

**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
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**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)

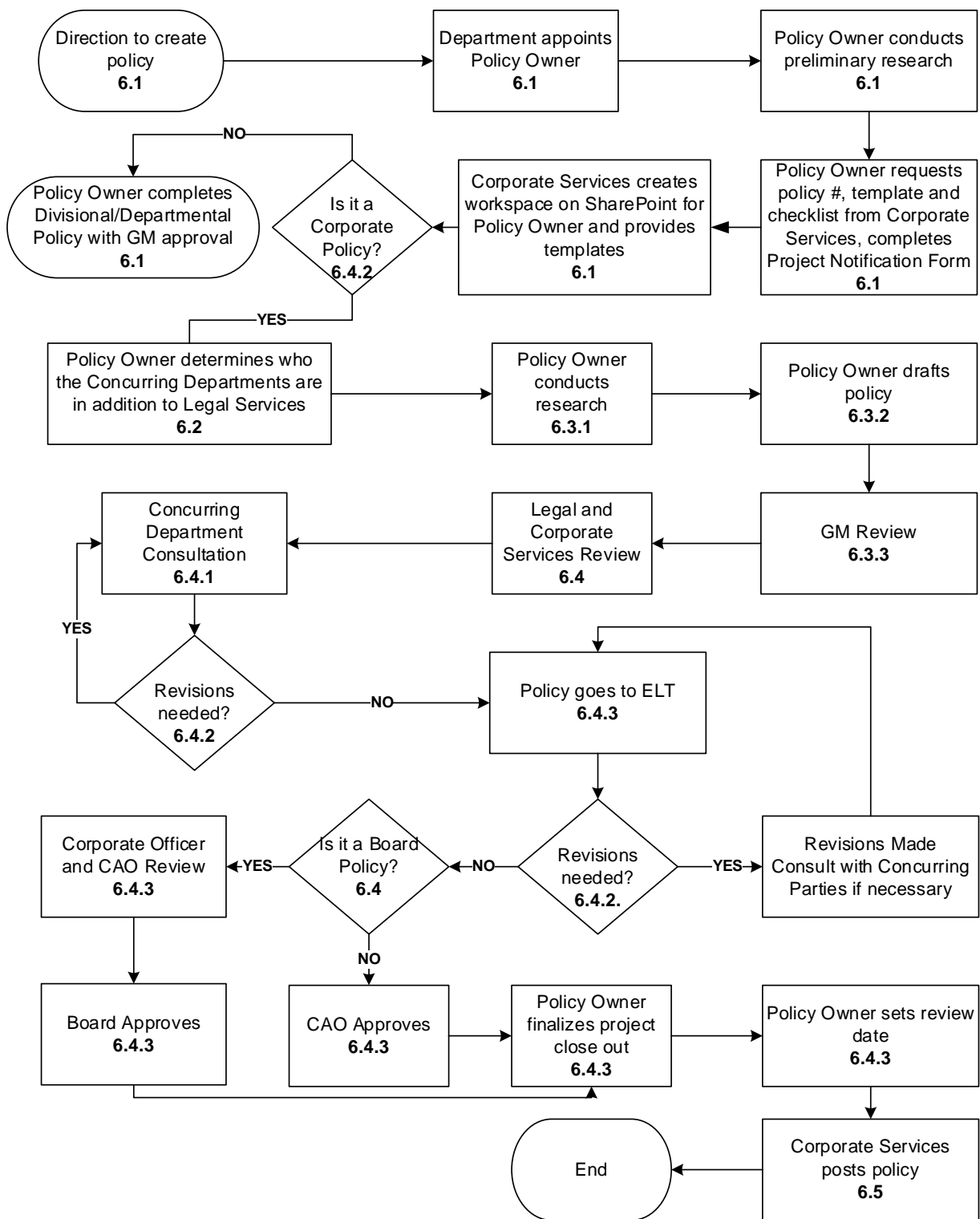
Adoption Date	Description:
None	[Not applicable]

8. REVIEW(S)

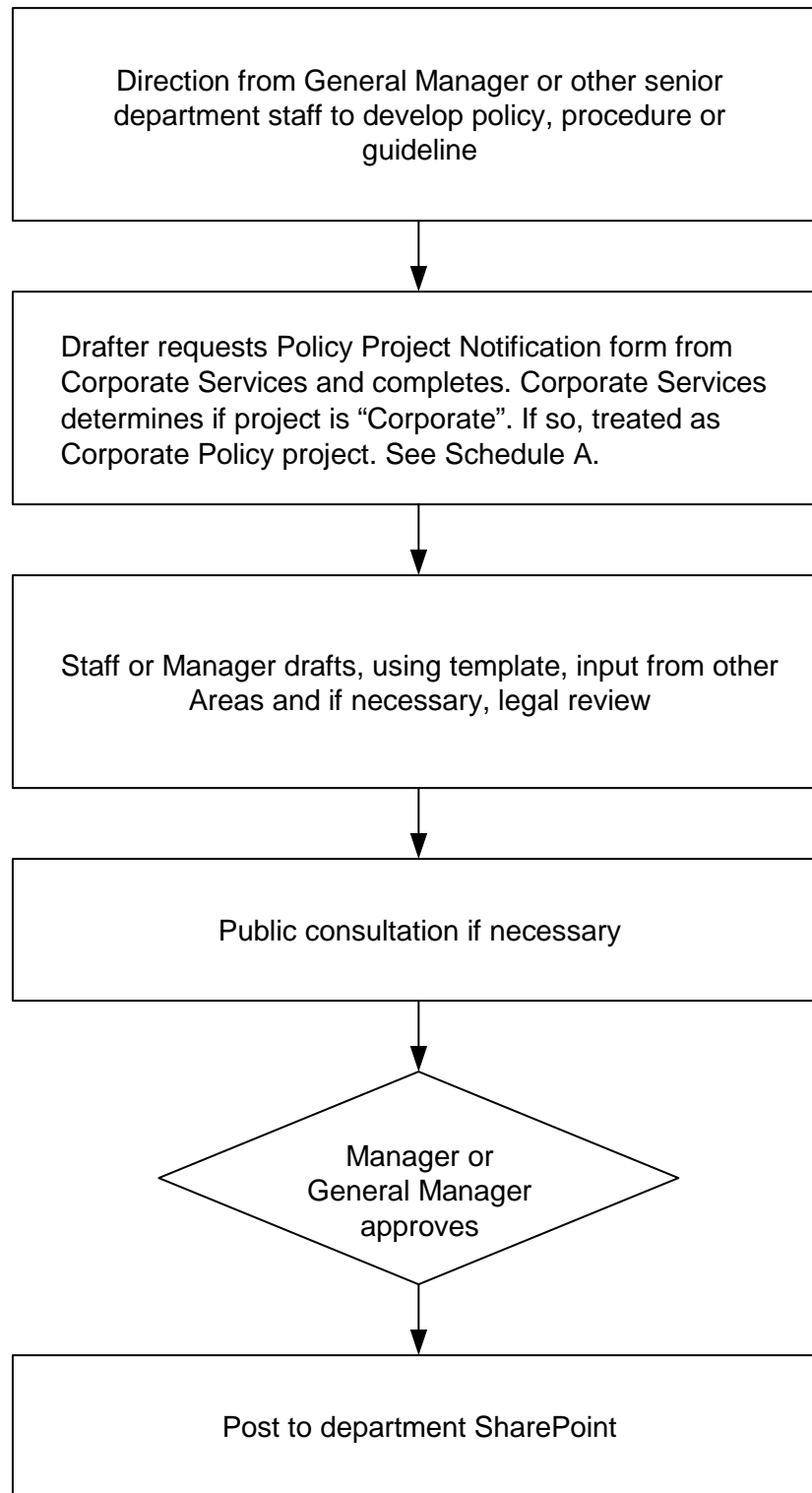
Review Date	Description:
December 2020	To review after one year of use.

SCHEDULE A

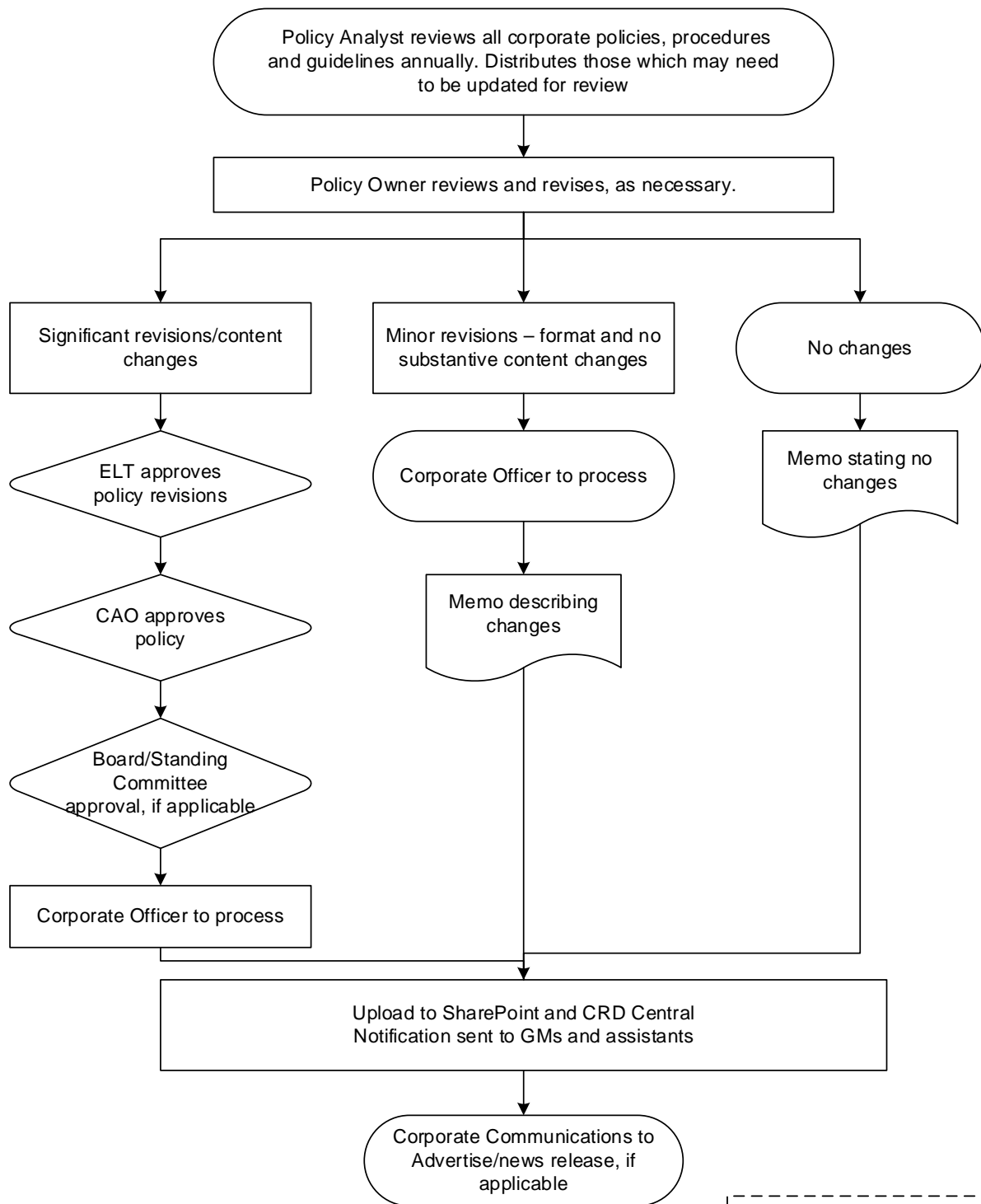
CRD PROCEDURE TO DEVELOP AND IMPLEMENT POLICIES



SCHEDULE B
CRD PROCEDURE TO DEVELOP AND IMPLEMENT DEPARTMENT POLICIES

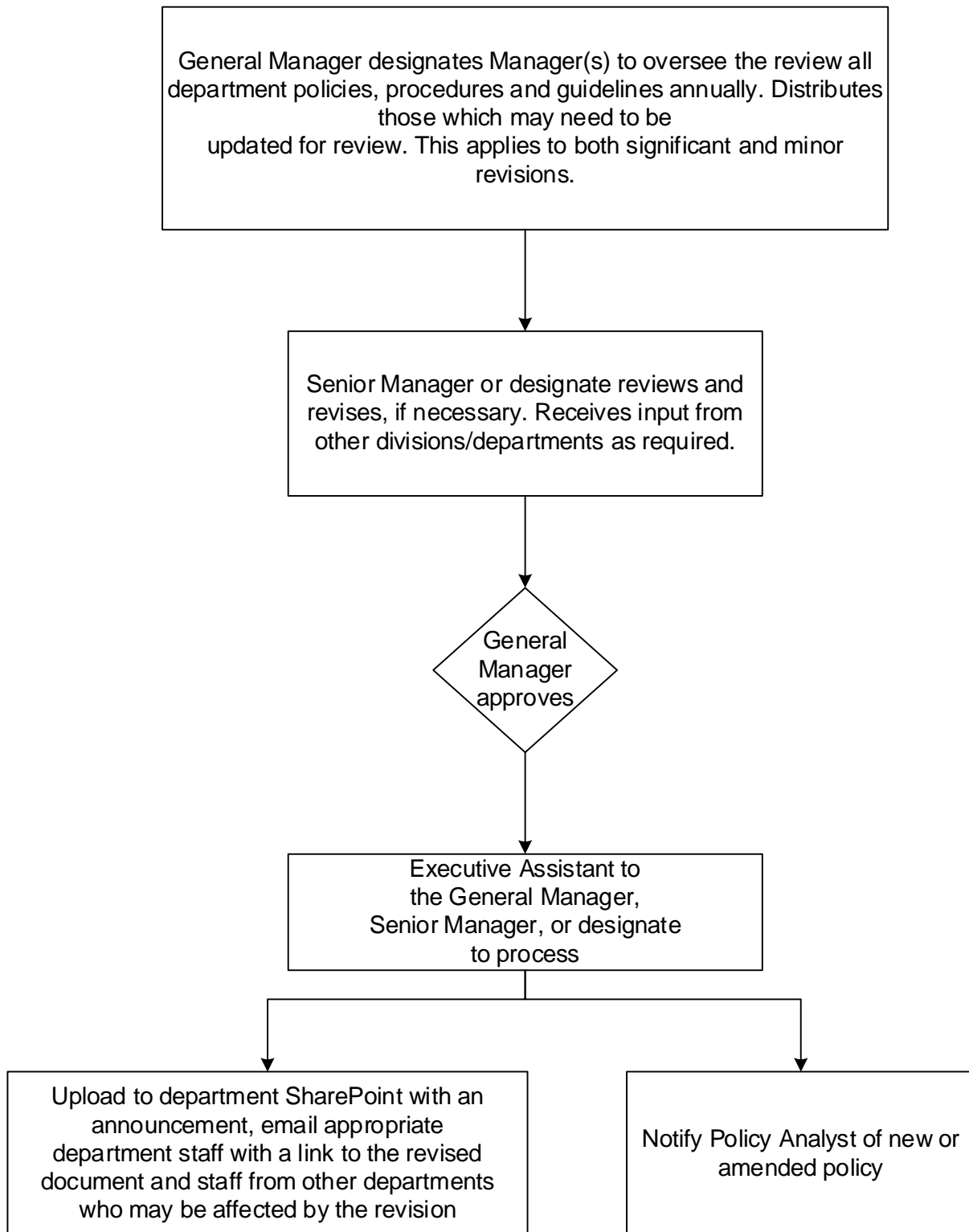


SCHEDULE C **CRD PROCEDURE FOR ANNUAL REVIEW OF CORPORATE** **POLICIES**



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].

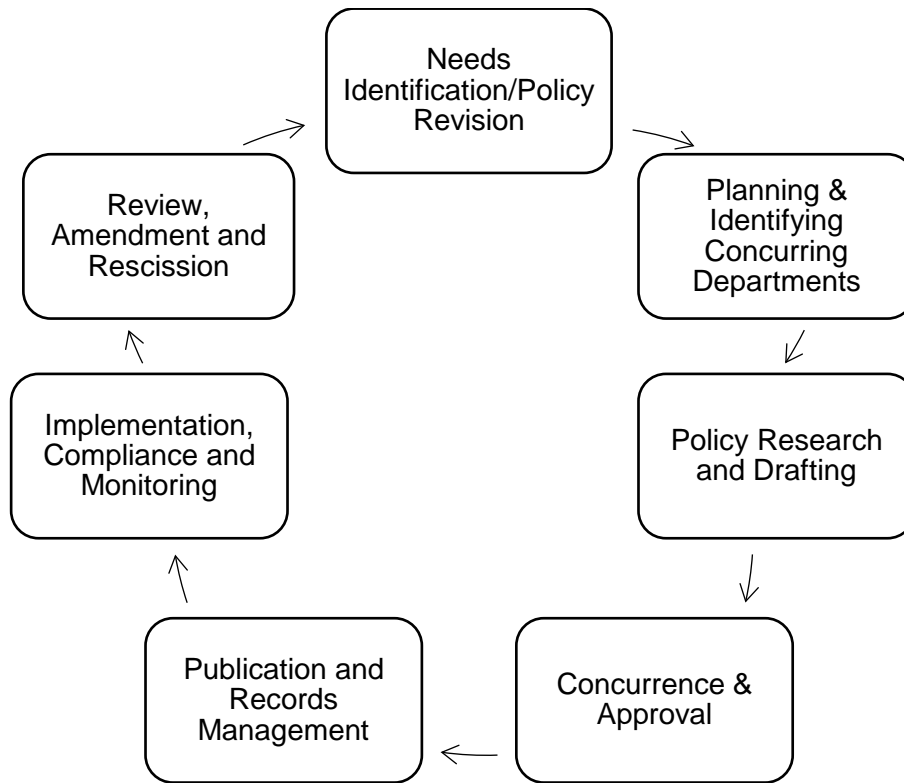
Risk Assessment for Policy Review
[Insert risk assessment and determine the next policy review date]

**SCHEDULE F
NEW POLICY CHECKLIST**

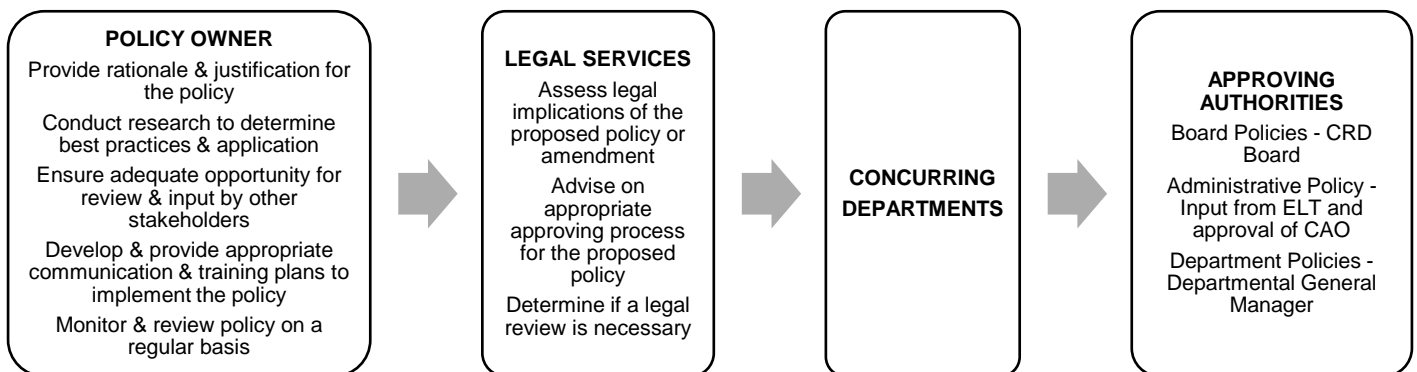
- ☐ Submit Completed New Policy Notification form to Policy Analyst
- ☐ Determination that Policy is “Corporate” rather than Departmental/Divisional
- ☐ Draft New/Amended Policy on approved [Policy Template](#)
- ☐ Obtain Input from Concurring Departments
 - ☐ Legal Services (Default Concurring Department)
 - ☐ 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**



Making a difference...together

**CAPITAL REGIONAL DISTRICT
CORPORATE POLICY**

Policy Type	<i>(Insert category: Administrative, Board) [Corporate] or [Division/Department]</i>		
Section	<i>(Insert division or department if applicable, or omit)</i>		
Title	<i>(ALL CAPS)</i>		
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	<i>(Brief description of adoption conditions – ELT, Board, CAO)</i> <i>(Insert Corporate Resolution if short -- meeting information at a minimum if Board Policy)</i>

8. REVIEW(S) **<Mandatory>**

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

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