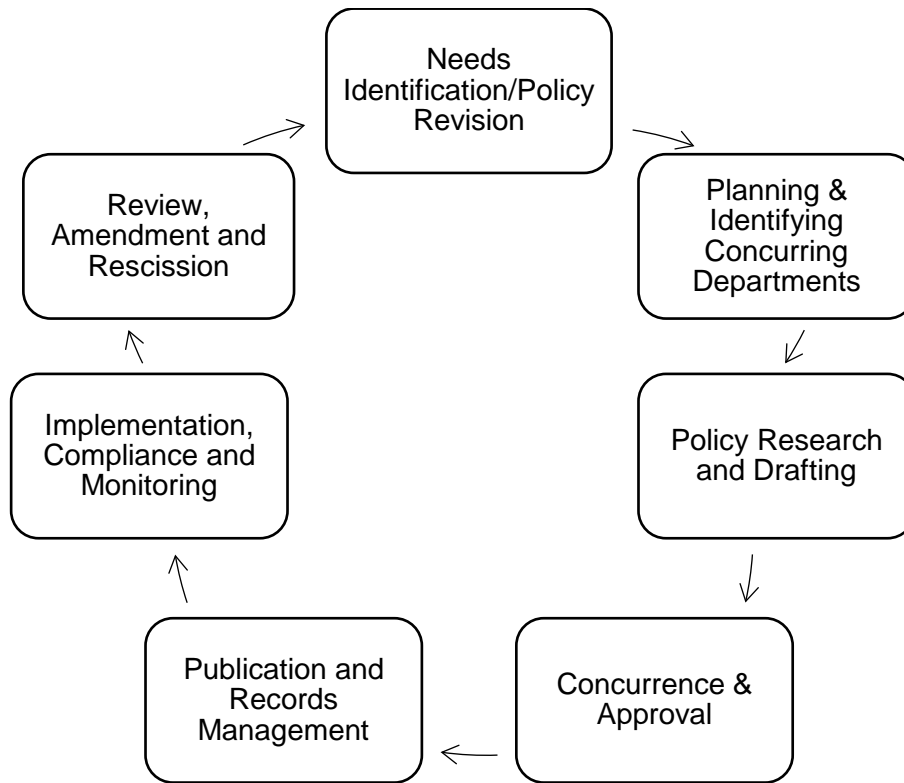
Risk Assessment for Policy Review
[Insert risk assessment and determine the next policy review date]

**SCHEDULE F
NEW POLICY CHECKLIST**

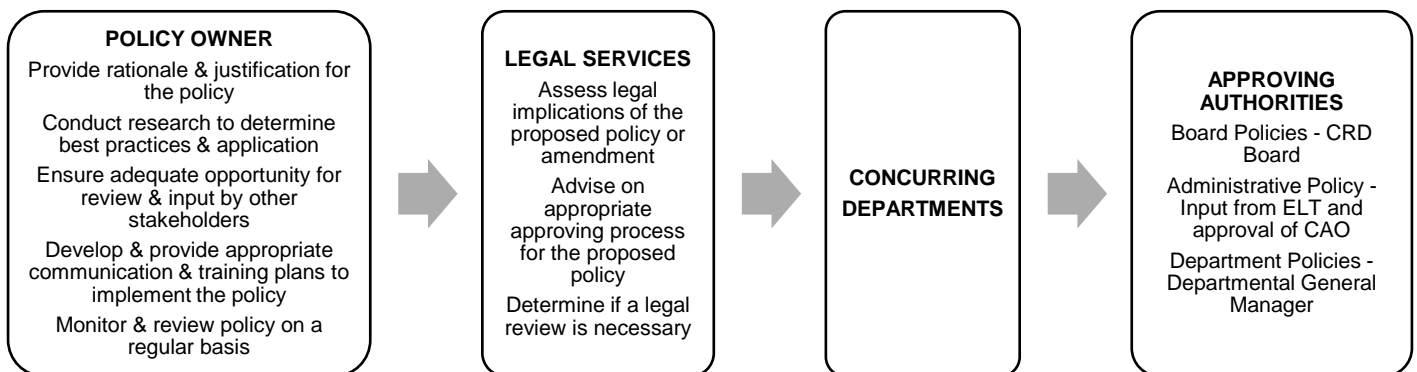
- ☐ Submit Completed New Policy Notification form to Policy Analyst
- ☐ Determination that Policy is “Corporate” rather than Departmental/Divisional
- ☐ Draft New/Amended Policy on approved [Policy Template](#)
- ☐ Obtain Input from Concurring Departments
 - ☐ Legal Services (Default Concurring Department)
 - ☐ Executive Administration
 - ☐ Finance
 - ☐ Human Resources
 - ☐ Information Services
 - ☐ Information Technology
 - ☐ Legislative Services
 - ☐ Real Estate
 - ☐ Risk & Insurance
 - ☐ Other _____
- ☐ Legal review (If necessary)
- ☐ Submit Policy to Appropriate General Manager (GM) for Review

(If Departmental Policy, GM approval is highest level of authority required for sign-off. If Administrative or Board Policy, continue steps below)
- ☐ Obtain Policy Number from Policy Analyst
- ☐ Submit to Corporate Officer to Review (If Board Policy)
- ☐ Executive Leadership Team Approval
- ☐ Chief Administrative Officer Approval
- ☐ Board Approval (Board)
- ☐ Policy Analyst to Process and Upload to SharePoint
- ☐ Send to Corporate Communications to Advertise/News Release (If Applicable)

SCHEDULE G POLICY LIFECYCLE



POLICY PROCESS



SCHEDULE H
DECISION-MAKING AND ACCOUNTABILITY MATRIX

CORPORATE POLICY DEVELOPMENT PHASES	D DECIDER <i>Holds the ultimate power re: the project</i>	A ACCOUNTABLE <i>Person fully accountable for making the project happen</i>	R RESPONSIBLE <i>Those responsible for doing the work on the project</i>	C CONSULTED <i>Those from whom input will be solicited</i>	I INFORMED <i>Those to be kept apprised of relevant developments</i>
1. Needs identification	General Manager	General Manager	Policy Owner	Legal Services	Legal Services/Policy Analyst
2. Planning and Identifying Concurring Parties	General Manager	Policy Owner	Policy Owner	Legal Services Concurring Departments	Policy Analyst
3. Policy research and drafting	General Manager	Policy Owner	Policy Owner	Legal Services Concurring Departments	Policy Analyst
4. Concurrence	ELT/CAO/ CRD BOARD	Policy Owner	Policy Owner	Legal Services Concurring Departments	Policy Analyst
5. Review and Modify	ELT/CAO/ CRD BOARD	Policy Owner	Policy Owner	Legal Services Concurring Departments Policy Analyst	Policy Analyst

**SCHEDULE I
CRD POLICY TEMPLATE**



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**CAPITAL REGIONAL DISTRICT
CORPORATE POLICY**

Policy Type	(Insert category: Administrative, Board) [Corporate] or [Division/Department]		
Section	(Insert division or department if applicable, or omit)		
Title	(ALL CAPS)		
Adopted Date		Policy Number	
Last Amended			
Policy Owner			

1. POLICY: <Mandatory>

(A concise statement of what the policy is designed to accomplish and the circumstances under which it should be used) Text is full justified.
(May be merged with Purpose where context requires.)

2. PURPOSE: <Mandatory>

(A concise statement of the rationale for the policy; why the policy needed to be created),

3. SCOPE: <Mandatory>

(Describe to whom/what the policy applies.)

4. DEFINITIONS: <Optional>

(Describe the definitions, terms, which apply to the policy and procedures, if needed)

5. PROCEDURE: <Optional>

(List in logical order the steps to take to implement the policy.)

6. SCHEDULE: <Optional>

(Attachments in an alphabetical list (A., B., C...))

7. AMENDMENT(S): <Mandatory>

Adoption Date	Description:
None	(Brief description of adoption conditions – ELT, Board, CAO) (Insert Corporate Resolution if short -- meeting information at a minimum if Board Policy)

8. REVIEW(S) <Mandatory>

Review Date	Description:
None	(Insert date of scheduled review; results of review; and dates of next review in new table entry)

9. RELATED POLICY, PROCEDURE OR GUIDELINE: <If applicable>

**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 06, 2021**

SUBJECT **Review of Delegation Speaking Time in the Board Procedures Bylaw**

ISSUE SUMMARY

The Governance Committee was referred a motion with notice to review options for the public to appear as delegations before Boards and Committees while also giving consideration to the limited time for meetings.

BACKGROUND

At the June 2, 2021 Governance Committee meeting, the following Motion with Notice was carried:

That the Governance Committee be requested to review Section 13 of the Procedures Bylaw related to Delegations, with the goal of providing fair access to delegations and a reasonable use of the Board's time.

At the same meeting, the following motions arising were also carried:

- 1. That staff bring back any information previously prepared, and information related to today's discussion, to the next Governance Committee to allow us to continue this discussion; and,*
- 2. Invite staff to bring back any other recommendations on amendments to the Procedure Bylaw.*

The notice of motion was originally served during the adjourned May 12, 2021 CRD Board meeting which was continued on May 26. The CRD Board received 30 applications by the deadline to appear as a delegation at the May 12 meeting. At the meeting, the Board passed a 2/3 vote to suspend the rules in order to reduce the maximum time allotted for each delegation to 3 minutes instead of 4 minutes. In addition, there was one late delegation that was not permitted to speak as the Procedures Bylaw required unanimous approval of the Board.

Staff conducted a review of the previous meeting minutes for the Governance Committee (formerly Governance and Finance Committee) since 2018. In regards to delegations, in March 2019 a new business item was defeated and later a notice of motion was withdrawn in May 2019. Excerpts of the meeting minutes is attached as Appendix A.

ALTERNATIVES

Alternative 1

The Governance Committee recommends to the Capital Regional District Board:

1. That the maximum speaking time for each delegation be reduced to 3 minutes;
2. That no more than 10 delegations be heard per meeting;

3. That delegations be registered on a first come, first served basis;
4. That late delegation requests only be considered when the maximum number of delegations has not been reached;
5. That delegations be limited to speaking only once on an agenda item, except to introduce new and material information; and
6. That staff report back through the Governance Committee with a draft bylaw to amend the Board Procedures Bylaw as directed.

Alternative 2

The Governance Committee recommends to the Capital Regional District Board:
That staff report back with options on limiting the number of delegations that a Committee or Board will hear on a single agenda item.

Alternative 3

The Governance Committee recommends to the Capital Regional District Board:
That staff report back with options on establishing different procedures for delegations that appear before Board versus Committees and Commissions.

Alternative 4

That this report be referred back to staff for additional information.

IMPLICATIONS

Bylaw 3828: Board Procedures Bylaw

Currently, a person wishing to address the Board would submit their application in writing after the agenda is published (i.e. Friday). The application must indicate the meeting and agenda item they wish to speak to, what municipality/electoral area they reside in, the reason for the presentation, and the organization they represent (if applicable). Applications are due no later than 4:30 pm on the Monday prior to the meeting. All applications received by the deadline are placed in the order they were received on the meeting agenda. Each delegation is limited to 4 minutes unless a 2/3 vote is passed to extend the time.

Delegation requests that are received after the deadline are considered late and require unanimous vote of the Board to be heard. For more information on delegations, see Section 13 of the *CRD Board Procedures Bylaw* (attached as Appendix B).

Jurisdictional Review of Speaking Times

A jurisdictional review of delegation (public input) procedures among CRD member municipalities and select regional districts was conducted (attached as Appendix C). The review found that there is no consistent time limit for delegations. Delegation times ranged from 2 to 10 minutes, and in some cases there being no limit at all. A key finding was that 9 of the 13 CRD member municipalities, and half of the regional districts reviewed, have set a total maximum time for delegations/public input per meeting. A second key finding was that regional districts had fewer opportunities for the public to participate in a meeting compared to municipal councils.

Recommendations & Alternatives on Delegation Speaking Times

The staff recommendation is to amend delegation procedures in the Bylaw as follows: reducing the time limit per delegation; setting a total maximum number for delegations per meeting (including late delegations); registering delegations on a first come, first served basis; and limiting delegations to speaking only once on an agenda item.

In order to provide an opportunity for the Board to hear from as many stakeholders as possible, staff recommend reducing the time limit per delegation from 4 minutes to 3 minutes. At the direction of the Governance Committee, this time limit can be further reduced to 2 minutes per delegation.

To ensure the Board has adequate time to deal with the business matters on an agenda, staff recommend that the delegation portion of a meeting be no longer than 30 minutes or 10 delegations at 3 minutes each. The Bylaw limits meetings to 3 hours unless the time is extended by a majority vote. At the direction of the Governance Committee, this time limit can be further reduced while keeping in mind the impact of the individual delegation speaking time. For example, 15 minutes for delegations that are up to 3 minutes each would result in a maximum of 5 delegations being heard per meeting.

If a maximum number of delegations per meeting is established, staff recommend that applications be approved on a first come, first served basis. This approach is recommended as the most transparent and efficient to administer. At the direction of the Governance Committee, a recommendation can be made to the Board that delegations be selected by lot if there were more applications received by the deadline than time allowed. Another alternative is directing staff to report back on limiting the number of delegations that a Committee or Board will allow on a single agenda item (presented as Alternative 2).

To eliminate the possibility of the same delegation being heard when an agenda item is considered by Committee and then again at Board, staff recommend that delegations be registered to speak only once on an agenda item. The one exception would be to introduce new and material information (at the discretion of the Corporate Officer). In most cases, new and material information would only be considered if the recommendation from the Committee to the Board had changed significantly from the staff recommendation. Another alternative is directing staff to report back on establishing different procedures for delegations at committee meetings versus board meetings (presented as Alternative 3).

Publication of Written Submissions from Delegations on the Agenda

Currently written submissions to the Board on agenda items are circulated through the Board Correspondence Portal. When a high volume of correspondence is received directly before a meeting, staff endeavor to ensure Directors are aware of the correspondence with an email prompt to review the portal. It is not the practice at CRD to publish written submissions from the public with the agenda item and staff are not recommending any changes to the current practice. Doing so would require that the correspondence be redacted prior to publication to remove any personal information and to screen for any comments that could be considered defamatory. Given the high volume of correspondence that is received for hot button issues, often within a day or two of the meeting date, the required redaction and screening of correspondence would prompt a service level change and require additional staff resources.

Additional Amendments to Delegation Procedures

If direction is given to amend the Board Procedures Bylaw for delegations, staff recommend that section 13(1) be modernized to remove the option of having the Corporate Officer provide hard copies of written submissions to Board or Committee Members. All correspondence from delegations should be provided electronically and is distributed via the Board Correspondence Portal.

Staff also recommend that section 13(3) be amended to clarify that delegations cannot be by video presentations only; however, they are permitted as part of a delegation's address and will count towards the speaking time allotted. Staff recommend a further amendment to clarify that all video presentations need to be reviewed and approved by the Corporate Officer in advance of the meeting. This is the current practice and allows staff to screen for appropriateness of the material before it is publically displayed in an open meeting.

CONCLUSION

The Governance Committee was directed to review Section 13 of the Procedures Bylaw related to delegations, with the goal of providing fair access to delegations and a reasonable use of the Board's time for conducting meetings. Staff were also directed to bring back information previously prepared on the issue and any other recommended amendments to the Bylaw. Staff are recommending that the Board Procedures Bylaw be amended to reduce the time limit per delegation, to set a total maximum number of delegations per meeting, to register delegations on a first come, first served basis; and to limit delegations to speaking only once on an agenda item. Staff will report back through the Governance Committee with a draft bylaw to amend the Board Procedures Bylaw.

RECOMMENDATION

The Governance Committee recommends to the Capital Regional District Board:

1. That the maximum speaking time for each delegation be reduced to 3 minutes;
2. That no more than 10 delegations be heard per meeting;
3. That delegations be registered on a first come, first served basis;
4. That late requests to appear as a delegation only be considered when the maximum number of delegations has not been reached;
5. That delegations be limited to speaking only once on an agenda item, except to introduce new and material information; and
6. That staff report back through the Governance Committee with a draft bylaw to amend the Board Procedures Bylaw as directed.

Submitted by:	Marlene Lagoa, MPA, Manager, Legislative Services & Deputy Corporate Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Excerpt of Previous Committee Minutes

Appendix B: Bylaw 3828 - CRD Board Procedures Bylaw (Consolidated for Convenience)

Appendix C: Jurisdictional Review of Delegates Speaking Times

Excerpt of Previous Governance and Finance Committee Minutes

<p>GFC 6 2019-03-06</p>	<p>New Business</p> <p>Chair Plant brought forward the following motion: "That the Governance and Finance Committee ask staff to report back on options on how to manage delegations at Committees and Board meetings and to recommend potential changes to the Capital Regional District Board Procedures Bylaw."</p> <p>Discussion ensued on the following:</p> <ul style="list-style-type: none"> - the procedures for allowing a Notice of Motion on the table for debate - suspending the rules of procedure to allow the motion on the table by a two thirds majority vote - waiting for the next meeting to see if the pattern of extra delegations occurs and continue to monitor delegations requests <p>MOVED by Board Chair Plant, SECONDED by Director Blackwell, That the proposed motion put on the table by Board Chair Plant be allowed for debate. DEFEATED OPPOSED: Brice, Windsor, Murdoch, Desjardins, Isitt</p> <p>The proposed motion was considered a Notice of Motion for discussion at the next Governance and Finance Committee meeting.</p>
<p>GFC 2019-06-05 5.8 (19-458)</p>	<p>Motion with Notice (Chair Plant)</p> <p>That the Governance and Finance Committee ask staff to report back on options on how to manage delegations at Committees and Board meetings and to recommend potential changes to the Capital Regional District Board Procedures Bylaw.</p> <p>Chair Plant withdrew motion as issue has been deemed resolved. This Motion with Notice was withdrawn.</p>
<p>2021-06-02 GC 7.1. (21-464)</p>	<p>Motion with Notice: Review of Time Allocation for Delegations (Directors Isitt, Windsor, Murdoch)</p> <p>MOVED by Director Isitt, and SECONDED by Director Windsor, That the Governance That the Governance Committee be requested to review Section 13 of the Procedures Bylaw related to Delegations, with the goal of providing fair access to delegations and a reasonable use of the Board's time. CARRIED Opposed: Ranns</p> <p>Discussion ensued regarding:</p> <ul style="list-style-type: none"> - Statistical information regarding delegations - Public engagement and accessibility - Meeting length pertaining to procedure bylaw - Procedure bylaw <p>MOVED by Director Windsor, and SECONDED by Director Isitt</p> <ol style="list-style-type: none"> 1. That staff bring back any information previously prepared, and information related to today's discussion, to the next Governance Committee to allow us to continue this discussion; and, 2. Invite staff to bring back any other recommendations on amendments to the Procedure Bylaw.



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BYLAW NO. 3828

CAPITAL REGIONAL DISTRICT BOARD PROCEDURES BYLAW, 2012

(as amended by Bylaw No. 3951, 3999, 4024, 4044, 4129, 4206, &
4262, 4312, 4313, 4353, 4368)

**A bylaw to regulate the proceedings
of the Capital Regional District Board**

For further details, please contact the Capital Regional District,
Legislative Services Department, 625 Fisgard St., PO Box 1000, Victoria BC V8W 2S6
T 250-360-3128, F 250-360-3130, www.crd.bc.ca

**CAPITAL REGIONAL DISTRICT
BYLAW NO. 3828
REGIONAL DISTRICT PROCEDURES BYLAW**

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CAPITAL REGIONAL DISTRICT

BYLAW NO. 3828

**A BYLAW TO REGULATE THE PROCEEDINGS
OF THE CAPITAL REGIONAL DISTRICT BOARD**

The Board of the Capital Regional District enacts as follows:

PART 1 – INTRODUCTION

Definitions

1. In this Bylaw:

“Board” means the governing and executive body of the CRD;

“Chair” means the Chair or Vice Chair of the CRD elected pursuant to section 215 of the *Local Government Act* or other person presiding at a meeting of the Board or committee, as the context requires;

(Bylaw No. 4262)

“Committee” means a standing, advisory, select, or other committee of the Board, but does not include Committee of the Whole or a local service committee or a service committee;

“Commission” means a commission established by the Board under section 263(1)(g) of the *Local Government Act* and a local service committee and a service committee established by the Board.

(Bylaw No. 4262)

“Corporate Officer” means the officer of the CRD assigned the corporate administration responsibilities of section 236 of the *Local Government Act*, and includes that officer’s designate;

(Bylaw No. 4262)

“COW” means the Committee of the Whole Board;

“CRD” means the Capital Regional District;

“CRD Offices” means the CRD located at 625 Fisgard Street, Victoria, BC;

“CRD Website” means the information resource found at an internet address provided by the CRD;

“Delegation” means an individual or an organization addressing the Board, a committee or commission about a specific item on the agenda of a meeting;

"First Nation Member" means a First Nations' elected representative who is permitted to participate on an Advisory Committee, Select Committee, or Standing Committee by the relevant Terms of Reference and includes their alternate if acting in the place of a First Nation Member;
(Bylaw No. 4368)

"Member" means a Member of the Board, whether a municipal director or an electoral area director, and includes their alternates if acting in the place of a Member;

"Presenter" means a person(s) or organization(s) invited by the CRD to make a presentation to the Board. It also includes a request to speak by a First Nations Elder or Chief and a federal, provincial or local government elected official.
(Bylaw No. 4024)

"Public Notice Posting Place" means the notice board, whether electronic or not, located in the front foyer of the CRD offices and the CRD Website; and, in the case of a Commission, means a consistent local public location designated by the Commission;

"Vice Chair" means the Member elected as Vice pursuant to section 215 of the *Local Government Act*.
(Bylaw No. 4262)

Application of Rules of Procedure

2. (1) The provisions of this Bylaw govern the proceedings of the Board, COW, all standing and select committees of the Board and all commissions, as applicable.
- (2) In cases not provided for under this Bylaw, The Newly Revised Robert's Rules of Order, 11th edition, 2011, apply to the proceedings of the Board, COW, committees and commissions to the extent that those rules are:
 - (a) applicable in the circumstances; and
 - (b) not inconsistent with provisions of this Bylaw, the *Local Government Act* or the *Community Charter*.
- (3) No provision of this bylaw relating to the procedure of the Board shall be altered unless notice of the proposed amendment is given in accordance with section 225 of the *Local Government Act*.

Suspension of Rules of Procedure

3. Except for those provisions of this Bylaw that are statutorily mandated, the rules of procedure contained in this Bylaw may be suspended for a temporary time period specified by the Board with a 2/3 vote of those Members present.

PART 2 – BOARD MEETINGS

Inaugural Meeting

4. (1) The Board shall meet in an inaugural meeting during the month of November at such time as shall be advised by the Corporate Officer in writing.
- (Bylaw No. 4129)*
- (2) The presiding officer of the inaugural meeting shall be the Chief Administrative Officer until such time as the Chair has been elected.
- (3) The Chief Administrative Officer shall announce results of elections and confirm that new Members have completed the Oath of Office set out in the *Local Government Act*, following which the Chair shall be elected from among the Members of the Board.

Election of Chair and Vice Chair

5. (1) The Chief Administrative Officer shall call for nominations for Chair and conduct a vote by secret ballot in which the person receiving a majority vote of those Members present shall be elected Chair. Each Member shall have only one vote. If only one candidate is nominated for an office, that candidate shall be declared elected by acclamation. The call for nominations for the office of Vice Chair shall be called by the Chair.
- (2) Nominations do not need to be seconded and a candidate must consent to the nomination.
- (3) If a candidate is not present at the meeting, his or her written consent to the nomination must be provided to the Corporate Officer at the meeting.
- (4) At the close of nominations, if more than one candidate has been nominated, each candidate will be given a maximum of four (4) minutes to address the Board in favour of his/her candidacy in the order of his/her nomination. If a candidate is not present at the meeting, he or she may have their nominator deliver a prepared speech on his or her behalf not to exceed three minutes in duration.
- (5) At the conclusion of the candidates' speeches, the Corporate Officer and Deputy Corporate Officer or designate will circulate a ballot box in which the completed ballots will be placed. When all of the ballots have been collected the Corporate Officer will remove the ballot box to a separate room and the ballots will be counted in accordance with subsection (6).
- (6) The counting of the ballots will be conducted by the Corporate Officer together with the Deputy Corporate Officer or designate. Either the CRD's legal counsel or a judicial justice appointed under the *Provincial Court Act* will be present to observe the counting of the ballots.
- (7) Following the counting of the ballots, the Corporate Officer shall advise the Chief Administrative Officer of the candidate that has received a majority of the votes.
- (8) The number of votes received by each candidate will not be disclosed to the Board unless

a resolution requiring disclosure is passed.

- (9) In the event that there are more than two candidates for the election of Chair or Vice Chair and if no person receives a majority of the votes of those Members present, the candidate receiving the least number of votes shall be eliminated and subsequent ballots shall be taken until one candidate receives the majority of votes of those Members present; unless there is a tie between the two candidates with the least votes of those Members present, in which case, subsequent ballots shall be taken until one candidate receives the least number of votes of those Members present and is eliminated. If the tie for the least number of votes of those Members present continues after three elections have been held, the candidate who shall be eliminated will be decided by a lot between the candidates as outlined in section 5(3). The voting on subsequent ballots will then proceed without the eliminated candidate until one candidate receives the majority of votes of those Members present.
- (10) In the event of a tie vote for the most votes of two (2) or more candidates, the candidates who are tied remain in the election. If a definitive election result cannot be declared after three (3) elections have been held, then the majority vote shall be deemed to be determined by a lot between the candidates as follows:
 - (a) the names of the candidates shall be written on separate pieces of paper and placed in a container;
 - (b) the Corporate Officer shall be asked to withdraw one paper; and
 - (c) the candidate whose name is on the withdrawn paper shall be declared elected.
- (11) Once a candidate has been declared elected, the ballots shall be destroyed by way of a Board resolution.
- (12) Following the election of the Chair, the CRD Board shall elect one of its Members to be Vice Chair. The procedure for determining the Member to be elected Vice Chair shall be as set out in sections 5(1) to (11) for electing the Chair of the Board.

(Bylaw No. 4044)

Meetings and Adjournment

6. Regular meetings shall be held at the CRD Board Room, 625 Fisgard Street, Victoria, BC on the second Wednesday of the month commencing at 1:00 pm unless otherwise determined by resolution of the Board.

(Bylaw No. 4262)

- 6.1 Regular and special meetings shall be adjourned no later than three (3) hours from the scheduled start time of the meeting unless the Board resolves to proceed beyond that time by an affirmative vote of the majority of the members present.

(Bylaw No. 3951)

Quorum

7. (1) The quorum for a meeting of the Board shall be a majority of all the Members.

- (2) At the appointed time for commencement of the meeting, the Chair or, in his/her absence, the Vice Chair, shall ascertain that a quorum is present before proceeding to the business of the meeting. If neither the Chair nor the Vice Chair is present within fifteen (15) minutes after the time appointed for a meeting, the Corporate Officer shall call the Members to order, ascertain that a quorum is present and, if so, the Board shall appoint an Acting Chair who shall preside during the meeting or until the arrival of the Chair or Vice Chair. Such person appointed as Acting Chair shall have all the powers and be subject to the same rules as the Chair.
- (3) If a quorum has not been made within sixteen (16) minutes after the appointed time, the Corporate Officer shall record the names of the Members then present and the Board shall stand adjourned until the next meeting date or until another meeting shall have been called in accordance with this bylaw or to such time as the Chair shall appoint.

Notice of Regular Meetings

8. At least seventy-two (72) hours before a regular meeting of the Board, the Corporate Officer must give public notice of the time, place and date of the meeting by way of a notice and agenda posted at the Public Notice Posting Place.

Notice of Special Meetings

9. (1) Except where notice of a special meeting is waived by a unanimous vote of all Members under section 220(3) of the *Local Government Act*, before a special meeting of the Board, the Corporate Officer shall:
 - (a) at least twenty-four (24) hours in advance, give notice of the general purpose, time, place and date of the meeting by way of a notice posted at the Public Notice Posting Place; and
 - (b) at least five (5) days before the date of the meeting, mail to each Member the notice of the general purpose, time, place and date of the meeting.

(Bylaw No. 4262)
- (2) Despite section 9(1), in the case of an emergency, notice of a special meeting may be given in accordance with section 220(4) of the *Local Government Act*.

(Bylaw No. 4262)

Notice of Committee Meetings

10. (1) At least seventy-two (72) hours before a regular meeting of a committee or COW, excluding a commission, public notice must be given of the time, place and date of the meeting by way of a notice posted at the Public Notice Posting Place.
- (2) At least twenty-four (24) hours before a special meeting of a committee or COW, excluding a commission, public notice must be given of the time, place and date of the meeting by way of a notice posted at the Public Notice Posting Place.

Notice of Commission Meetings

11. (1) At least seventy-two (72) hours before a regular meeting of a commission, public notice must be given of the time, place and date of the meeting by way of a notice posted in a consistent public location in the area served by the commission.
- (2) At least twenty-four (24) hours before a special meeting of a commission, public notice must be given of the time, place and date of the meeting by way of a notice posted in a consistent public location in the area served by the commission.

Agenda

12. (1) The Corporate Officer, under the direction of the Chair, shall prepare an agenda and shall circulate a copy of the agenda to each Member at least four (4) days before the meeting. If necessary, a supplementary agenda for a meeting of the Board will be circulated at least 24 hours before the meeting. At any meeting other than a special meeting, the Chair may add items of an emergent or time sensitive nature to the agenda.
(Bylaw No. 4262)
- (2) At a meeting, a Member may, at the time adoption of the agenda is being considered, propose to place an additional item of an emergent or time sensitive nature on the agenda. The item must be added to the agenda only if the resolution is adopted by at least two thirds of the votes cast.

PART 3 – BOARD PROCEEDINGS

Delegations

13. (1) The Board may, by resolution, allow a delegation to address the meeting in person on the subject of an agenda item, provided written application on a prescribed form has been received by the Corporate Officer no later than 4:30 pm two (2) calendar days prior to the meeting. Each address shall be limited to four (4) minutes unless a longer period is agreed to by 2/3 vote of those Members present. The order of speakers will be based on the order in which the request was received. The Corporate Officer may determine the number of copies of any written submissions to be provided by each delegation to the Board. Each delegation shall provide the number of copies as determined by the Corporate Officer, for distribution at the time of the delegation's appearance.
 - (a) As an alternative to addressing a meeting as a delegation, a person may submit their comments in writing to the Corporate Officer for circulation to Members in advance of the next meeting.
(Bylaw No. 3951)
- (2) Where written application has not been received as prescribed in section 13(1), an individual or delegation may address the meeting if approved by a unanimous vote of the Members present.
- (3) Any video presentations used as part of a delegation's address to the Board will count toward the time limit permitted for the delegation.

- (4) If a delegation has registered to address a meeting but is no longer able to attend the meeting, a different delegation will not be permitted to address the meeting in substitution.
- (5) The Board shall not permit a delegation to address a meeting of the Board regarding a bylaw in respect of which a public hearing has been held, where the public hearing is required under an enactment as a prerequisite to the adoption of the bylaw.
- (6) The Board shall not permit a delegation to address a meeting of the Board regarding a matter to be dealt with as a grievance under a collective agreement, or that is within the exclusive mandate of the Greater Victoria Labour Relations Association Board.
- (7) The subject matter upon which a delegation wishes to speak must:
 - (a) be within the jurisdiction of the Board; and
 - (b) be within the terms of reference of the Committee or Commission for which the delegation wishes to appear.
- (8) The Chair may deny any delegation the right to address a meeting if, in the Chair's opinion, the spokesperson or any Member of the delegation:
 - (a) immoderately raises his or her voice, or uses profane, vulgar or offensive language, gestures or signs; or
 - (b) addresses issues not contained within the written application of the individual or delegation.

Presentations

- 14. (1) The CRD may, with the Chair's approval, invite a person, persons, or organization(s) to make a presentation to the Board. Time permitting, the Corporate Officer shall include the subject of the presentation and the designated speaker on the meeting agenda.
- (2) With the Chair's approval, the Corporate Officer shall include a request to speak by a presenter on the meeting agenda.
- (3) All presentations shall be limited to 10 minutes unless a longer period is approved by a majority vote of those Members present.

(Bylaw No. 4024)

Order of Proceedings and Business

- 15. (1) The order of business at all regular meetings shall be as follows:
 - 1. Territorial Acknowledgement
 - 2. Approval of Agenda
 - 3. Adoption of Minutes of Previous Meeting

4. Report of the Chair
5. Presentations/Delegations
6. Consent Agenda
7. Administration Reports
8. Reports of Committees (not included in the Consent Agenda)
9. Correspondence
10. Bylaws and Resolutions
11. Motions for Which Notice Has Been Given
12. New Business
13. Motion to close the meeting in accordance with the applicable provisions of the *Community Charter*
14. Adjournment

(Bylaw No. 4262, 4312)

- (2) The order of business at all special meetings shall be as follows:

1. Territorial Acknowledgement
2. Approval of Agenda
3. Presentations/Delegations
4. Special Meeting Matters
5. Motion to close meeting in accordance with the applicable provisions of the *Community Charter*
6. Adjournment

(Bylaw No. 4312)

- (3) The order of business at all closed meetings whether regular or special shall be as follows:

1. Approval of Agenda
2. Approval of Minutes of Previous Closed Meeting
3. Closed Meeting Matters
4. Rise and Report
5. Adjournment

- (4) A change to the prescribed order of business other than a special meeting may be ordered by the Chair or moved by a Member, with unanimous consent.

- (5) The Consent Agenda portion of the agenda shall consist of staff or committee report items that contain clear take action, give approval, or receive for information recommendations.

- (6) Members may vote on and adopt in one motion all recommendations appearing on the Consent Agenda that are subject to the same voting rule.

- (7) At approval of the Consent Agenda, a Member may for the purpose of:
- (a) debate or discussion;
 - (b) voting in opposition to a recommendation on the consent agenda or to propose an amendment to the motion; or

- (c) declaring a conflict of interest with respect to an item on the consent agenda;

request that an item be removed from the consent agenda, without debate or vote of the Members.

(Bylaw No. 4262)

Minutes

16. (1) Minutes of all proceedings of the Board shall be kept by the Corporate Officer; such minutes to be concise and to detail proceedings of the Board. The minutes shall be legibly recorded, certified as correct by the Corporate Officer, and signed by the Chair, Vice Chair, or the person presiding at such meeting or at the next meeting at which they are adopted.
- (2) Minutes of proceedings of standing and select committees, and commissions shall be legibly recorded and signed by the Chair, or Member presiding.
- (3) Subject to section 16(4), and in accordance with sections 97(1)(b) and (c) of the *Community Charter*, minutes of the proceedings of the Board or of a body referred to in section 17(2) must be open for public inspection at the CRD Offices, Legislative Services, during their regular office hours and may be posted to the CRD website.
- (4) Section 16(3) does not apply to minutes of a Board meeting or a meeting of a body referred to in section 17(2) for that part of the meeting from which persons were excluded under section 90 of the *Community Charter*.

Correspondence

- 16.1 (1) Following consultation with the Chair or other person who is to preside at the applicable meeting, the Corporate Officer may place correspondence from another government or government agency that requests an action from the Board, on the agenda of the next convenient Board meeting, or on an agenda of the meeting of a committee or commission whose mandate or terms of reference includes the requested action, together with any report from Regional District staff that the Chair or the Chief Administrative Officer consider advisable.
- (2) Any other correspondence to the Board not accounted for in section 16.1(1), including but not limited to written comments received pursuant to section 13(a), may be placed on the meeting agenda at the request of the Chair or such other person who is to preside at the meeting where the correspondence is to be considered, or by way of Notice of Motion made in accordance with section 22(6).

(Bylaw No. 3951)

Attendance of Public at Meetings

17. (1) Except where the provisions of section 90 of the *Community Charter* apply, all Board meetings must be open to the public. Before a meeting or part of a meeting is closed to the public, the Board must pass a resolution in the public meeting in accordance with section 92 of the *Community Charter*.
- (2) The requirement in section 17(1) applies to meetings of bodies referred to in section 93 of the *Community Charter* including, without limitation:

- (a) Advisory Commissions
- (b) Advisory Committees
- (c) a Commission established under s. 263(1)(g) of the *Local Government Act*
- (d) Board of Variance
- (e) Parcel Tax Review Panel
- (f) Select Committees
- (g) Standing Committees
- (h) Committee of the Whole
- (i) a body that under the *Local Government Act* or another *Act* may exercise the powers of the CRD or its Board

(Bylaw No. 4262)

- (3) Despite section 17(1), the Chair may expel or exclude a person from a Board meeting or meeting of a body listed in section 17(2) of this Bylaw in accordance with section 133 of the *Community Charter*.

Closed Meetings

- 18 (1) No Member shall disclose to the public the proceedings of a closed meeting, unless a resolution has been passed at the closed meeting to allow disclosure.
- (2) As soon as practicable, the Corporate Officer shall review and determine whether to seek a resolution of the Board for the release of closed minutes and related information that would no longer undermine the reason for discussing it in a closed meeting.
- (3) Minutes of a closed meeting shall be kept in the same manner as a regular meeting but shall not be filed with the minutes of regular meetings.
- (4) The Board must not vote on the reading or adoption of a bylaw when its meeting is closed to the public.

Use of Video Recording Devices

- 19. (1) The Chair shall preserve order and decorum at a meeting and at his/her discretion may require that any video recording devices be placed in a designated location while being used and remain in that location during the course of the meeting. This applies to the Chairs of Board, Committee, Commission and COW meetings.

Chair and Presiding Officers

- 20. (1) The Chair, if present, shall preside at meetings of the Board. Any Member of the Board may preside at a COW.
- (2) The Vice Chair shall preside in the absence of the Chair or when the Chair vacates the chair.
- (3) In the event that neither the Chair nor the Vice Chair is able to take the chair, the presiding officer shall be such person, as the Board may choose.

- (4) The Chair shall preserve order and decorum and shall rule on all points of order, stating his/her reasons and the authority for ruling when making a ruling. The ruling of the Chair shall be subject to an appeal to the Board without debate.
- (5)
 - (a) If an appeal be taken from the decision of the Chair, the question "Shall the Chair be sustained?" shall be put forthwith and decided without debate by a simple majority of the Members present (exclusive of the Chair) and in the event of the votes being equal, the question shall pass in the affirmative. The names of the Members of the Board voting for or against the question shall be recorded in the minutes.
 - (b) If the Chair refuses to put the question "Shall the Chair be sustained?", the Board shall forthwith appoint the Vice Chair or, in his/her absence, one of the Members, to preside temporarily in lieu of the Chair. The Vice Chair, or Member so appointed, shall proceed in accordance with paragraph 20(5)(a).
- (6) The Chair shall vote at the same time as the other Members of the Board.

Rules of Order

- 21.
 - (1) The Chair's ruling on a point of order shall be based on rules of order as stated in section 2 herein.
 - (2) All questions shall be decided by a vote on motion.
 - (3) The Chair shall have the discretion to call the question on completion of debate and the Chair shall then advise that the debate is closed. Following closure of debate no Member shall speak further to the question.

Motions

- 22.
 - (1) Motions shall be phrased in a clear and concise manner so as to express an opinion or achieve a result.
 - (2) The Chair may divide a motion containing more than one subject if the Chair feels this would produce a fairer or clearer result and the same shall be voted on in the form in which it is divided.
 - (3) A motion to adjourn the meeting or to adjourn the debate shall always be in order.
 - (4) An amendment to a motion does not require notice. Only one amendment to an amendment shall be allowed at one time and the same shall be dealt with before the amendment is decided. Amendments must be strictly relevant to the main motion and not alter in a material way or be contrary to the principle embodied in the main motion.
 - (5) Any Member desiring to bring before the Board any new matter, other than a point of order or privilege, shall do so by way of motion; provided, however, that any new matter of major import, which may require further information than could or would normally be available to the Board at such meeting, may be referred to a Board Standing Committee agenda by the Chair, or may be ruled by the Chair as a notice of motion and shall be dealt with as provided by section 22(6).

- (6) Any Member may give notice of a motion to the Board by providing the Corporate Officer with a written copy of much motion before or during a meeting, and the Corporate Officer shall, upon the Member being acknowledged by the Chair and the notice of motion being read to the meeting, include it in the minutes of that meeting as a notice of motion and shall add the motion the agenda of the next regular Board meeting, or to the agenda of a special Board meeting scheduled for that purpose.
- (7) Notwithstanding section 12(2), a motion under section 22(6) shall only be decided at its meeting of introduction if all of the following are met:
 - (a) the motion's subject matter falls into one or more of the following classes:
 - (i) those items with an urgent deadline;
 - (ii) those items of minor organization impact (e.g. simple advocacy or letters of support); or
 - (iii) those items supporting the position of member local governments;
 - (b) the Members present vote with a two-thirds majority to consider it.

(Bylaw 4313)

Reconsideration of an Adopted Bylaw, Resolution or Proceeding

- 23. (1) The Chair may require a matter to be reconsidered in accordance with Section 217 of the *Local Government Act* and if it has not been acted on by an officer, servant or agent of the Board.

(Bylaw No. 4262)
- (2) The Chair may state his/her reasons to the Board. The Corporate Officer shall record in the Minute Book the reasons, suggestions or amendments of the Chair.
- (3) The Board shall, as soon as convenient, consider the reasons and either reaffirm or reject the bylaw, resolution or proceeding, and if rejected, it is deemed repealed and is of no force or effect.
- (4) The rejected bylaw, resolution or proceeding shall not be reintroduced to the Board for six (6) months, except with the unanimous consent of the Board.
- (5) The conditions which apply to the passage of the original bylaw, resolution or proceeding apply to its rejection.

Debate and Conduct

- 24 (1) Debate shall be strictly relevant to the question before the meeting and the Chair shall warn speakers who violate this rule.
- (2) No Member shall speak until recognized by the Chair.
- (3) Every Member desiring to speak shall address himself to the Chair. No Member shall interrupt a person speaking except to raise a point of order.

- (4) A matter of privilege (a matter dealing with the rights or interests of the Board as a whole or of a Member personally) may be raised at any time and shall be dealt with forthwith before resumption of business.
- (5) Members speaking at a Board meeting:
 - (a) must use respectful language;
 - (b) must not use offensive gestures or signs;
 - (c) must speak only in connection with the matter being debated; and
 - (d) must adhere to the rules of procedure established under this Bylaw and to the decisions of the Chair and the Board in connection with the rules and points of order.
- (6) If a Member does not adhere to section 24(5) or the Chair considers the Member to be acting improperly, the Chair may order the Member to leave the Member's seat.
- (7) A Member may speak to a question, or speak in reply, for no longer than fifteen (15) minutes unless the majority of the votes of the Board support a time extension.
- (8) A Member may speak more than once in connection with the same question only if:
 - (a) every other Member has spoken, or has had the opportunity to speak; and
 - (b) if the Member has already spoken for fifteen (15) minutes, the Member who wishes to speak a second time may request to do so by making a motion that must be approved by at least two-thirds of the votes cast by the Board.
- (9)
 - (a) a Member may not speak for longer than a total time of fifteen (15) minutes unless the Member has done so in accordance with sections 24(7) and (8); and
 - (b) a Member speaking for a second time under section 24(8) shall speak for a maximum of five (5) minutes only.
- (10) The conflict of interest guidelines (*disclosure of conflict and restrictions on participation*) shall be in accordance with section 100 of the *Community Charter*.

Voting

- 25.
 - (1) Voting rules will be in accordance with the *Local Government Act*.
 - (2) On any question where the numbers of votes, including the vote of the person presiding, are equal, the question is defeated.
 - (3) Where a Member who is present when a vote is taken abstains from voting, that Member shall be deemed to have voted in the affirmative.

- (4) Whenever a vote of the Board is taken, after the vote is taken the Chair must then state the names of those Members voting in the negative, and the Corporate Officer must enter those names in the minutes.

PART 4 – COMMITTEES AND COMMISSIONS

Board Standing Committees

26. (1) The Chair may establish a Board Standing Committee as a regular permanent committee whose mandate will be in relation to a CRD service or potential service.
- (2) The Chair shall appoint only Board Members to a Board Standing Committee with the following exceptions:
- (a) Unless the authorizing legislation or Letters Patent for the Board Standing Committee defines its membership; and
- (b) Where a Board Standing Committee Terms of Reference allow a First Nation Member to participate.
- (Bylaw No. 4368)*
- (3) The general duties of Board Standing Committees shall be as follows:
- (a) To consider and report to the Board from time to time or whenever desired by the Board and as often as the interest of the CRD may require, on all matters referred to them by the Chair of the Board, or coming within their purview, and to recommend such action by the Board in relation thereto as they, the Committee, deem necessary or expedient.
- (b) To carry out the instructions of the Board expressed by resolution in regard to any matter referred by the Board to any Committee for immediate action thereon, but in such cases the instruction of the Board shall be specific and the Committee shall report its action in detail at the next regular or other meeting of the Board thereafter as specified in the instructions of the Board Advisory Committees.

Advisory Committees

27. (1) The Board, or Board Standing Committees, may establish an Advisory Committee to provide advice and recommendations to the Board, or to a Board Standing Committee, on matters determined to be within approved terms of reference or within a specific resolution of the Board.
- (2) Members of an Advisory Committee shall be appointed by the Board, a Board Standing Committee, or the appointments may be delegated by the Board to the Chair.
- (3) Persons who are not Members may be appointed to an Advisory Committee but each Advisory Committee should include at least one (1) Member of the Board.
- (4) The term of any person who is appointed to an Advisory Committee who is not a Member

of the Board shall not exceed three (3) years.

Select Committees

28. (1) The Board may establish a Select Committee to consider or inquire into any matter dealing with a specific subject or issue referred to it by the Board and report its findings, opinions and recommendations to the Board, following its consideration and inquiry. Select Committees must have terms of reference approved by the Board.
- (2) The Select Committee will cease to exist once it has reported its findings, opinions and recommendations to the Board.
- (3) The Board may delegate to the Chair the establishment of a Select Committee and the appointment of its Members.

Commissions

29. (1) The Board may establish a Commission regarding a CRD service within the authorities delegated to it and as mandated by the Board by bylaw.

Electronic Participation at Commission Meetings

- 29.1 (1) A member of a Commission may participate in a regular or special meeting by means of electronic or other communication facilities that:
- (a) enable the meeting's participants to hear, or watch and hear, each other;
- (b) except for a meeting that is closed to the public, enable the public to hear, or watch and hear, the member participating by electronic or other communication facilities.
- (2) The person presiding at the Commission meeting must not participate electronically.
- (3) A person participating in a Commission meeting electronically is deemed to be present at the meeting as though they were physically present.
- (4) The recording secretary shall record in the minutes the persons present including those participating electronically.
- (5) Subject to section 29.1(9), no more than one person at one time may participate electronically.
- (6) The person wishing to participate in a Commission meeting electronically must advise the Corporate Officer at least 24 hours in advance of the meeting;
- (7) Subject to section 29.1(9), if more than one person wishes to participate electronically at a Commission meeting, the Corporate Officer will by lot choose the person who is entitled to participate electronically.

(Bylaw No. 4206)

(Bylaw Nos. 4206, 4262)

- (8) Electronic participation will only be permitted where existing technical facilities at the location of the Commission meeting accommodate electronic participation.

(Bylaw No. 3951)

- (9) Sections 29.1(5) and 29.1(7) do not apply to meetings of a Commission that operates a service that includes the entire Southern Gulf Islands Electoral Area as the service area.

(Bylaw No. 4206)

Electronic Participation in case of Emergency or Special Circumstance

- 29.2 (1) In an emergency, special circumstance, or public health event that prevents or restricts members from being able to physically meet in one location, members or persons appointed by the Board may participate in a meeting by means of electronic or other communication facilities that:

- (a) enable the meeting's participants to hear, or watch and hear, each other; and,
- (b) except for a meeting that is closed to the public, enable the public to hear, or watch and hear, the member(s) and person(s) participating by electronic or other communication facilities.

- (2) Meetings called under subsection (1) will be at the call of the Board Chair.

- (3) Special meetings called under subsection (1) will be in accordance with section 9 of this bylaw and will comply with the requirements set out in subsection 2(2)(d) of the *Regional District Electronic Meetings Regulations*, B.C. Reg. 118/2018.

(Bylaw No. 4353)

Attendance at Committee Meetings

30. Members of the Board who are not Members of a Committee may attend meetings of that Committee and may take part in any discussion or debate by permission of a majority of the Committee Members present but may not vote.

Committee Reports

31. A Standing or Select Committee of the Board may report to the Board at any regular meeting or shall report as required by the Board.

Quorum

32. The quorum in a Standing or Select Committee shall be the majority of the Persons appointed to the Committee, but shall not include First Nation Members.

(Bylaw No. 4368)

Voting at Meetings

33. (1) On a vote in a Committee each person shall have only one (1) vote.
- (2) (a) The Chair shall be a Member of all Committees and entitled to vote on all matters.
- (b) Despite section 33(2)(a) the Chair, when in attendance, may be counted as one Member for the purpose of constituting a quorum.
- (c) First Nation Members are permitted to abstain from voting on an item, provided that they declare their abstention prior to the vote being called on the item.
(Bylaw No. 4368)
- (d) When an abstention from voting on an item is declared by a First Nation Member, it shall be noted in the meeting minutes and the total number of votes on the item shall not include those First Nation Members who have abstained from voting.
(Bylaw No. 4368)

Operation

34. No Committee or Commission will operate outside of its expressed mandate or terms of reference without prior approval of the Board.

PART 5 – COMMITTEE OF THE WHOLE

Procedures for COW Meetings

35. (1) The Board may resolve to sit as a COW at any time.
- (2) The Chair may appoint another Member to preside over the COW who shall maintain order therein and report the proceedings thereof to the Board.
- (3) The rules of the Board shall be observed in COW as far as may be applicable. Motions shall be seconded and the names of Members shall not be recorded in case of a division. Divisions in COW shall be decided by a show of hands. A motion in COW to rise without reporting, or that the Chair of the Committee do leave the Chair, shall always be in order and shall take precedence over any other motion. A motion to rise without reporting, if affirmed shall be considered as disposing of the matter before the Committee in the negative.
- (4) When all matters referred to the COW have been considered, a motion to rise and report shall be adopted. The Committee may report progress and ask leave to sit again if the matter before it has not been disposed of. On the Committee rising, the Chair shall report to the Board and an adoption of the report shall be moved.
- (5) Discussion in COW shall be strictly relevant to the item or clause under consideration.
- (6) First Nation Members may attend COW when invited in advance by the Board Chair.
(Bylaw No. 4368)

PART 6 – BYLAWS

36. (1) Bylaws shall be passed by the following stages:
- (a) Introduction and first reading shall be decided by the motion "that Bylaw No. _____ be introduced and read a first time". The question shall be decided without amendment or debate.
 - (b) Second Reading - Debate on second reading shall be limited to the general principle of the bylaw.
 - (c) Third Reading - A bylaw may be amended at third reading and passed upon the motion "that Bylaw No. _____ (as amended or as presented) be read a third time".
 - (d) Despite sections 36(1)(a), (b) and (c) every proposed bylaw may be introduced and given first, second, and third readings at the same meeting by one motion for all three readings.
 - (e) Adoption - Not less than one clear day after third reading, the bylaw shall be adopted upon the motion "that Bylaw No. _____ be adopted", unless the Board adopts the bylaw in accordance with subsection (2) and section 228 of the *Local Government Act*.
- (Bylaw No. 4262)
- (2) A bylaw that does not require approval, consent or assent under the *Local Government Act* or any other Act before it is adopted may be adopted at the same meeting at which it passes third reading, so long as the motion for adoption receives at least two thirds of the votes cast.
- (3) A copy of every bylaw shall be endorsed by the Corporate Officer with a record of the stages through which it has proceeded and shall be kept among the records of the Board. A copy of every adopted bylaw signed, sealed and where necessary bearing evidence of registration by the Inspector of Municipalities shall be kept with the records of the Board.

PART 7 – RESOLUTIONS

37. A resolution may be introduced at a Board meeting only if a written copy is given to each Member before consideration unless the Board waives this requirement.

PART 8 – GENERAL

38. The rules of the Board shall be observed in proceedings of the Capital Regional Hospital District Board, and Standing and Select Committees of the Board as far as may be applicable.
39. The provisions of sections 22 and 24 of this bylaw that apply to Members shall apply to First Nation Members.
- (Bylaw No. 4368)

40. The following bylaw is repealed: Bylaw No. 3708, "Capital Regional District Board Procedures Bylaw, 2010", and any amendments thereto.
41. This Bylaw may be cited as "Capital Regional District Board Procedures Bylaw, 2012".

READ A FIRST TIME THIS	19 th	day of	September,	2018
READ A SECOND TIME THIS	19 th	day of	September,	2018
READ A THIRD TIME THIS	19 th	day of	September,	2018
ADOPTED THIS	10 th	day of	October,	2018

[Original signed by] _____
CHAIR

[Original signed by] _____
CORPORATE OFFICER

Jurisdictional Review of Delegates Speaking Times

Local Government	Time Per Speaker	Total Time Max.	Notes
CRD Municipalities			
Central Saanich	Delegation = 10 mins Public Questions = 2 mins Invited presentations or speakers to (their own) correspondence on agenda = 2 mins	Delegation = 2 per Regular Council Meeting	<ul style="list-style-type: none"> • Application Req. •
Colwood	Presentation = 5 mins Public Participation = no maximum	Public Participation Period = 20 min	<ul style="list-style-type: none"> • Must be residents or property owners, unless approved by 2/3 of Council • Where two or more delegations apply to address Council on the same subject, only one delegation may address Council either in favour or against the subject. • Organizations or associations are not permitted more than one delegation every six months on the same issues unless prior consent has been obtained by a resolution of Council.
Esquimalt	Public Input/Comment Period = 2 mins Delegations = 5 mins Presentations = 10 mins	Presentations = 2 per meeting	
Highlands	Delegation = 5 mins		<ul style="list-style-type: none"> • Delegation application
Langford	<ul style="list-style-type: none"> • Must be limited to agenda items 	<ul style="list-style-type: none"> • Public Participation = 20 mins 	<ul style="list-style-type: none"> • May be specified in next Procedure Bylaw update
Metchosin	Public Participation = 4 mins Presentation = 10 mins Question Period = no limit	Public Participations = 45 mins Presentation = no limit Question Period = 20 mins	<ul style="list-style-type: none"> • Includes standing committees • Presentation by written request
North Saanich	Public Participation = 3 mins Delegations = 5 mins	Public Participation = 20 mins	<ul style="list-style-type: none"> • Delegation may be scheduled for advisory body if

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			appropriate
Oak Bay	Public Input @ Council = 3 mins / agenda item Public Input @ COTW = 3 mins Public Comment & Question Period @ COTW = 2 mins Delegations = 5 mins Presentation = 10 mins	Public Comment & Question Period @ COTW = 30 mins max Delegations = 2 people per meeting Presentation = 1 person per meeting	<ul style="list-style-type: none"> Delegations at COTW only Presentations by invitation only
Saanich	Delegation = 10 mins Public Input Council & CW Meetings = 3 mins Neighborhood Comm. Assoc @ COTW = 6 mins	Delegation = 1 people at each COW Meeting .	<ul style="list-style-type: none"> Application Req. Neighborhood Assoc. must have carried out an engagement process. Where two or more delegations apply to address Council on the same subject, only one delegation may address Council either in favour or against the subject. Organizations or associations are not permitted more than one delegation every six months on the same issues unless prior consent has been obtained by a resolution of Council.
Sidney	Public Input = 4 mins Presentation/Delegation = 10 mins	Public Input = 20 mins	
Sooke	Delegation = 5 mins Public Input = 2 mins	Delegation – 2 people per Regular Council meeting Public Question & Comment Period = 10 mins	<ul style="list-style-type: none"> Council or the Corporate Officer may refuse to place a delegation on the agenda if the issue is not considered to fall within the jurisdiction of Council or if the same subject matter has been presented by the same

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			individual or delegation in the past six (6) months.
Victoria	Individual or Delegation w/notice = 5 mins Individual or Delegation w/o notice= 2 mins	Not specified	<ul style="list-style-type: none"> • Application req. • First 6 speakers are heard prior to the HEARINGS section of the meeting, all other speakers requests will be added to the second section, which takes place after the HEARINGS section of the Council meeting.
View Royal	Delegation = 15 mins. Public Participation = 5 mins Question Period = 2 mins	Public Participation = 30 mins Question Period = 15 mins	<ul style="list-style-type: none"> • Application req. • Where a delegation has addressed Council on a particular matter, if a subsequent request to address Council is received from the same delegation on the same matter within three (3) months of having address Council, and no significantly new information is to be provided, the Corporate Officer may refuse to place the delegation on the agenda, but will circulate the information submitted to Council under

			separate cover.
Regional Districts			
Central Okanagan	Delegations = 10 mins Presenters = 15 mins Land Use Applicant with negative recommendation = 5 mins Public Input = 5 mins	Delegations = 2 people Presenters = 2 people except where 2 delegations are previously scheduled, then presentations will be limited to 1 per meeting Public Input = not indicated	<ul style="list-style-type: none"> • Application req.
Comox Valley	Delegations = 10 mins	Delegations = 3 people	<ul style="list-style-type: none"> • Application req.
Cowichan Valley	Delegations = 10 mins Public Input = 3 mins	Delegations = 2 people* Public Input = 5 people	<ul style="list-style-type: none"> • Application req. • *Additional delegations may address the meeting if approved unanimously by the members present.
Fraser Valley	Delegations = 10 mins Public Question Period = no limit (at end of agenda) or submitted in writing the day before meeting	Not specified	<ul style="list-style-type: none"> • Application req. • The Chair must approve all delegations before they are set on the agenda.
Metro Vancouver	Delegations = 5 mins Presenter = not indicated	Not specified	<ul style="list-style-type: none"> • Application req.
Nanaimo	Delegations = 5 mins	Not specified	<ul style="list-style-type: none"> • Application req. • Delegations speaking to items not on the agenda will be placed at the end of the agenda. • No person(s) may appear more than once to the same item except to introduce new & material information.
North Coast	Delegations = 10 mins	Delegations = 2 people	<ul style="list-style-type: none"> • Application req.
Strathcona	Delegations = 10 mins	Not specified	<ul style="list-style-type: none"> • Application req. • Public input on

APPENDIX C

			agenda items is by correspondenc e only
Thompson-Nicola	Delegations = 10 mins Presenters = not indicated	Delegations = 2 people	<ul style="list-style-type: none"> • Application req.

**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 06, 2021**

SUBJECT **Capital Regional District Board Policy on Regional Grants-in-Aid**

ISSUE SUMMARY

To provide an overview and history of the Regional Grants-In-Aid Board Policy.

BACKGROUND

As directed at the February 3, 2021, Governance Committee meeting, this report provides an overview of the legislation, policy and history of regional grants-in-aid (GIA).

The Capital Regional District (CRD) receives funding requests from various organizations for initiatives, programs, and/or capital purchases.

- Under the *Local Government Act* Section 263 (1) (c) the CRD has authority to provide regional GIA to organizations in the form of grants, benefit, or advantage, and under Section 380 (g) costs may be apportioned either by way of all electoral areas and municipalities or only those electoral areas or municipalities benefitting from the service.
- Under the Supplementary Letters Patent (SLP), dated March 24, 1977, and amended 17 April 1985, the CRD also has authority to deliver GIA to organizations within the Electoral Areas (EA).
- Under Section 273, as a limitation on section 263 (1) (c) a board must not provide assistance to an industrial, commercial or business undertaking.

A Board policy approved on February 23, 1994, is currently still in place. The policy states that “the Board establish a no grants policy regarding regional grant-in-aid, other than those regional grants-in-aid from a single jurisdiction”. Appendix A includes an excerpt of the February 1994 minutes, providing context to the Board decision at the time. This policy allows for requisition of regional GIA only when it is to be collected from a single jurisdiction.

Appendix B provides a summary of the regional GIA requests received by the CRD over the years. The two cases where an exception to the policy was made since 1994 are as follows:

1. November 14, 2012: Island Corridor Foundation (ICF) Funding Request, for \$1.2 million. The CRD raised the funds in 2013, 2014, and 2015 through tax requisition, and the funding has not yet been distributed.
2. May 26, 2016: Support to the Fort McMurray Region in the Wake of Northern Alberta Wildfires, for \$2,500.

The current Regional Grants-In-Aid Board Policy aligns current legislation and has not been revised since 1994.

ALTERNATIVES

Alternative 1

The Governance Committee recommends to the Capital Regional District Board:
That the Capital Regional District Board Policy on Regional Grants-in-Aid report be received for information.

Alternative 2

The Governance Committee recommends to the Capital Regional District Board:
That staff be directed to amend the Regional Grants-in-Aid Board Policy.

IMPLICATIONS

Service Delivery Implications

Alternative 1

While the Board has the service authority to provide GIA to regionally significant projects and has made exceptions, the CRD has an established no regional GIA policy and practice since 1994. The current policy allows for regional GIA requests to be funded by a single municipality or EA. The Board has the authority by way of policy to keep and maintain the existing practice without changes.

Alternative 2a

As many municipalities provide GIA funding programs at the municipal level, regional GIA requests only benefiting the single jurisdiction are more likely to be considered by the municipality. The Board policy could be amended to exclude all grants-in-aid by removing “regional grants-in-aid collected from a single jurisdiction”, aligning the Board Policy “no grants-in-aid” to include those from a single jurisdiction.

Alternative 2b

The Board has the service authority to provide GIA regionally or within electoral areas and municipalities benefitting from the service. The policy could be rescinded or amended to allow for grants, in which case requests for regional and specified area grants-in-aid would be considered and approved on a case-by-case basis.

Financial Implications

The CRD has authority to provide regional GIA to external organizations. The LGA (s. 374(9)) sets the annual requisition limit of \$0.10 per \$1,000 on the net taxable value of land and improvements in the regional district. Based on 2021 assessment value, the maximum requisition is \$13 million. Requisition is cost apportioned on the basis of the converted value of land and improvements per LGA (s. 380 (2)) across all regional participants or only those EA's and municipalities benefitting from the service.

CONCLUSION

The CRD has service authority under the LGA to provide funding to regional GIA projects. Historically, the CRD has maintained a no regional GIA policy, except in exceptional circumstances or in a single jurisdiction.

RECOMMENDATION

The Governance Committee recommends to the Capital Regional District Board:
That the Capital Regional District Board Policy on Regional Grants-in-Aid report be received for information.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: CRD Board Minutes from February 23, 1994
Appendix B: History of Past Regional GIA Requests

Delegation re: Proposed Cecelia Septage Disposal Rates

Mr. James Stewart, owner/operator of a septage service business, indicated that the increase in septage rates under Bylaw No. 2195 was the third increase in nine months and in that time the fees have risen 54%. Mr. Stewart asked for an explanation of the reasons for an increase at this time and whether any future increase was contemplated. Mr. Stewart also commented that it would be helpful if haulers were notified prior to increases being set in motion.

Director Butler explained that the increase in rates for septage disposal came about as part of the Environment Committee's budget deliberations in January and that Committee recommended to the Board that the fee be raised. Mr. Williams noted that as soon as Committee made this decision, haulers were notified and that the reason for the increase is that Committee believes the septage function should operate on a complete user pay system. If this policy continues then there will be further increases. Director Butler added that this service is currently subsidized and that the user fee would be \$5.60 per 100 imperial gallons if the service were to operate on a complete user pay basis.

2142 Tabled item from January 26, 1994 Meeting: Board Policy on Regional Grants-in-Aid

MOVED by Director Clark, SECONDED by Director Camden,
that this item be lifted from the table.

CARRIED

Mr. Jordan spoke to the staff report on this subject which reviewed the statutory authority for regional grants and provided background information on the grant policies of the Intermunicipal Committee and the various municipalities in the region. It was indicated that regional grants-in-aid are entirely separate from Electoral Area grants-in-aid and that the disbursement of regional grants-in-aid has been very limited, i.e. two to date.

MOVED by Director Imrie, SECONDED by Director Ranns,
that the Board establish a no grants policy regarding regional grants-in-aid.

There was considerable debate on the motion. Directors in support of the motion felt that the CRD should hold the line on such grants and that it was not appropriate for the CRD Board to be involved in a grant program. It was noted that the increasing trend towards downloading of various programs by senior levels of government could result in more requests for grant money at the local government level. There was concern that there could be duplication in requests for grants at the municipal and regional level.

Directors opposed to the policy indicated that some grants are for very worthy causes that should be supported where appropriate. It was noted that for many years the four core municipalities have supported numerous organizations and events which benefit the entire region. A suggestion was made that a coordinated strategy for funding grants on a regional basis be explored whereby the tax burden could be shared by all of the benefitting areas. It was stated that the Municipal Act provides the authority to levy for regional grants and that the proposed policy would mean that the CRD would not be in a position to consider worthy requests. In response to the concern over a possible increase in grant requests, it was pointed out that the Board would have the right to reduce the level of grants and would be in a position to approve or disapprove any grant request thereby exercising control over the situation. It was recommended that the CRD look at how something similar to the Intermunicipal Committee could be put in place in the region.

There was discussion regarding the difference between regional grants-in-aid and electoral area grants-in-aid. Mr. Jordan explained that regional grants-in-aid are levied on the whole of the CRD and cost shared on the basis of converted assessments. However, there is provision for costs of regional grants-in-aid to be levied in a single benefitting municipality or electoral area.

With the permission of the Mover and Seconder, the motion was amended to add the following:

"other than those regional grants-in-aid collected from a single jurisdiction."

Following further debate, the motion as amended was then put,

CARRIED

2143 Regional Grant-in-Aid Request for "Artspring" (Salt Spring Island)

MOVED by Director Luth, SECONDED by Director Clark,
that the matter be tabled.

CARRIED

2144 Contract with District of Langford for Provision of a Message Relay Service for CRD 9-1-1 Emergency Response Telephone System

MOVED by Director Camden, SECONDED by Director Bergbusch,
that the Board approve the contract with the District of Langford,
and authorize the signing officers of the Board to execute the
contract.

CARRIED

2145 Payment of Sooke Incorporation/Restructure Study

MOVED by Director Clark, SECONDED by Director Rosko,
that the Minister of Municipal Affairs be advised that the Capital
Regional District does not wish to be the banker for the present
incorporation study for Sooke.

CARRIED

2146 Young Offenders Act

MOVED by Director Butler, SECONDED by Alternate Director
Blackwell, that the correspondence be received.

CARRIED

2147 Sooke Parks and Recreation Commission - Park Land Acquisition and Exchange

MOVED by Director Clark, SECONDED by Director West,
that the Board approve:

1. a bylaw to authorize the Capital Regional District to exchange a portion of land dedicated as Park (as shown on Plan 40027 attached to the report) for other land described in the Bylaw suitable for park purposes within the Sooke Electoral Area, and;
2. the Contract of Purchase and Sale between the Capital Regional District and Braemar Developments Ltd. on the terms and conditions detailed herein.

CARRIED

2148 Proposed Boundary Extension - City of Colwood

MOVED by Director Bergbusch, SECONDED by Director Coell,
that the correspondence be received.

CARRIED

6. BYLAWS AND RESOLUTIONS

Bylaw No. 2195, "Septage Regulation Bylaw No. 1, 1980, Amendment Bylaw No. 14, 1994"

MOVED by Director Prentice, SECONDED by Director Coell,
that Bylaw No. 2195 be reconsidered and finally adopted.

CARRIED

Bylaw No. 2191, "Sooke Advisory Planning Commission Bylaw No. 1, 1994"

MOVED by Director Clark, SECONDED by Director West, that Bylaw No. 2191 be introduced and read a first time.

CARRIED

Appendix B History of Past Regional Grant-in-Aid Requests (since 1994)

1. May 26, 2016: Support to the Fort McMurray Region in the Wake of Northern Alberta Wildfires, approved for \$2,500.
2. September 9, 2015: Urban Wildlife Stewardship Society Funding Request, request for \$35,000, regional GIA request declined.
3. November 14, 2012: Island Corridor Foundation Funding Request, approved for \$1.2 million.
4. August 8, 2012: Salish Express Commuter Rail Implementation Funding Plan Request, request for \$70,000, regional GIA request declined.
5. April 11, 2007: Island Corridor Foundation Grant-in-Aid Request, request for \$4,899.02, regional GIA request declined.
6. February 23, 1994: Board Policy on Regional GIA
 - a. Moved that “the Board establish a no grants policy regarding regional GIA” and amended to include “other than those regional GIA collected from a single jurisdiction.”
 - i. The Board adopted a regional GIA policy in February 1994 (Appendix A).
7. January 26, 1994: Regional GIA Request from the Community Social Planning Council of Victoria, request for \$22,100, regional GIA request declined.

**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 06, 2021**

SUBJECT **Update to CRD Reporting of Serious Misconduct Policy**

ISSUE SUMMARY

To update the Capital Regional District's Reporting of Serious Misconduct Policy, as recommended by the financial auditors.

BACKGROUND

On September 13, 2017, the Capital Regional District (CRD) Board approved a Reporting of Serious Misconduct Policy as the mechanism and approach for the reporting of serious misconduct where no other policies and/or procedures are in place for doing so. In a recent financial audit, the CRD's external auditors recommended an amendment to clarify the role of the Chief Financial Officer (CFO) when allegations of misconduct may have real or perceived financial implications. The CRD Board received a copy of this audit and the auditor's recommendations on May 12, 2021.

To meet this recommendation, it is recommended that the Reporting of Serious Misconduct Policy be updated to:

- 1) Amend to whom concerns are to be reported to, in a manner to limit any potential of bias:
- 2) to include the following within the Procedure (Section 7.1) of the Policy:
"the Chief Administrative Officer (or in part (d) the Senior Manager of Human Resources) shall advise and confer with the Chief Financial Officer of any serious misconduct complaint that has real or perceived financial implications as outlined by the Principles of this Policy." ; and
- 3) to clarify the when an external investigator may need to be engaged to conduct a review as follows (Investigation, Section 7.3.b.1):
"Such an investigation may be conducted by an internal investigator where such impartial and professional skill set exists, or an external investigator where such impartial and professional skill set does not exist or where the circumstances requires such third-party expertise."

ALTERNATIVES

Alternative 1

The Governance Committee recommends to the Capital Regional District Board:
That the Capital Regional District's Reporting of Serious Misconduct Policy be updated ensure the involvement of the Chief Financial Officer in any concern that may have real or perceived financial implications.

Alternative 2

That this report be referred back to staff for additional information.

IMPLICATIONS

There are no implications. Policy amendments are administrative to provide clarity.

CONCLUSION

The CRD Board has established a Policy which outlines the mechanism and approach for the reporting of serious misconduct allegations. The CRD's financial auditors have recommended updates to ensure clarity in the review of allegations.

RECOMMENDATION

The Governance Committee recommends to the Capital Regional District Board:
That the Capital Regional District's Reporting of Serious Misconduct Policy be updated ensure the involvement of the Chief Financial Officer in any concern that may have real or perceived financial implications.

Submitted by:	Christopher Neilson, MBA, CPHR, Senior Manager Human Resources
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Reporting of Serious Misconduct Policy (amendments highlighted)

CAPITAL REGIONAL DISTRICT

CORPORATE POLICY AND PROCEDURE

Policy Type	Board		
Section			
Title	REPORTING OF SERIOUS MISCONDUCT		
Adopted Date	September 13, 2017	Policy Number	ADM10
Last Amended			
Policy Owner	Board/Executive Leadership Team		

1. POLICY:

This policy establishes the mechanism and approach for the reporting of serious misconduct involving staff where there are no other policies and/or procedures for doing so.

2. PURPOSE:

The Capital Regional District (CRD) is committed to creating and maintaining a work environment where high standards of business and personal ethics are observed and practiced. This policy sets out guidelines for the reporting and investigation of serious misconduct contrary to these standards, where there are no procedures in place for doing so, and provides protection from retaliation to those who report serious misconduct in good faith using the established process.

3. PRINCIPLES:

- a. Individuals under the CRD's direction are to act in a way that enhances public confidence in the CRD and to fulfill their duty to act honestly and exercise reasonable care and diligence.
- b. Individuals under the CRD's direction have a responsibility to adhere to the Standards of Conduct of the CRD, and report instances of serious misconduct. Serious misconduct that may be reported pursuant to this policy include such concerns as:
 - Manipulation of CRD resources for any illegal, improper or unethical purpose including fraud, theft, embezzling funds, or accepting kickbacks or bribes;
 - Misappropriating funds, misdirecting or misuse of funds/assets;
 - Misuse and/or improper disclosure of confidential information;
 - Manipulating CRD accounting or audit records or destroying any accounting or audit-related records except as otherwise permitted by CRD corporate records and information management policies;
 - Deliberate actions likely to cause serious harm to persons, public safety, property or the environment;
 - Deliberate actions resulting in the CRD being exposed to liability or significant financial loss; and,

- Deliberately concealing information relating to any of the above.
- c. This policy is intended to supplement existing procedures at the CRD whereby employees may already raise matters of serious concern.

This policy is *not* intended to override or replace existing reporting processes provided for under CRD policies, collective agreements or legislation and does *not* create an independent reporting process or requirement where other reporting processes exist.

- d. Reports made under this policy may be redirected where other more appropriate procedures are applicable such as:
 - Grievance procedures (see applicable collective agreement);
 - Complaint procedures related to human rights or respectful workplace concerns (see human rights legislation and applicable CRD policies)
 - Procedures for reporting safety concerns (see Workers' Compensation Act and Occupational Health & Safety policies)

4. SCOPE:

This policy applies to all employees, elected officials, and volunteers of the CRD.

5. RESPONSIBILITIES

5.1 Chief Administrative Officer (CAO)

The CAO is responsible for the oversight of this policy, and may appoint a designate to be responsible for the day-to-day administration and stewardship of the policy.

5.2 Employees, dependent contractors, elected officials and volunteers

Individuals involved in a complaint, including employees to whom a complaint is made, are expected to and shall participate in the review and investigation of the matter expeditiously and in good faith. Employees shall not purposefully or deliberately impede a review or investigation of a complaint or concern.

6. DEFINITIONS:

- "Complaint" means the reporting of an allegation of serious misconduct in good faith, using the process set out in this policy.
- "Good Faith" means having reasonable and objective grounds for believing an allegation of serious misconduct is true.
- "Bad Faith" means making a complaint that is knowingly false, or which is unreasonably made, or which is malicious in nature or intent.
- "Serious Misconduct" includes such items and concerns as noted in Section 3b of this Policy.

- “Employee” means all paid individuals under the direction of the CRD, including officers, managers, contractors in a CRD-employer/employee relationship (i.e. dependent contractors), and non-management (ie. unionized) staff.
- “Chief Administrative Officer”, “Officer”, “Corporate Officer”, and “General Manager” means those staff designated as such in accordance with CRD Bylaw 3343 or subsequent. For the purposes of this policy, the “Chief Financial Officer” is included in the “General Manager” description.
- “Volunteer” means all unpaid individuals under the direction of the CRD, including those under the direction of CRD employees and the CRD Board.
- “Division Manager” means those management staff responsible for the oversight and leadership of a division within a CRD department.
- “Complainant(s)” means the individual(s) making a complaint alleging serious misconduct under this policy.
- “Respondent(s)” means the individual(s) alleged to have engaged in the serious misconduct under this policy
- “Witness(es)” means the individual(s) who witnessed the alleged serious misconduct under this policy.
- “Preliminary Review” is an assessment of a complaint to determine if (a) the facts as asserted if accurate would constitute serious misconduct under this policy and (b) there is sufficient verifiable information supporting the allegation(s) such that an investigation is warranted.

7. PROCEDURE:

7.1 REPORTING SERIOUS MISCONDUCT

- a. Individuals who are aware of serious misconduct have a responsibility to report it in accordance with this policy in good faith.
- b. Reports of alleged serious misconduct shall be reported in the manner outlined in Table 1 (top next page).
- c. A report of alleged serious misconduct must be: (i) in writing, (ii) dated, and (iii) signed.

A complainant *may* be permitted to report alleged serious misconduct verbally if: (i) the Preliminary Reviewer to whom they are reporting makes a written record of the complaint, (ii) dates the concern, and (ii) the complainant confirms its accuracy by signature.
- d. Knowingly making false allegations, or making bad faith allegations, will be viewed as serious misconduct.

Table 1: Reporting and Informing Matrix

	(i) If the subject of the alleged serious misconduct <u>directly</u> involves the following Respondent:	(ii) Then the Complainant shall report the matter to and will be preliminarily reviewed by the following (hereby referred to as the "Preliminary Reviewer") (see Section 7.3):	(iii) And those who it is reported to shall MUST immediately inform the following (referred hereafter as the "Advisee") (<u>see note*</u>):
(a)	a colleague	the direct manager <u>and/or Senior Manager of Human Resources</u>	the Division Manager, General Manager, Chief Administrative Officer, and Senior Manager of Human Resources
(b)	a supervisor or section manager	the Division Manager <u>and/or Senior Manager of Human Resources</u>	the General Manager, Chief Administrative Officer, and Senior Manager of Human Resources
(c)	a division manager	the General Manager	the Chief Administrative Officer and Senior Manager of Human Resources
(d)	a General Manager or Officer	the Chief Administrative Officer	the Senior Manager of Human Resources
(e)	the Senior Manager of Human Resources	the Chief Administrative Officer	the Corporate Officer
(f)	the Chief Administrative Officer	the CRD Board Chair	the Senior Manager of Human Resources and Corporate Officer

*Note: the Chief Administrative Officer (or in part (d) the Senior Manager of Human Resources) shall advise and confer with the Chief Financial Officer of any serious misconduct complaint that has real or perceived financial implications as defined by the Principles section of this Policy.

7.2 CONFIDENTIALITY:

- a. Every effort will be made to ensure confidentiality to those reporting serious misconduct. Individuals making a report under this policy are required to provide their name in confidence, which allows for follow-up questions, clarification and investigation where necessary.

Reports made anonymously will not be investigated if the report does not disclose sufficient information to be investigated or if the respondent(s) will not have a meaningful opportunity to respond.

- b. Confidentiality extends to all records relating to reports, including but not limited to meetings, interviews and investigation results.

Complainants, respondents, witnesses, internal and external investigators, and any other party(ies) are expected to maintain confidentiality. The CRD reserves the right to require confidentiality agreements in place before any third party is involved and/or privy to allegations, investigations,

reports, or related. The absence of a confidentiality agreement does not limit or absolve the requirement to maintain confidentiality.

The complainant who reported the serious misconduct must treat all aspects of the report and the incident generally as strictly confidential and must not discuss it with anyone except the person to whom the report has been made, legal and union advisors, and any investigator.

Breaches of confidentiality may be regarded as serious misconduct and will be treated accordingly, up to and including termination of employment.

- c. Personal information, including the identity of the person reporting the alleged serious misconduct, will be protected in accordance with the *Freedom of Information and Protection of Privacy Act* of BC.
- d. The CRD's records management policies will apply to records in relation to this policy. In addition, disclosure of records relating to reports made under this policy to any other person, and in particular any third party, will require the prior approval of the CRD's Corporate Officer and/or solicitor to ensure that privilege of such documentation is properly maintained.
- e. Confidentiality may be subject to legal disclosure requirements during a court proceeding, arbitration or other legal proceedings, and to circumstances where affected persons have consented to be identified.
- f. The employee who reported the alleged serious misconduct should not contact the subject of the report (outside of regular work contact for normal work reasons) or attempt to investigate the allegations further for any reason.
- g. In the event that an allegation is unsubstantiated, at the request of the respondent, the record of such may be put on the respondent's personnel file. See Section 7.3(c) below for more detail.

7.3 INVESTIGATION

- a. Preliminary Reviewers identified in Section 7.1(b), who receive a report of alleged serious misconduct must:
 - a.1 Step 1: immediately contact the appropriate Advisee listed in section (iii) of the table;
 - a.2 Step 2: within five (5) working days of receipt, confirm confidentially in writing to the complainant that their complaint has been received and will be investigated in accordance with this policy; and
 - a.3 Step 3: within five (5) working days of receipt, advise the respondent(s) to whom the complaint has been made, advise and ensure that the respondent(s) has/have a meaningful opportunity to respond, and commence a preliminary review and report the findings as follows:
 - a.3.1 (*where the respondent is a colleague, supervisor, and/or manager*)
 - report the findings of the preliminary review to their General Manager and the CRD Senior Manager of Human Resources within ten (10) working days; and

- upon receipt of the preliminary review results, the General Manager will report the concern with the preliminary findings to the Chief Administrative Officer; and
- the Chief Administrative Officer will then take further action as deemed required under Section 7.3(b.1).

a.3.2 *(where the respondent is a division manager)*

- report the findings of the preliminary review to the CRD Senior Manager of Human Resources within ten (10) working days.
- upon conclusion of the preliminary review, the General Manager will report the preliminary findings to the Chief Administrative Officer.
- the Chief Administrative Officer will then take further action as deemed required under Section 7.3(b.1).

a.3.3 *(where the respondent is a General Manager, Officer and/or Senior Manager of Human Resources)*

- the Chief Administrative Officer will take further action as deemed required under Section 7.3(b.1). The Chief Administrative Officer may request that the preliminary review be undertaken by the Corporate Officer and/or Senior Manager of Human Resources unless those parties are directly involved.

a.3.4 *(where the respondent is the Chief Administrative Officer)*

- the CRD Board Chair will receive the complaint and review it to determine whether it involves allegations of serious misconduct as defined in this policy and determine whether a review is warranted. The Board Chair may consult with legal counsel to assist in this determination.
- If the Board Chair determines that the complaint does not concern or constitute serious misconduct, or if the Board Chair deems that the complaint can be addressed directly between the Board Chair and the Chief Administrative Officer, the Board Chair will refer the complaint to the Chief Administrative Officer to address as appropriate.
- If the Board Chair determines that a detailed review is warranted, a review will be undertaken by a third-party (see step 4, section 7.3(b.2)).

b. Step 4: Following the conclusion of the preliminary investigation, the following shall apply:

- b.1 *(except where the allegation of serious misconduct directly involves the Chief Administrative Officer):* the Chief Administrative Officer will then determine the appropriate level of a further detailed investigation if required, and if necessary the response to the alleged serious misconduct. If warranted upon review of the preliminary investigation, a detailed investigation will be conducted in an impartial and timely manner. Such an investigation may be conducted by an internal investigator where such impartial and professional skill set

~~exists, or an external investigator where such impartial and professional skill set does not exist or where the circumstances requires such third-party expertise.~~
~~If warranted, a detailed investigation will be conducted in an impartial and timely manner. Such an investigation may be conducted by an internal or external investigator.~~

b.2 *(where the allegation of serious misconduct directly involves the Chief Administrative Officer):* the CRD Board Chair will then determine the appropriate level of further investigation required. The Board Chair may retain legal counsel is assisting with this determination and in providing advice. A third-party will be retained to conduct the investigation.

In all cases of an investigation, a report of findings shall be made. This report will generally be in writing, but may be provided verbally if deemed warranted. All reports are deemed confidential.

- c. Step 5: Where the alleged serious misconduct is proven, a response may include disciplinary measures appropriate to the degree of misconduct and terms of employment, and would be consistent with any terms of a collective agreement, if applicable. The CRD may pursue all applicable and appropriate legal remedies, including but not limited to civil or criminal remedies.

Where the alleged serious misconduct is not proven, the respondent(s) shall be informed in writing, and if the respondent so requests will have this placed on their personnel file. Further, if the respondent so requests, the appropriate reporting relationships of the respondent(s) shall also be advised. The complainant shall be advised verbally and/or in writing as deemed appropriate.

Records of the review and its result shall be retained in Human Resources in accordance with CRD Records Retention guidelines.

- d. Step 6: The Chief Administrative Officer shall periodically advise the CRD Board of Directors of the general nature of concerns identified and the results of the review/investigation, and in a manner consistent with the appropriate protection of individuals and procedural fairness.
- e. General principles of investigation: those conducting a preliminary review and more detailed investigation shall:
- Comply with any relevant legislation, policies, and agreements;
 - Maintain adequate documentation to support any findings or recommendations made;
 - Treat employees with courtesy and sensitivity to their rights;
 - Respect the fairness and due process rights of all involved.
 - Take all relevant facts into consideration having regard to the particular merits of each case;
 - Endeavour to ensure the investigation is done in a prompt and professional manner; and
 - Remove themselves from the investigation process if a conflict of interest arises.

7.4 PROTECTION AGAINST RETALIATION

- a. Any form of retaliation, discrimination, or reprisal against a staff member because that person reported serious misconduct in good faith, person acted as a witness, or otherwise participated in an investigation in good faith will be considered a serious violation of this policy. Such retaliatory actions are themselves serious misconduct and may result in discipline, including dismissal.
- b. Individuals who believe they have been retaliated against may report this in writing to the Chief Administrative Officer. If the individual believes the retaliation involves the Chief Administrative Officer, they may report to the Board Chair.

7.5 MALICIOUS OR VEXATIOUS ALLEGATIONS

If an allegation is found to be filed for malicious or vexatious purposes, formal disciplinary action may be taken against the employee involved. Serious allegations based on genuine “good faith” misunderstandings or misinterpretations may not be considered malicious or vexatious unless such form of allegations continue to be filed by an individual after he/she receives education and clarification on the Policy.

7.6 EXCEPTIONS

Where employees come forward to report their own serious misconduct under this policy, they will not be exempt from discipline appropriate to the serious misconduct; however, such reporting will be given appropriate consideration as a mitigating factor and these instances will be dealt with on an individual basis in accordance with this policy.

7.7 SEVERABILITY

In the event that any portion of this policy is inconsistent with a binding CRD collective agreement, bylaw or federal or provincial legislation, that portion and only that portion of the policy will have no application to the extent of that inconsistency. All other portions of the policy will continue in full force and effect.

7.8 RIGHTS

This policy is the administrative process for the reporting and review of allegations of serious misconduct within the workplace. This policy is not intended preclude individuals from pursuing other legally permitted avenues of action available to them, including those as may be allowed of an employee by law.

Approval Date:	September 13, 2017	Approved By:	CRD Board
1. Amendment Date:		Approved By:	
2. Amendment Date:		Approved By:	
3. Amendment Date:		Approved By:	

Next Review Date:	As Required	Reviewed By:	CRD Board for substantive changes / ELT for administrative updates
Supersedes:			

**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 06, 2021**

SUBJECT **Process to Claim Expenses under CRD Board Remuneration and Travel Expense Reimbursement Policy**

ISSUE SUMMARY

To provide clarity to the process to claim expenses under the Capital Regional District's Board Remuneration and Travel Expense Reimbursement Policy.

BACKGROUND

The Capital Regional District (CRD) Board has established a policy which outlines the Board remuneration and travel expenses reimbursement guidelines. In a recent financial audit of the 2020 financial statements, as reported to the CRD's Chief Financial Officer in their May 2021 "Reporting on internal control matter", the external auditors KPMG recommended clarity be added on the timing of expense submission and the provision of supporting documentation. Specific KPMG observations were to ensure that submissions of expenses, with receipts/verifications of expenses, be submitted in a timely manner and within the 30-day period required of policy. A copy of the KPMG audit was provided to the CRD Board on May 12, 2021.

To comply it is recommended that the Board Remuneration and Travel Expense Reimbursement Policy be updated to include the standard administrative process for the claiming of expenses. Specific recommended administrative amendments are as follows:

- (a) To best ensure attendance tracking for remunerated events where no external verification of attendance is available, that the Director/Alternate Director shall certify their attendance with CRD Legislative Services;
- (b) To adhere to standard travel expense claims protocols, that Directors/Alternate Directors shall submit these to CRD Legislative Services within thirty (30) calendar days of the period in which the expenses were incurred.

ALTERNATIVES

Alternative 1

The Governance Committee recommends to the Capital Regional District Board:
That Schedule 1 of the Capital Regional District's Board Remuneration and Travel Expense Reimbursement Policy be updated to include the administrative process for the claiming of expenses, as found in Appendix A.

Alternative 2

That this report be referred back to staff for additional information.

IMPLICATIONS

Financial Implications

This amendment aligns to the recommendations of the CRD's auditors for best accounting practices. This does not impact or alter what expenses are allowable for reimbursement.

CONCLUSION

The CRD has established a Policy for Board remuneration and travel expenses, and it has been recommended by the CRD's external auditors that this be amended to include the process for the claiming of travel expenses to meet best practice.

RECOMMENDATION

The Governance Committee recommends to the Capital Regional District Board:
That Schedule 1 of the Capital Regional District's Board Remuneration and Travel Expense Reimbursement Policy be updated to include the administrative process for the claiming of expenses, as found in Appendix A.

Submitted by:	Chris Neilson, MBA, CPHR, Senior Manager Human Resources
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Board Remuneration and Travel Expense Policy (Schedule 1 amendments highlighted)

CAPITAL REGIONAL DISTRICT BOARD POLICY

Policy Type	Board		
Section	Policies, Procedures, Manuals		
Title	Board Remuneration and Travel Expense Reimbursement		
Adoption Date	September 9, 2015	Policy Number	BRD03
Last Amended	February 2, 2021	Amended By	HR
Policy Owner	Human Resources		

1. POLICY:

Board of Directors Remuneration and Travel Expense Reimbursement Policy.

2. PURPOSE:

To outline the Board remuneration and travel expense reimbursement guidelines. The CRD Board approved a new Board remuneration framework on September 9, 2015. A primary driver for establishing a CRD Board remuneration philosophy was to recognize the significant amount of commitment required of Directors and to design an approach that would assist with engagement as well as attendance.

3. SCOPE:

The policy applies to all CRD Board Directors, Commission members, First Nations Members and certain Board appointees to external Boards.

4. DEFINITIONS:

“Board Remuneration” means any compensation paid to Board Directors, certain Commission members, First Nations Members and Board appointees to external Boards as approved by the CRD Board in exchange for undertaking CRD business activities.

5. RESPONSIBILITIES:

Human Resources, in consultation with Finance and Technology and Corporate Services, is responsible for the control, coordination, and implementation of the policy. Modifications to the overall policy are to be approved by the Capital Regional District (CRD) Board.

6. PROCEDURE:

1. All Board Directors, certain Commission members, Municipal Councillors, First Nations Members and certain Board appointees to external Boards shall receive an annual stipend and/or a payment per meeting and travel expenses as per CRD Board Remuneration and Travel Expense Reimbursement Policy - Schedule 1.

2. Eligibility for payments is defined in CRD Directors Appointments by Committees, Commissions to External Board - Schedule 2.
3. The remuneration amounts will be adjusted annually, by Financial Services, based on the Consumer Price Index for the Victoria area for the twelve months ending December 31 of the preceding year – Schedule 3.
4. The remuneration structure will be reviewed periodically as directed by the Board.

7. SCHEDULE:

- A. Schedule 1 – CRD Board Remuneration and Travel Expense Reimbursement Policy
- B. Schedule 2 – Remuneration Eligibility Table
- C. Schedule 3 – CRD Board Remuneration Philosophy

8. AMENDMENT(S)

Adoption Date	Description
September 9, 2015 (Revised April 18, 2016)	<i>Approved by the Board</i>
April 12, 2017 (eff. January 1, 2017)	<i>Amendment 1, approved by the Board</i>
May 9, 2018 (eff. January 1, 2019)	<i>Amendment 2, approved by the Board</i>
February 10, 2020 (Schedule 1 and 2 updates)	<i>Amendment 3, approved by Human Resources (eff Jan.2020 Schedule 1; Dec.2019 Schedule 2)</i>
January 13, 2021 (Schedule 2 update)	<i>Amendment 4, approved by the Board</i>
February 2, 2021 (Schedule 1 update)	<i>Amendment 5, approved by Human Resources (eff. Jan.2021)</i>

9. REVIEW(S)

Review Date	Description:
Annually	<i>Review annually for schedule(s) update</i>

10. RELATED POLICY, PROCEDURE OR GUIDELINE:

Board Procedures Bylaw No. 3828

*CRD Board Remuneration and Travel Expense Reimbursement Policy – Schedule 1
Effective January 1, 2021*

	REMUNERATION	EXPENSE ALLOWANCE	TOTAL	
ANNUAL STIPENDS				
Paid periodically throughout the year (currently, biweekly)				
1	CRD / CRHD Board Directors <i>Includes all CRD/CRHD Board meetings, Committee of the Whole Meetings, and two Standing Committee* commitments *where defined as a standing committee in bylaws or terms of reference AND members are appointed by the Board Chair</i>	13,708	6,854	20,562
2	Electoral Area Directors (additional)	26,423	13,212	39,635
3	CRD Board Chair (additional)	20,159	10,080	30,239
4	CRD Board Vice-Chair (additional)	4,031	2,016	6,047
5	CRHD Board Chair (additional) <i>(Not paid if the CRHD Board Chair is also the CRD Board Vice-Chair)</i>	4,031	2,016	6,047
6	Board Standing Committee Chair, CRD Arts Commission Chair & Solid Waste Advisory Commission Chair (additional) <i>(when appointed by CRD Board Chair)</i>	2,016	1,008	3,024
7	Additional Board Standing Committee(s) (additional) <i>(Payable if Standing Committee Membership exceeds the two remunerated in Section 1)</i>	4,031	2,016	6,047
PER MEETING PAYMENTS				
Paid for scheduled attendance at a meeting, except where such meeting has been cancelled in advance (see Footnote 2 – Eligibility Verification)				
8	Alternate CRD/CRHD Board Director and Acting Standing Committee Chair	73	37	110
9	CRD Board Directors - Local & Sub-Regional Commission/Committee Meetings Does not apply when: i. Commission /Committee within the responsibilities of the Electoral Area Director ii. Remuneration is already paid by the Commission iii. The Committee/Commission is not eligible for payment by Act, Regulation, Bylaw or other	73	37	110

10	First Nation Member appointees to eligible CRD Committee	73	37	110
11	CRD Board Directors – appointed by CRD to External Board Does not apply when: i. External Board falls within the responsibilities of the Electoral Area Director ii. Remuneration is already paid by the External Board iii. The External Board is not eligible for payment by Act, Regulation, Bylaw or other	73	37	110
12	CRD Municipal Directors who vote on Part 26 Decisions of Juan de Fuca Electoral Area Applies only when: a. Attendance at a JDFEA land use committee meeting of which the director is a member b. Attendance at any land use public hearing of the JDFEA regarding an area where the director is eligible to vote on decisions at the CRD Board Does not apply to the Electoral Area Director	73	37	110
13	Alternate CRD Electoral Area Director attending formal Local and Sub-Regional Commission meetings in place of the Electoral Area Director	73	37	110
14	All Commissioners - Regional Water Supply Commission	73	37	110
15	Forum of Councils – First Nations, Municipal Councilors and Directors	73	37	110
TRAVEL EXPENSES (see Footnote 3 regarding claim process)				
16	All Director or First Nation Member Travel - to and from meetings where the Director or First Nation Member is a member	\$0.50	Per km. for regularly constituted meetings of Board, Commissions, Standing, and Select Committees	
DIRECTOR TRAVEL Within Capital Region/Vancouver Island and Lower Mainland				
17	Travel by Personal Automobile	\$0.50	Per kilometre	
18	Travel by Bus, Train, Ferry, Air (economy class)	Actual expense	Payable upon receipt	
DIRECTOR TRAVEL Outside Capital Region/Vancouver Island and Lower Mainland				
19	Travel by Personal Automobile	\$0.50	Per kilometre	
20	Travel by Bus, Train, Ferry, Air (economy class), Car Rental (mid-size)	Actual expense	Payable upon receipt	

21	Electoral Area Director Travel - within Electoral Area	\$0.50	For travel greater than 10km from EA Director's residence within the EA or their office, provided the destination is a place to conduct EA business
22	CRD Board Chair, CRHD Board Chair, Standing Committee Chair - including Acting Chairs	\$0.50	For any business travel of the Board or Standing Committee, provided the expenses are incurred outside the municipality or EA which the Chair represents
MEALS			
23	For Travel Requiring Greater-Than 24 Hours from Place of Residence	\$63	Per diem allowance for meals, gratuities, parking, local calls
	For Travel Requiring Less-than 24 Hours from Place of Residence		
24	- Breakfast	\$10.50	See Footnote 1
25	- Lunch	\$21.00	See Footnote 1
26	- Dinner	31.50	See Footnote 1
OTHER			
27	Seminars, Courses, Conferences, Meetings	Actual Cost	Registration Fees paid for single participation (Receipt required)
28	Accommodation	Actual Cost	Based on single occupancy
29	Taxi Expenses	Actual Cost	Receipts are required
30	Long Distance Telephone Calls	Actual Cost	Receipts are required

FOOTNOTES

(1) Meal payments will be paid as follows:

If Departure Prior to:	7:00am	Breakfast, Lunch, Dinner
	12:00noon	Lunch, Dinner
	6:00pm	Dinner
If Return After:	12:30pm	Breakfast, Lunch
	6:00pm	Breakfast, Lunch, Dinner

(2) Eligibility Verification:

For attendance at meetings, seminars, courses, conferences and/or meetings outside of CRD facilities, claimants will confirm their attendance on the CRD Travel Expense Report Claim form and eligibility of expense claims will be approved by Legislative Services.

(3) Travel Expense Claims Process:

Claims for travel expenses are submitted to Legislative Services for approval on the CRD Travel Expense Report Claim form within thirty (30) calendar days of the period in which the expenses were incurred.

CRD Board Remuneration and Travel Expense Reimbursement Policy – Schedule 2

Remuneration Eligibility Table

(as of January 13, 2021)

Regional Board and Standing Committees	See Footnote
Capital Regional District Board	1
Capital Regional Hospital District Board	1
Capital Region Housing Corporation Board	1, 6
Climate Action Inter-Municipal Task Force	7
Committee of the Whole	1
Core Area Liquid Waste Management Committee	1, 2, 8
Electoral Areas Committee	1, 2, 8
Environmental Services Committee	1, 2, 8
First Nations Relations Committee	1, 2, 8
Finance Committee	1, 2, 8
Governance Committee	1, 2, 8
Hospitals and Housing Committee	1, 2, 8
Planning and Protective Services Committee	1, 2, 8
Regional Parks Committee	1, 2, 8
Solid Waste Advisory Committee	7
Transportation Committee	1, 2, 8

Footnotes:

1. *Within Director's core responsibilities*
2. *Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees*
3. *Eligible for per meeting payment*
4. *Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director*
5. *Not eligible for payment: Commission/Board already makes a payment for attendance*
6. *Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw or other*
7. *Not eligible for payment: Sub-Committee to a Standing Committee or other*
8. *Payments to be made to respective First Nations Governments on behalf of First Nation Member appointees following attendance at the meeting. Payments for attendance and expenses shall not exceed \$8,250 per year per First Nation. Note that First Nation participation is only permitted where the specific Committee Terms of Reference allow.*

Director Appointments to Local & Subregional Commissions	See Footnote
Arts Commission	3
East Sooke Fire Protection and Emergency Response Service Commission	4
East Sooke Advisory Planning Commission	4
Fernwood Dock Management Commission	4
Galiano Island Parks and Recreation Commission	4
Juan de Fuca Board of Variance	4
Juan de Fuca Electoral Area Parks and Recreation Advisory Commission	4
Juan de Fuca Land Use Committee	4
Juan de Fuca Water Distribution Commission	3, 4
Lyall Harbour/Boot Cove Water Local Services Committee	4
Magic Lake Estates Water and Sewer Committee	4
Mayne Island Parks and Recreation Commission	4
North Galiano Fire Protection and Emergency Response Service Commission	4
Otter Point Advisory Planning Commission	4
Otter Point Fire Protection and Emergency Response Service Commission	4
Pender Islands Parks and Recreation Commission	4
Peninsula Recreation Commission	3
Port Renfrew Fire Protection and Emergency Response Service Commission	4
Port Renfrew Utility Services Committee	4
Regional Housing Trust Fund Commission	3
Regional Water Supply Commission	5
Saanich Peninsula Wastewater Commission	3
Saanich Peninsula Water Commission	3
Salt Spring Island Community Economic Development Commission	4
Salt Spring Island Electoral Area Emergency Program Advisory Commission	4

Footnotes:

1. *Within Director's core responsibilities*
2. *Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees*
3. *Eligible for per meeting payment*
4. *Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director*
5. *Not eligible for payment: Commission/Board already makes a payment for attendance*
6. *Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw or other*
7. *Not eligible for payment: Sub-Committee to a Standing Committee or other*

Director Appointments to Local & Subregional Commissions (con't)	See Footnote
Salt Spring Island Parks and Recreation Advisory Commission	4
Salt Spring Island Transportation Commission	4
Saturna Island Parks and Recreation Commission	4
Shirley Fire Protection and Emergency Response Service Commission	4
Shirley/Jordan River Advisory Planning Commission	4
Skana Water Service Committee	4
Sooke and Electoral Area Parks and Recreation Commission	3, 4
Southern Gulf Islands Community Economic Sustainability Commission	4
Southern Gulf Islands Electoral Area Emergency Advisory Commission	4
Southern Gulf Islands Harbours Commission	4
Southern Gulf Islands Public Library Commission	4
SSI - Beddis Water Service Commission	4
SSI - Cedar Lane Water Service Commission	4
SSI - Cedars of Tuam Water Service Commission	4
SSI - Fernwood Water Local Service Commission	4
SSI - Fulford Water Service Commission	4
SSI - Ganges Sewer Local Services Commission	4
SSI - Highland Water and Sewer Services Commission	4
SSI - Salt Spring Island Liquid Waste Disposal Local Service Commission	4
Sticks Allison Water Local Service Committee	4
Surfside Park Estates Water Service Committee	4
Traffic Safety Commission	3
Victoria Family Court and Youth Justice Committee	3
Water Advisory Committee	6
Wilderness Mountain Water Service Commission	4
Willis Point Fire Protection and Recreation Facilities Commission	4

Footnotes:

1. *Within Director's core responsibilities*
2. *Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees*
3. *Eligible for per meeting payment*
4. *Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director*
5. *Not eligible for payment: Commission/Board already makes a payment for attendance*
6. *Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw or other*
7. *Not eligible for payment: Sub-Committee to a Standing Committee or other*

Regional Board Appointments to External Boards	See Footnote
Capital Regional Emergency Services Telecommunications	5
Greater Victoria Coalition to End Homelessness Society	6
Greater Victoria Harbour Authority Board	5
Greater Victoria Labour Relations Board	3
Gulf Islands National Park Reserve Advisory Board	4
Island Corridor Foundation Board	5
Municipal Finance Authority	5
Pender Islands' Fire Protection Society	4
Regional Representative to the Treaty Table	3
Royal and McPherson Theatres Society Advisory Committee	7
Royal and McPherson Theatres Society Board	3
Salt Spring Island Ferry Advisory Committee	4
Sooke Historical Society	4
Southern Gulf Islands Ferry Advisory Committees	4
Vancouver Island Regional Library	4

Footnotes:

1. *Within Director's core responsibilities*
2. *Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees*
3. *Eligible for per meeting payment*
4. *Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director*
5. *Not eligible for payment: Commission/Board already makes a payment for attendance*
6. *Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw or other*
7. *Not eligible for payment: Sub-Committee to a Standing Committee or other*

CRD Board Remuneration Philosophy

(Effective January 1, 2016)

- a base Director annual stipend as the average paid to CRD member councillors, which recognizes attendance at all Board meetings and Committee of the Whole meetings plus two Standing Committee commitments; and
- an additional annual stipend to Electoral Area Directors which recognizes all additional Electoral Area work including Electoral Area Commission commitments; and
- an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees; and
- additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Region Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair *[amended effective January 1, 2017]*; and CRD Directors who are involved on more than two Standing Committees; and
- per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external boards (except where remuneration is already paid and/or not eligible); and
- per meeting payments to Alternate Directors consistent with payments made by other Regional Districts; and
- that the annual cost of living adjustment based on the Victoria Consumer Price Index continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.