



Regional District of Nanaimo

Board Onboarding

Purpose of
today

Orientation to regional
districts & RDN

Your roles and
responsibilities

Getting the most out
of your meetings

Are there things you
want to focus on
today – what will
you find most
helpful?

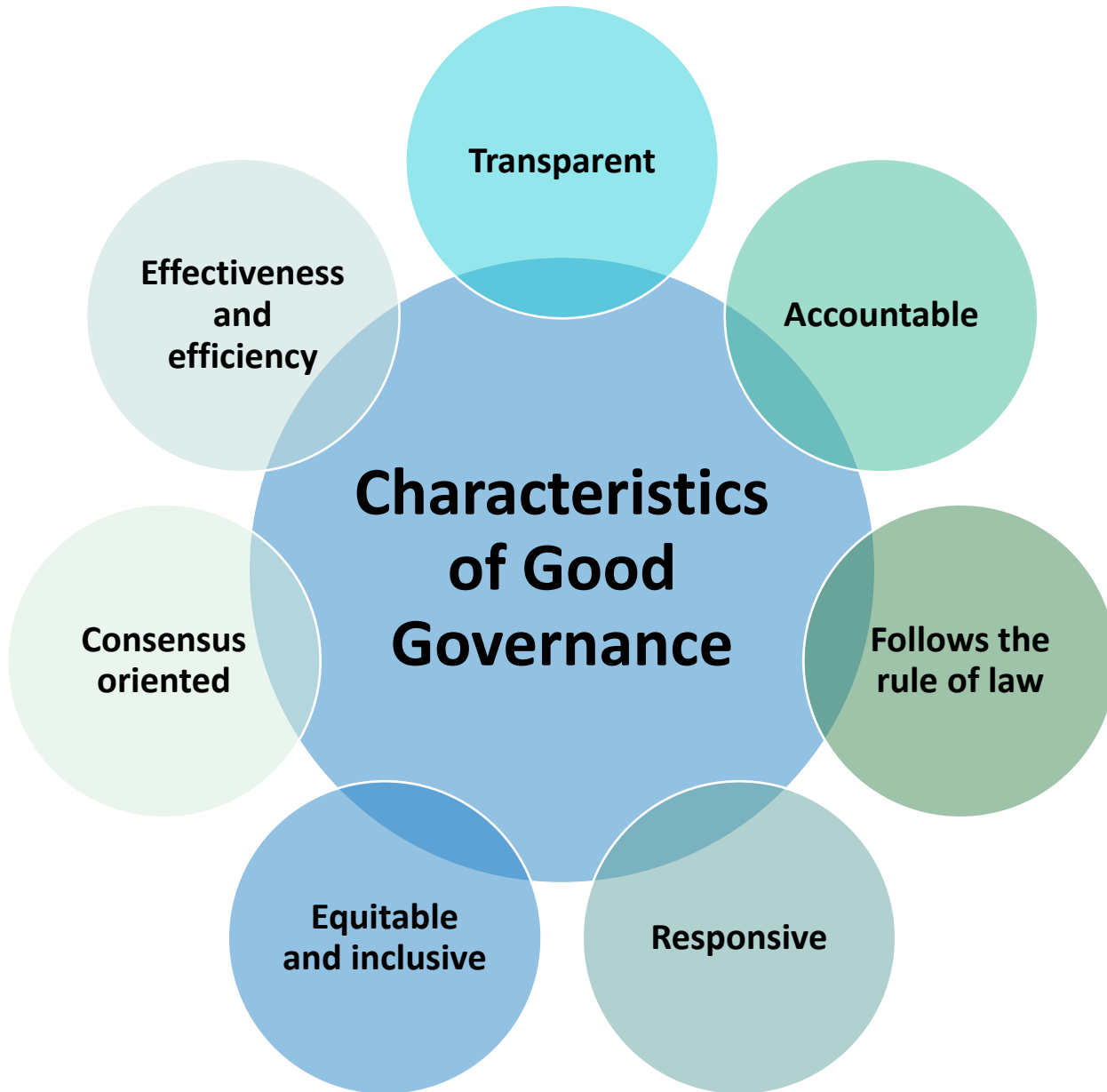


The RDN is us....

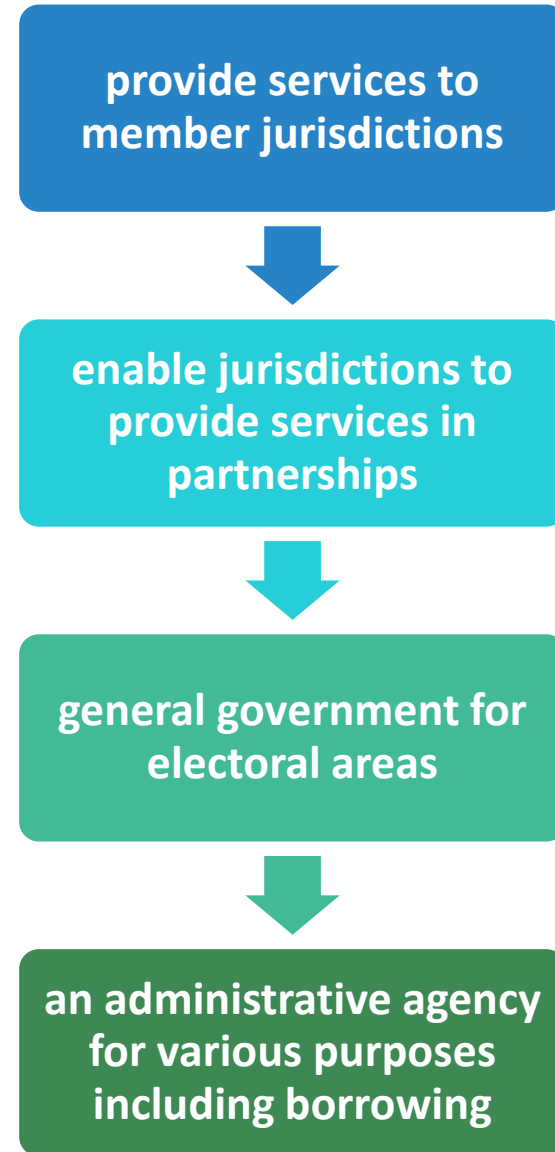


Your role is
governance





What do Regional Districts do?



STEWARDSHIP

noun

the careful and responsible management of something entrusted to one's care.

You are stewards of your
municipality or electoral area
and of the regional district

**REGIONAL DISTRICT OF NANAIMO
CONSOLIDATED STATEMENT OF OPERATIONS
FOR THE YEAR ENDED DECEMBER 31, 2020**

	Budget (Note 17)	2020	2019
Revenue			
Property tax requisition	\$ 58,729,264	\$ 58,714,896	\$ 53,936,088
Operating revenues	26,402,329	23,702,971	26,579,352
Government transfers and grants	(Note 15) 17,739,029	10,738,337	9,318,550
Developer contributions	12,197,803	1,297,501	2,118,731
Other income	2,005,843	3,781,071	2,886,997
Interest on investments	200,000	2,359,152	2,093,602
Payments in lieu of taxes	170,867	196,668	416,630
	<u>117,445,135</u>	<u>100,790,596</u>	<u>97,349,950</u>
Expenses			
General Government	6,004,874	4,143,970	3,476,164
Strategic and Community Development	5,605,094	4,011,282	4,061,600
Wastewater and Solid Waste Management	25,444,812	26,328,304	31,304,187
Water, Sewer and Street Lighting	6,246,176	6,935,957	6,583,203
Public Transportation	24,455,206	22,687,350	21,942,378
Protective Services	6,413,800	6,277,897	6,051,231
Parks, Recreation and Culture	12,970,643	10,608,329	11,929,976
	<u>87,140,605</u>	<u>80,993,089</u>	<u>87,348,739</u>
Surplus for the year	30,304,530	19,797,507	12,001,211
Accumulated surplus, Beginning of year	284,110,579	284,110,579	272,109,368
Accumulated surplus, End of year	(Note 14) <u>\$ 314,415,109</u>	<u>\$ 303,908,086</u>	<u>\$ 284,110,579</u>


REGIONAL DISTRICT OF NANAIMO
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2020

		2020	2019
Financial Assets			
Cash and cash equivalents	(Note 2)	\$ 57,637,052	\$ 46,222,777
Accounts receivable	(Note 3)	9,172,173	10,132,237
Portfolio investments	(Note 4)	81,829,591	67,568,716
Other jurisdictions debt receivable	(Note 5)	61,852,021	60,378,571
Other assets	(Note 6)	98,719	68,876
		210,589,556	184,371,177
Financial Liabilities			
Short-term loans	(Note 7)	407,886	497,157
Accounts payable	(Note 8)	12,741,742	12,843,654
Wages and benefits payable		2,409,731	1,930,926
Employee future benefits	(Note 9)	2,348,214	2,180,794
Permit deposits		822,412	877,379
Landfill closure and post closure costs	(Note 10)	20,916,701	22,117,705
Deferred revenue	(Note 11)	32,280,223	29,212,444
Long-term debt	(Note 12)	119,101,353	108,962,483
		191,028,262	178,622,542
Net Financial Assets		19,561,294	5,748,635
Non-financial Assets			
Tangible capital assets	(Note 13)	283,139,697	276,050,281
Prepaid expenses		1,138,348	2,243,768
Inventory of Supplies		48,547	67,895
		284,346,792	278,361,944
Accumulated Surplus		\$ 303,908,086	\$ 284,110,579
Contingent Liabilities (Note 21)			
Significant Events (Note 26)			
Commitments (Note 27)			



Jeannie Bradburne, CPA, CGA
 Director of Finance

The accompanying notes are an integral part of these consolidated financial statements



What are the strengths of the regional district system?

- Locally controlled
- Flexible
- Multi-purpose

What do the experts say about RD's?

“British Columbia’s unique system of regional districts.... has fostered very **high levels of representation** and adjustments to **appropriate scales** for both the provision and production of local government services while local **elected officials have incentives** to take into account both the costs and benefits of their decisions.

The adaptability of this approach to local government organization **should serve its citizens well into the future.”**

Source: Governing Greater Victoria Robert Bish & Josef Filipowicz 2016

What are some of the benefits of shared services?

Broad public benefit

Fulfilling regional ambitions

Private sector cannot provide service

**Economic efficiency-
economies of scale**

Benefits from existing infrastructure

Collaboration results in better service

Benefits extend beyond single jurisdiction

What are some of the challenges of shared services?

Common causes of tension can include:

- population growth
- changed demand for services within a service area
- 'free riders'
- changing assessment
- unanticipated cost increases
- dissatisfaction with service cost or quality

Source: Designing Regional Service Arrangements: An Introduction

What are mandated services – what are voluntary services?

Mandatory services

- mandated by the province of BC
- General administration
- 911 service
- Solid waste management
- Electoral area planning
- Regional hospital district

Voluntary services

- Board decides

Virtually all RDN services receive some kind of voluntary agreement by Directors, Councils, electors



Services & Service Arrangements

- Approximately 54 different services
- Approximately 114 service arrangements

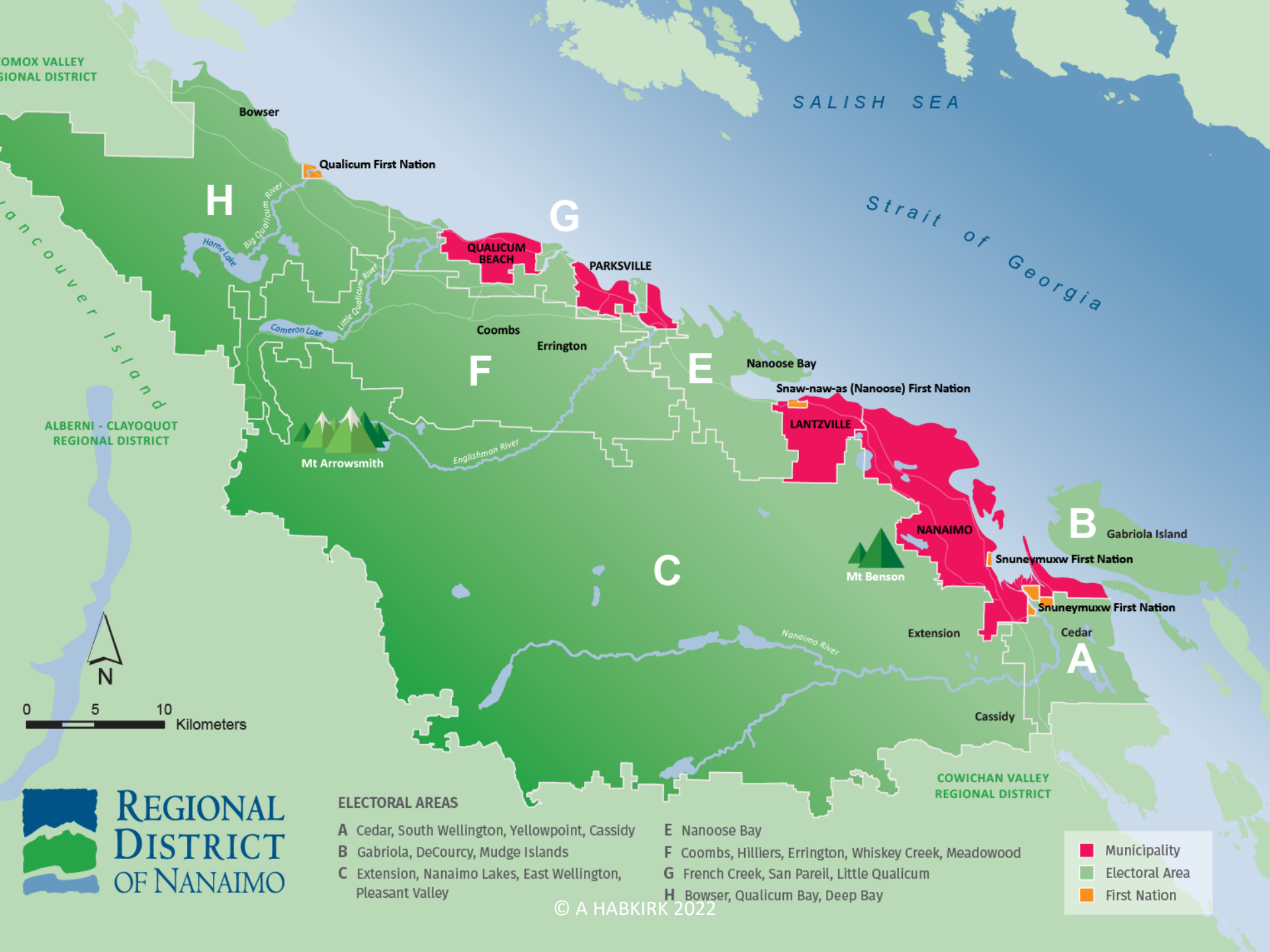
2021

RDN SERVICES AND PARTICIPANTS												X = Entire Electoral Area or Municipality O = Portion of Electoral Area or Municipality	
	NANAIMO	PARKSVILLE	QUALICUM BEACH	LANTZVILLE	AREA A	AREA B	AREA C	AREA E	AREA F	AREA G	AREA H	Established by:	
Administration	X	X	X	X	X	X	X	X	X	X	X	Letters Patent	
Grants in Aid	X	X	X	X	X	X	X	X	X	X	X	Local Government Act s. 263(1), 380(2), and 374(9)	
Nan. Airport Operation Support (inactive)	X			X	X	X	X					BL 1505 - approval of the electors (aap)	
Port Theatre Contribution												see below	
Area A					X							BL 1318 - assent of the electors	
Area B						X						BL 1319 - assent of the electors	
Defined Area C & C (defined D)							X					BL's 1320 & 1448 - assent of the electors	
Area E								X				BL 1449 - assent of the electors	
Northern Community Marine Search and Rescue Contribution											X	BL 1706 - assent of the electors (referendum)	
Southern Community Search & Rescue Contribution				X	X	X	X					BL 1553 - approval of the electors (aap)	
V.I. Regional Library				X	X	X	X	X	X	X	X	BL 950 - no consent required	
Regional Library (Capital Financing)	X	X	X	X	X	X	X	X	X	X	X	BL 1632 - approval of the electors (aap)	
Southern Community Restorative Justice				X	X	X						BL 1490 - approval of the electors (aap)	
Crime Prevention and Community Justice		X	X					X	X	X	X	BL 1479 - approval of the electors (aap)	
Cedar Community Policing Office Contribution					X							BL 1653 - approval of the electors (aap) (service inactive as office now closed)	
Electoral Area (Community) Planning					X		X	X	X	X	X	SLP	
Regional Growth Management	X	X	X	X	X	X	X	X	X	X	X	BL 1553 - consent of Councils / Directors	
House Numbering				X	X	X	X	X	X	X	X	SLP	
Southern Community Economic					X	X	X					BL 1648 - consent of Directors	
Northern Community Economic		X	X					X	X	X	X	BL 1649 - consent of Councils / Directors	
Building Inspection					X	X	X	X	X	X	X	SLP / BL 787 - consent of the Directors	
Lantzville				X								under contract	
Hazardous Properties (nuisance control)				X	X	X	X	X				BL 972 - consent of Directors	
Lantzville				X								under contract	
Unightly Premises					X	X	X	X		X	X	BL 1072 - consent of Directors	
Lantzville				X								under contract	
Southern Community Transit	X			X	X		O					SLP / BL 1230 - consent of Councils / Directors	
D69 Community Transit												BL 897 - EA's E & G - approval of the electors (counter petition) / Muni's - consent of Councils, EA H - consent of Director	
D69 Custom Transit (inactive) **Repealed by Bylaw 897.07		X	X					X		X	X	BL 908 - assent of the electors	
Gabriola Island Taxi Saver Contribution						O						BL 1725 - approval of the electors (aap)	
Gabriola Emergency Wharf (Descano Bay)						X						BL 1357 - assent of the electors	
Solid Waste Disposal (Landfills)	X	X	X	X	X	X	X	X	X	X	X	SLP / BL 792 - consent of the Directors / Councils	
Recycling and Compulsory (Garbage) Collection		X	X	X	X	X	X	X	X	X	X	SLP / BL 793 - consent of the Directors / Councils	
Animal Control												see below	

Services Provided

The following table shows the RDN's role as a local government service provider compared to that of its member municipalities.

Service	Regional or sub-regional (provided by the RDN to a combination of members)	Provided by RDN to electoral areas only	Municipal (provided by municipalities to their residents)
Wastewater Treatment	✓		
Sewer Collection		✓	✓
Water Services		✓	✓
Drinking Water and Watershed Protection	✓		
Street Lighting		✓	✓
Solid Waste Disposal	✓		
Solid Waste Collection and Recycling	✓		✓
Recreation	✓	✓	✓
Regional Parks	✓		
Community Parks		✓	✓
Public Transit	✓		
Emergency Preparedness	✓	✓	✓
Fire and Rescue Services		✓	✓
Community Planning		✓	✓
Regional Growth Management	✓		
Economic Development	✓		
Building Inspection		✓	✓
Bylaw Enforcement		✓	✓
General Government Administration	✓		✓



COMOX VALLEY REGIONAL DISTRICT

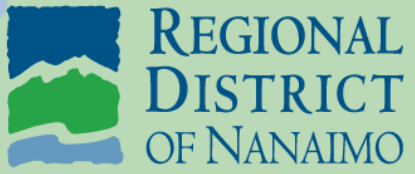
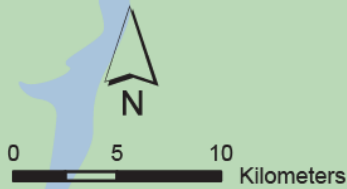
SALISH SEA

Strait of Georgia

Vancouver Island

ALBERNI - CLAYOQUOT REGIONAL DISTRICT


COWICHAN VALLEY REGIONAL DISTRICT



ELECTORAL AREAS

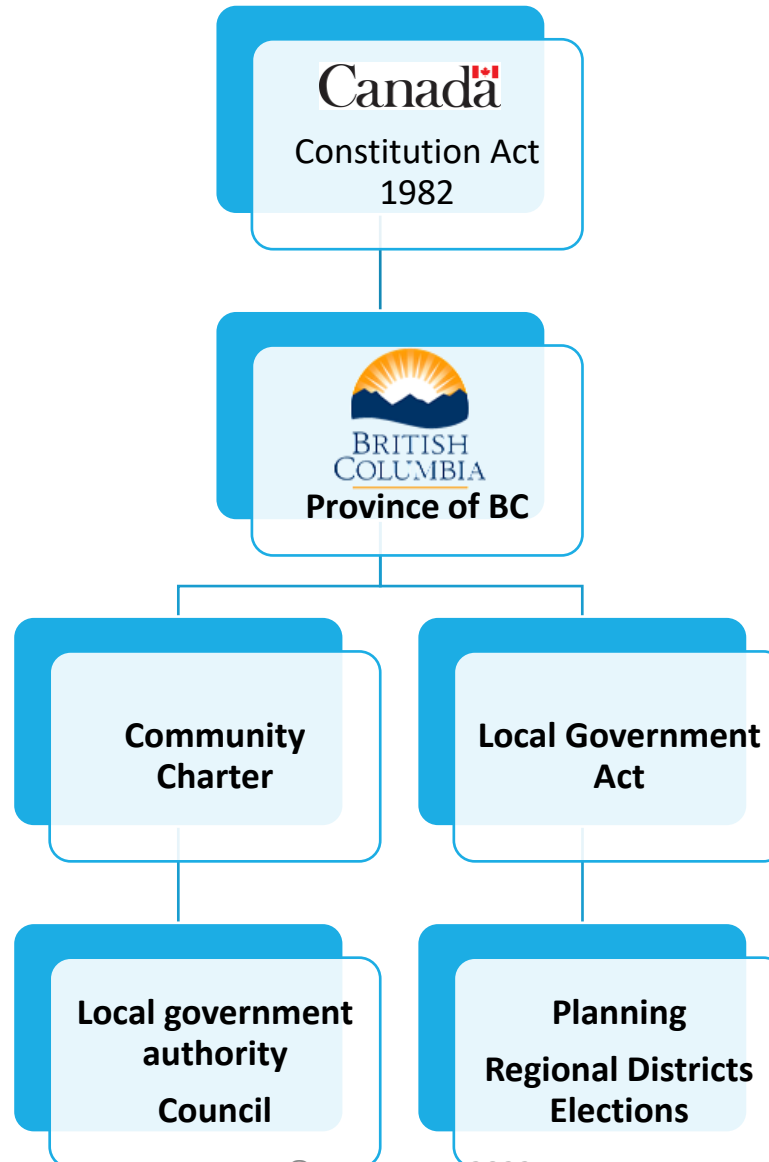
- A Cedar, South Wellington, Yellowpoint, Cassidy
- B Gabriola, DeCourcy, Mudge Islands
- C Extension, Nanaimo Lakes, East Wellington, Pleasant Valley
- E Nanoose Bay
- F Coombs, Hilliers, Errington, Whiskey Creek, Meadowood
- G French Creek, San Pareil, Little Qualicum
- H Bowser, Qualicum Bay, Deep Bay

- Municipality
- Electoral Area
- First Nation



It's all
about
relationships

Legislative Authority



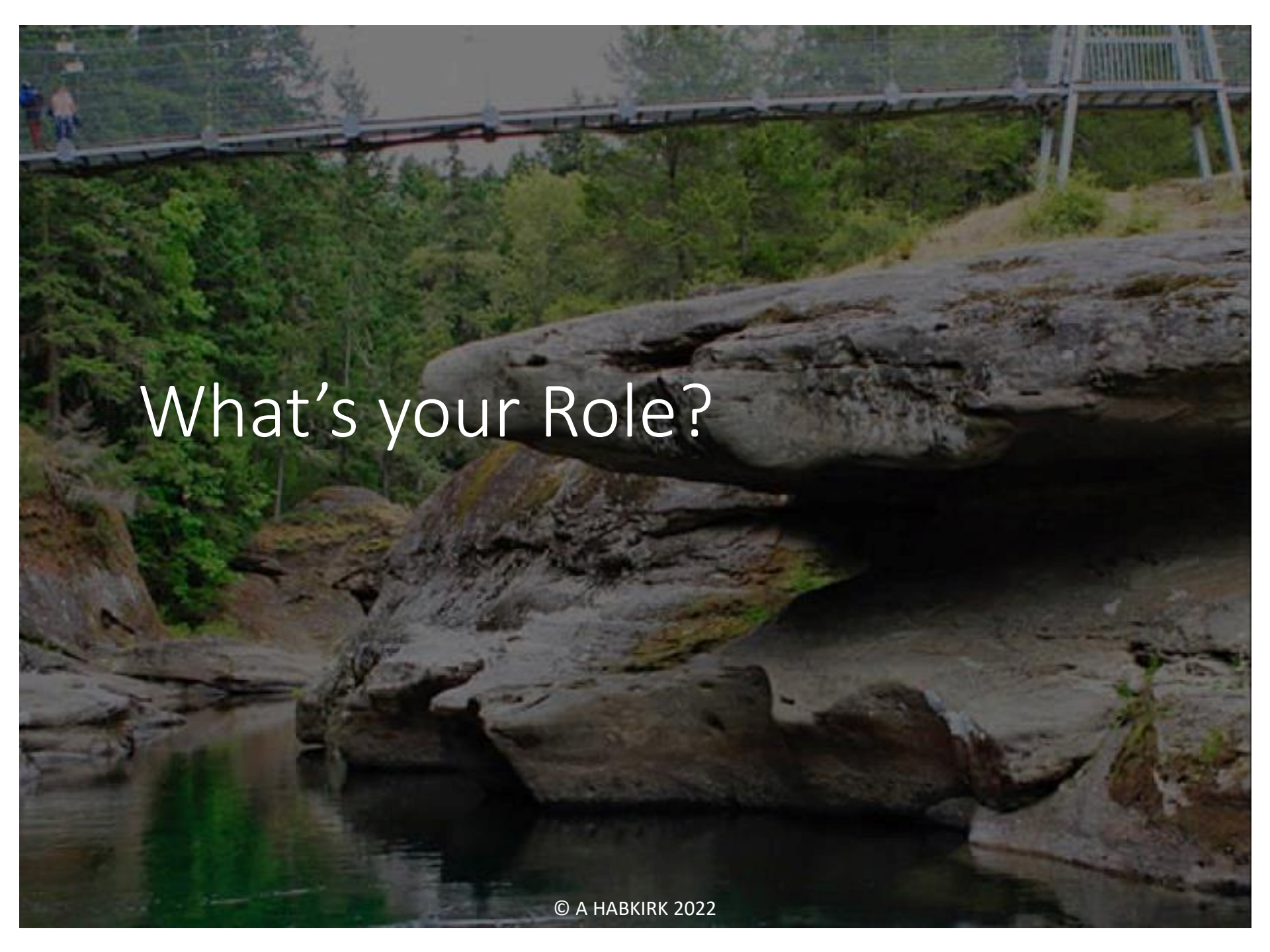
Every board is a new board

A single new member on a board can make a huge difference in the group dynamic

Each new board needs to start a fresh while acknowledging the organization is a continuing body

Allow time for the new board to find its legs – for returning members to adjust to new members and for new members to get up to speed on issues and processes.





What's your Role?

Board is the governing body

Board as governing body

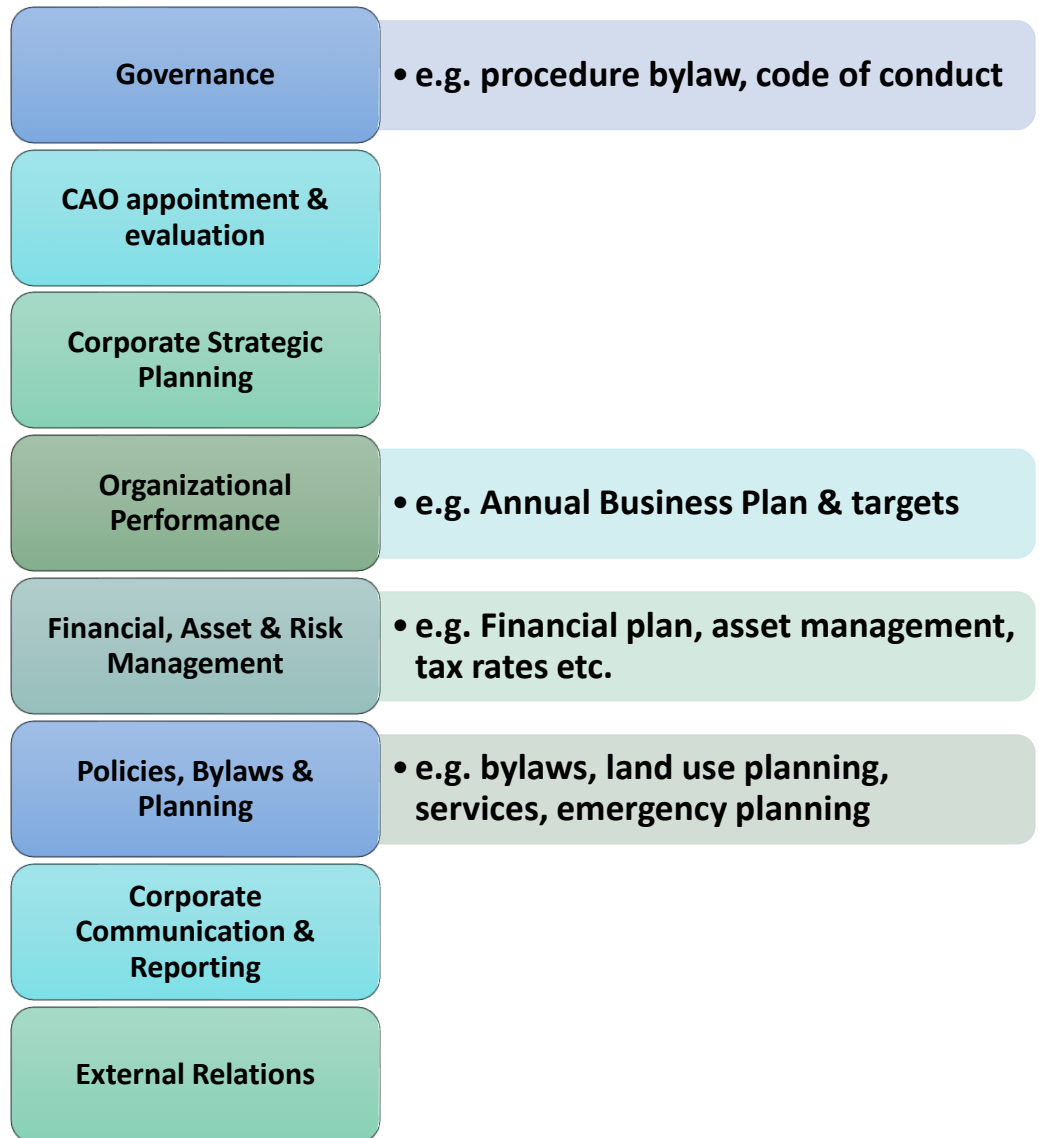
194 (1) The governing body of a regional district is its board.

(2) The powers, duties and functions of a regional district are to be exercised and performed by its board unless this or any other Act provides otherwise.

(3) A board, in exercising or performing the powers, duties and functions conferred on it by an enactment, is acting as the governing body of the regional district.

(4) Despite any change in its membership, the board of a regional district is a continuing body and may complete any proceedings started but not completed before the change.

Key decision areas of Board



Why is role clarity so important?

Democracy

Community elects those who set overall direction and policy

Good Decisions

Elected officials need objective professional advice about alternatives, before making decisions

Efficient Implementation

Board decisions need to be fairly implemented by those with appropriate qualifications.

Municipal Director Role

- **to identify, using the input of citizens, the service needs and interests** of his or her municipality
- **to promote the area's service needs** and interests at the board table, where they may be addressed through the establishment of, or through changes to, regional district local, sub-regional and regional services
- **to participate in decision-making** as it relates to the administration of services.
- RD Toolkit

Electoral Area Director Role

“Ultimate authority over all regional district matters in electoral areas, rests with the board.”

- **“to identify, using the input of citizens, the service needs** and interests of his or her area
- **to promote the area’s service needs** and interests at the board table, where they may be addressed through the establishment of, or through changes to, regional district local, sub-regional and regional services
- **to participate in decision-making** as it relates to the administration of services in which the electoral area participates, including electoral area planning, whose administration involves the consideration of development applications and the regulation of land use”
- RD Toolkit

Role of the regional district chair)

What does the legislation say?

Responsibilities of chair

- 216 (1) **The chair is the head and chief executive officer** of the regional district.
- (2) In addition to the chair's powers and duties as a board member, the chair has the following duties:
- (a) **to see that the law is carried out** for the improvement and good government of the regional district;
 - (b) **to communicate** information to the board;
 - (c) **to preside at board meetings** when in attendance;
 - (d) **to recommend bylaws, resolutions and measures** that, in the chair's opinion, may assist the peace, order and good government of the regional district in relation to the powers conferred on the board by an enactment;
 - (e) **to direct the management** of regional district business and affairs;
 - (f) **to direct the conduct of officers and employees** in accordance with sections 239 [chair to direct and inspect officers and employees] and 240 [suspension of officers and employees].

The Chair is the official spokesperson for the Board

The Chair communicates the
will of the Board to the staff
and to the public



What hat does the municipal or EA director wear at the RDN Board

- Municipal directors are appointed to the Board by their councils and therefore represent the interests of their councils and constituents
- But....
- They also have a role to consider the region as a whole
- These aren't necessary conflicting interests – the success of the region impacts the success of individual communities

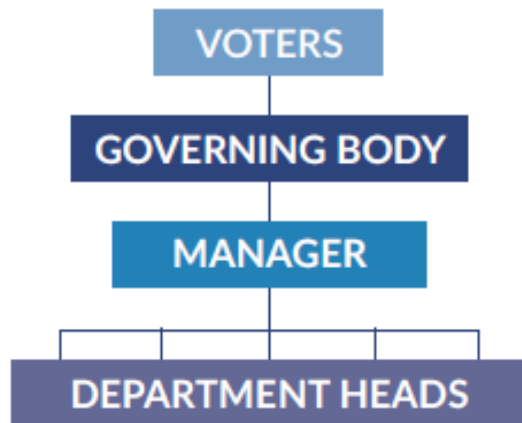


Good Practices for Decision-making Bodies

- Focus on governance, not administration
- Model responsible conduct
- All members are equal
- Make decisions and give direction only as a collective voice
- Consider the well being of the municipality, electoral area and the region
- Act in compliance with the law
- Understand, respect & adhere to the Board - manager structure
- Act in compliance with the Procedure Bylaw

What is staff's role?

Board – Manager System



- Strong political leadership of elected officials
- Strong managerial experience of an appointed local government manager
- Decision making authority is concentrated in the elected body that hires a professionally trained manager to oversee the delivery of public services.

What does the legislation say?

Chief administrative officer

235 One of the officer positions established under section 234 may be assigned the chief administrative responsibility, which includes the following powers, duties and functions:

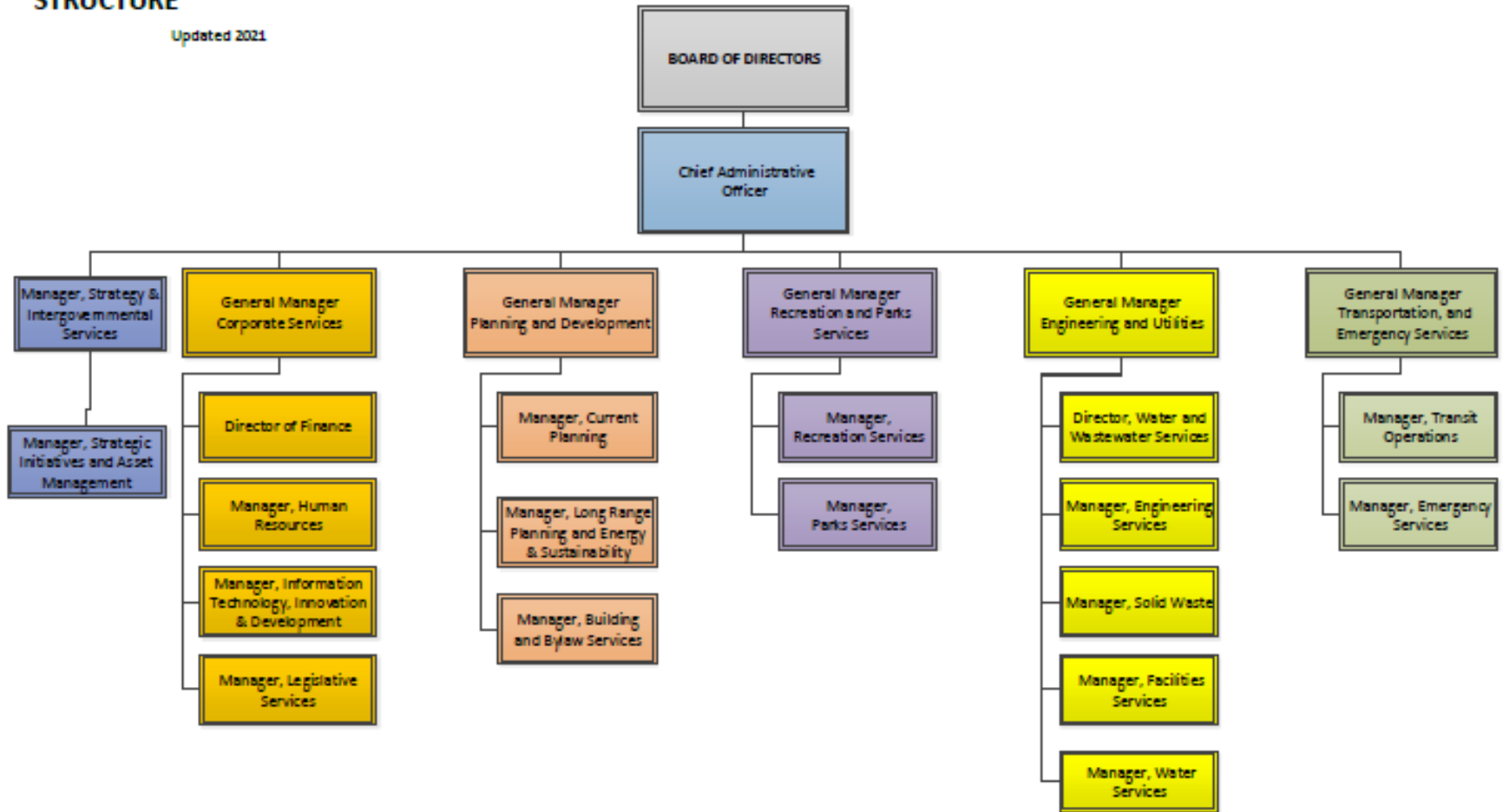
- (a) overall management of the administrative operations of the regional district;
- (b) ensuring that the policies and directions of the board are implemented;
- (c) advising and informing the board on the operation and affairs of the regional district.

Prohibition against interfering with regional district officials

242 A person must not interfere with, hinder or obstruct a regional district officer or employee in the exercise or performance of his or her powers, duties or functions.

ORGANIZATIONAL STRUCTURE

Updated 2021



Role Comparison

Elected Officials

Staff

Role Comparison

Focus on 'why' and 'what'	Focus on 'how', 'when', 'where'
Provide leadership	Provide advice
Set strategic direction	Implement direction
Make decisions – choose between alternatives	Advise about alternatives
Establish policy Set expectations Define success	Advise about policy and implement policy decisions
Assign resources & authority	Work within assigned resources & authority
Monitor Board performance Review CAO's performance	Review subordinates' performance
Avoid administrivia	Avoid politics

More Role Comparison

Keep informed on community affairs	Keep current on professional training
Collaborate with other agencies at the political level	Collaborate with other agencies at the staff level
Public relations Explain the reasons for decisions, trade-offs, complexities Celebrate organizational success	Public information Info about meetings, board decisions, technical matter

Best practices for the Board- Manager System

- Board asks the CAO for expert advice *before* making decisions
- Board gives clear direction by speaking with ‘one voice’ to the CAO
 - Through resolutions, policies, bylaws
 - Avoid conflicting direction, constantly changing priorities, etc.
 - Provide respectful and constructive feedback
- Individual Board members don’t give individual direction to the CAO or other staff (unless part of a delegated or clearly-defined arrangement)
- Board focuses on providing strong leadership about overall direction and general oversight, rather than getting ‘into the weeds’.
- Board ensures the CAO has sufficient resources and capacity to follow the Council/Board’s direction
- Respect for the CAO’s responsibilities regarding laws/policies/best practices

Some tips for success

- Have and follow a Code of Conduct, policies about roles, delegation of duties, etc.
- Base CAO hiring and evaluation on merit (knowledge, education, experience, skills), not political allegiance
- Board to CAO – respect, clear expectations and regular feedback
 - Observe the ‘chain of command’ in the organization
 - Respect staff’s responsibility/authority to manage contractors
- Respect the CAO’s authority and responsibility for staff
 - Treat all staff as professionals
 - Expect the best
- Praise in public, criticize in private (to the CAO in closed session of the Board)

Board- staff public partnership





Board Self Governance



Board structure: board of directors

You don't need to agree but you do need to work together

- Acknowledge that different opinions exist on your Board – celebrate them even...after all you represent a diverse community!
- Respect that you are equals and that all opinions should be heard
- Debate the issues – wrestle with them
- Consensus decisions are the strongest ones
- Majority rules if consensus isn't possible
- Be brave and gracious if you happen to be in the minority of a majority decision



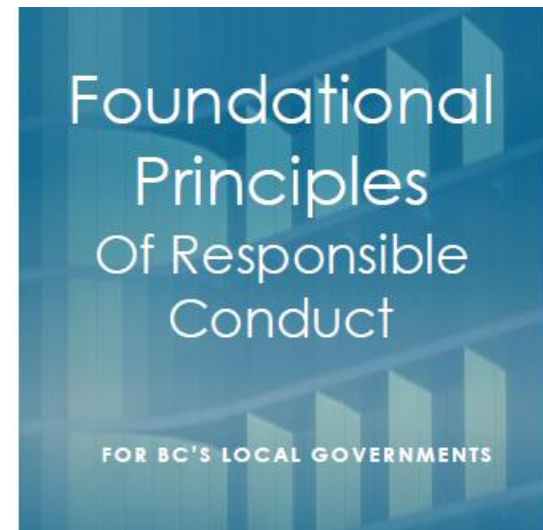
What is responsible conduct?

Integrity: conducting oneself honestly and ethically

Accountability: an obligation and willingness to accept responsibility or to account for one's actions

Respect: valuing the perspectives, wishes, and rights of others

Leadership and Collaboration: an ability to lead, listen to, and positively influence others; coming together to create or meet a common goal through collective efforts





Responsible Conduct Every Day

*A course for
local elected officials*

Your code of conduct

REGIONAL DISTRICT OF NANAIMO P O L I C Y

SUBJECT: <i>Code of Conduct</i>	POLICY NO: A1-37 CROSS REF.: A1-03
EFFECTIVE DATE: <i>January 25, 2022</i>	APPROVED BY: Board
REVISION DATE: <i>June 14, 2022</i>	PAGE: 1 OF 5

STANDARDS OF CONDUCT

Integrity: Integrity is demonstrated by the following conduct:

Elected Officials will:

1. Be truthful, honest, and open in all dealings, including those with other Elected Officials, staff and the public.
2. Ensure that their actions are consistent with the shared principles and values collectively agreed to by the board.
3. Follow through on their commitments, correct errors in a timely and transparent manner, and engage in positive communication with the community.
4. Direct their minds to the merits of the decisions before them, ensuring that they act on the basis of relevant information and principles and in consideration of the consequences of those decisions.
5. Behave in a manner that promotes public confidence in all of their dealings.

Respect: Respect is demonstrated through the following conduct:

Elected Officials will:

1. Treat every person with dignity, understanding, and respect.
2. Show consideration for every person's values, beliefs, and contributions to discussions.
3. Demonstrate awareness of their own conduct, and consider how their words or actions may be perceived as offensive or demeaning.
4. Not engage in behaviour that is indecent, insulting or abusive. This behaviour includes unwanted physical contact, or other aggressive actions that may cause any person harm or make a person feel threatened.

Accountability: Accountability is demonstrated through the following conduct:

Elected Officials will:

1. Be responsible for the decisions that they make and be accountable for their own actions and honour the intentions of the Board.
2. Listen to and consider the opinions and needs of the community in all decision-making, and allow for appropriate opportunities for discourse and feedback.
3. Carry out their duties in an open and transparent manner so that the public can understand the process and rationale used to reach decisions and the reasons for taking certain actions.

Leadership and Collaboration: Leadership and collaboration is demonstrated through the following conduct:

Elected Officials will:

1. Behave in a manner that builds public trust and confidence in the local government.
2. Consider the issues before them and make decisions as a collective body. As such, Elected Officials will actively participate in debate about the merits of a decision, but once a decision has been made, all Elected Officials will recognize the democratic majority, ideally acknowledging its rationale, when articulating their opinions on a decision.
3. Recognize that debate is an essential part of the democratic process and encourage constructive discourse while empowering other Elected Officials and staff to provide their perspectives on relevant issues.
4. As leaders of their communities, calmly face challenges, and provide considered direction on issues they face as part of their roles and responsibilities while empowering their colleagues and staff to do the same.
5. Recognize, respect and value the distinct roles and responsibilities others play in providing good governance and commit to fostering a positive working relationship with and among other Elected Officials, staff, and the public.
6. Recognize the importance of the role of the chair of meetings, and treat that person with respect at all times.

CONFIDENTIALITY OF INFORMATION PRESENTED IN CLOSED MEETINGS

All information presented to the Board in Closed meetings will be kept strictly confidential.

Any release of Closed information, including release to any person in our Member Municipalities, must be authorized by a Rise and Report motion passed by the Board detailing the terms of the release as per the Regional District of Nanaimo Board Procedure Bylaw.

COMMUNICATION GUIDELINES

As a general principle, the Board adopts the one employee model where the Board's point of contact with staff is the Chief Administrative Officer (CAO).

The Board recognizes the importance of ensuring that communications are directed to the CAO or shared with the CAO as necessary to facilitate orderly conduct of the business of the Board.

Social Media Use

The Regional District of Nanaimo's goals in using social media are to inform residents and the public of services, projects and initiatives and can enable engaging and effective communication to a broader audience in a timely way.

RDN Board members:

1. Are encouraged to share social media posts from the RDN to help broaden the reach of the information and help keep the public informed.
2. Will use their social media profiles as a secondary information source once matters have been officially released by the RDN.
3. Ensure that social media profiles do not serve as official information on behalf of the RDN.
4. Include an "in my opinion" disclaimer when making follow up or personal posts to the RDN's social media postings and when creating original posts pertaining to RDN-related business.
5. Will ensure that their social media content does not indicate a conclusive view on a matter coming before the RDN Board.
6. Will not engage in back-and-forth communications amongst themselves on social media to avoid the possibility of that being construed as a Board meeting.
7. Have a duty of confidentiality to the RDN and to uphold the RDN's reputation. RDN Board members will not post any of the following on their social media:
 - a) Information discussed in closed session, unless the information has been released from closed session by a resolution of the RDN Board.
 - b) Information that would not be presented in a public forum.
 - c) Personal or confidential information regarding any RDN employees, elected officials and/or advisory committee members.
 - d) Negative statements disparaging or calling into question the professional capabilities of staff.
 - e) Confidential business information belonging to the RDN, including non-public financial or operational information.

LGA/CC Requirement to Consider Code of Conduct

Division 8 — Code of Conduct

Requirement to consider code of conduct

113.1 (1) Within 6 months after its first regular council meeting following a general local election, a council must decide

- (a) whether to establish a code of conduct for council members, or
- (b) if a code of conduct for council members has already been established, whether it should be reviewed.

(2) Before making a decision under subsection (1), the council must

- (a) consider the prescribed principles for codes of conduct,
- (b) consider the other prescribed matters, if any, and
- (c) comply with the prescribed requirements, if any, including requirements respecting public notice or consultation.

(3) If the council decides, under subsection (1), not to establish a code of conduct or review an existing code of conduct, it must make available to the public, on request, a statement respecting the reasons for its decision.

Reconsideration of decision respecting code of conduct

113.2 (1) If a council decides, under section 113.1, not to establish a code of conduct or review an existing code of conduct, the council must reconsider that decision before January 1 of the year of the next general local election.

(2) In a reconsideration under subsection (1), the council must


- (a) consider the prescribed principles for codes of conduct,
- (b) consider the other prescribed matters, if any, and
- (c) comply with the prescribed requirements, if any, including requirements respecting public notice or consultation.

(3) If the council confirms the decision that is the subject of the reconsideration, the council must make available to the public, on request, a statement respecting its reasons for confirming the decision.

How to collaborate at the regional board table



- Actively listen – even to those you disagree with
- Respect diversity - Value all points of view.....really
- Agree on expectations - Set agreed to performance expectations
- Set priorities - Agree to priorities.....stick to them
- Look for things that you can do together that you can't do as individual municipalities and EAs
- Look for efficiencies and economies of scale
- Remember that the Regional District is a federation of municipalities and EAs and that most services are voluntary
- Look for ways to align individual and shared goals
- Look for areas of compromise



How to set the Strategic Direction

How to get things done

- Know the fundamentals
- Be strategic
- Set priorities
- Stay focused



How to get stuff done - fundamentals

- All things must be accepted as an item on an agenda and discussed by the Board
- All decisions must be made by bylaw or resolution
- All decisions must be voted on by the Board – most need a majority vote, some RD votes are weighted based on population and assessment



Why being strategic helps you be successful

- Helps you identify what's important to your community
- Helps you focus your energy and resources on the most important things
- Helps you track progress
- Helps you evaluate your success
- Helps you stay focused on what's important over time
- Helps you schedule timing within your term of office



Strategic planning /priority setting how to

- Dedicate time for priority setting/strategic planning
- Ensure all board members contribute – you are creating your plan for your term
- Get regular updates on progress
- Do annual check ins and adjust as required
- Stay focused on your priorities
- Drive the plan forward
- Consider timing for the 4 year term

SEVEN STEPS TO A SUCCESSFUL STRATEGIC PLAN

MISSION STATEMENT

Your fundamental purpose that drives every daily transaction in your business

VISION STATEMENT

Your ambition – where you want your business to be in three years

KEY STRATEGIC THRUSTS

Finance, HR, Core Product Service Image/Brand, Partnerships. Facility/Equipment/Technology/R&D

OPERATION OBJECTIVES

Activity that moves you forward in fixing mission gaps and chasing your Vision

5 IMPLEMENTATION DETAILS

6 MONITORING PROGRESS

7 REFRESH THE PLAN

How does the Board make decisions?

**Authority for
decision making
rests with the
Board**

Types of Votes

Unweighted Corporate Vote

Every director votes – one vote each

Weighted Corporate Vote

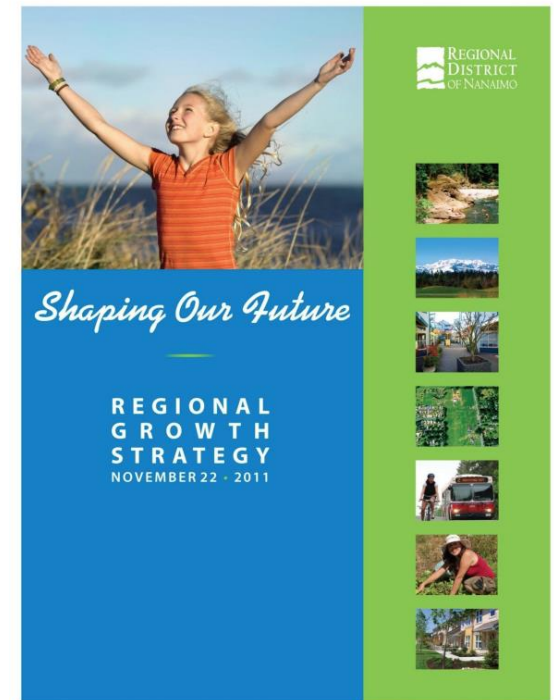
Every director votes – number of votes based on population size

Stakeholder Vote

Only directors participating in the service – number of votes based on population

Know your Regional Growth Strategy

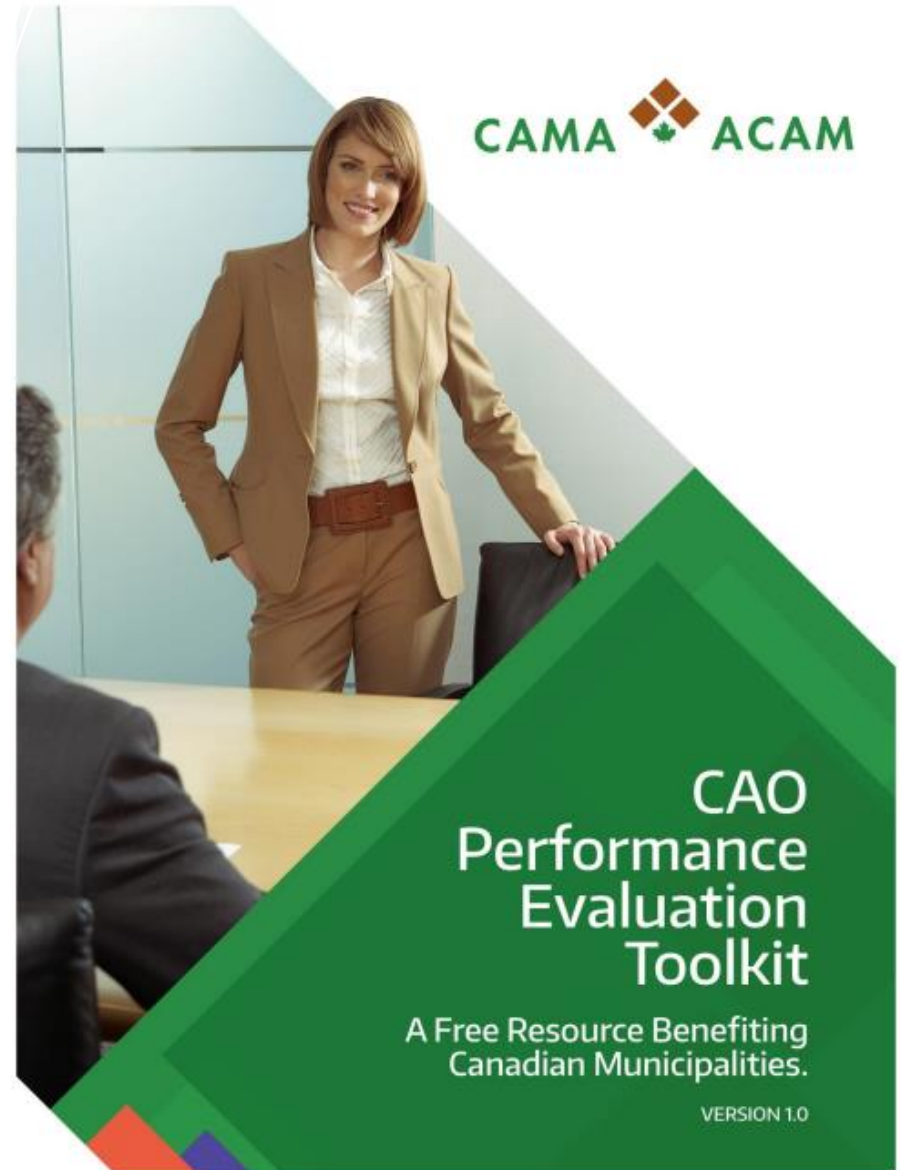
- defines a regional vision for sustainable growth.
- a commitment made to a course of action involving shared social, economic and environmental goals.
- aims to establish a sustainable pattern of population growth and development in the region over a twenty-five year period by encouraging and directing most new development in the region within designated Growth Containment Boundaries
- aims to keep urban settlement compact, protect the integrity of rural and resource areas, protect the environment, increase servicing efficiency, and retain mobility within the region.



A person wearing a red backpack and a cap stands on a white surfboard with yellow accents, paddling on a dark blue lake. The background features a steep, forested mountain under a blue sky with scattered white clouds.

The Board's oversight role

Annual CAO evaluation





Annual Report

Annual Report 2020

REGIONAL GROWTH STRATEGY

Shaping Our Future

A lush, green forest scene featuring a small stream flowing through the center. The trees are covered in moss, and the ground is densely packed with ferns and other vegetation. The lighting is soft and dappled, creating a serene atmosphere. The text "Making the most of meetings" is overlaid in white, sans-serif font across the middle of the image.

Making the most of meetings



Regional District of Nanaimo

How to get the most out of your meetings



Goal of Meeting Discussions

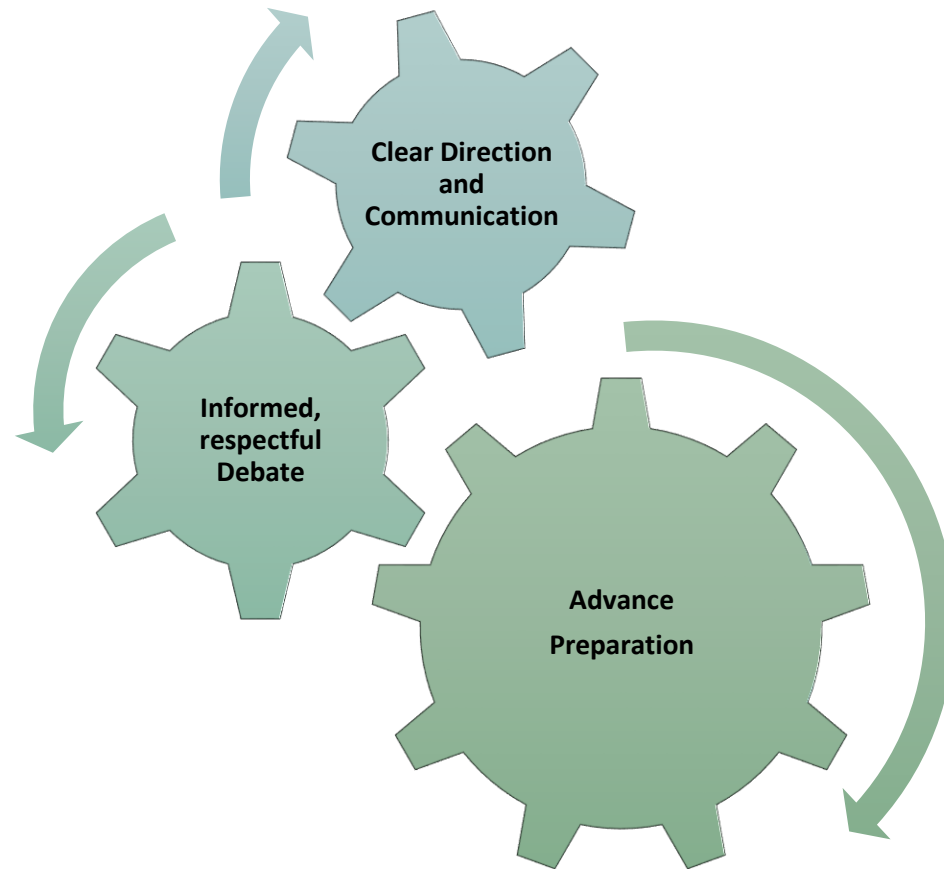
The usual goal of any discussion at a public agency meeting is for decision-makers to:

- **Receive and share information**, so everyone can make informed choices.
- **Share thoughts and perspectives** on what decision best serves the public's interests and other community values.
- **Reach a decision** on what the best option is.

Another goal is for the group **to reach decisions in a way that builds and maintains relationships as well as promotes trust** in both decision-makers and the decision-making process.

Source: https://www.ca-ilg.org/sites/main/files/file-attachments/understanding_the_role_of_chair_nov_2012_3.pdf?1396626970

Keys to Successful Meetings



Everyone's Role

All participants in the decision-making process are responsible for working towards achieving these meeting goals. Moreover, everyone has a shared stake in having an opportunity to be heard and being treated fairly. Thus, all officials have an interest in supporting the chair's efforts to conduct the meeting effectively and fairly.

Source: https://www.ca-ilg.org/sites/main/files/file-attachments/understanding_the_role_of_chair_nov_2012_3.pdf?1396626970

Modern Meeting Culture

Always respectful

Both process and outcome focussed

Good information makes for good decisions

Enough discussion to make sound decisions but not so much to drag down the process and create frustration

Chairs are more facilitators than leaders/bosses

Meeting Principles

- Discussions are always respectful
- The Code of Conduct is adhered to
- All directors are equal
- Everyone should be have an opportunity to be heard and to contribute
- Time is used effectively

What is the Role of the Chair?

- To keep order
- To ensure the rules (RDN Procedure Bylaw) are followed
- To follow the agenda
- To facilitate decision making
- To facilitate members speaking (in order and for equal input)
- To manage members who take up more than their share of air time and to encourage those who don't participate enough
- To manage the available time
- To manage conflict
- To ensure clear decisions are made

How to be a good chair



Principle #1: Be the Guide on the Side (restraint, patience, availability)



Principle #2: Practice Teaming—Not Team Building



Principle #3: Own the Prep Work



Principle #4: Take Committees Seriously



Principle #5: Remain Impartial



Principle #6: Measure the Inputs, Not the Outputs



Principle #7: Don't Be the Boss

**Harvard
Business
Review**

Good Chairs are:

On top of the meeting material

Know the meeting rules (RDN Procedure bylaw)

Able to move the meeting along

Fair and even handed to all members

Know when to push towards a motion and decision

Able to keep the meeting focused on the agenda

Able to interject when the discussion strays off topic

Able to be diplomatic

Role of Directors

To come prepared to meetings ready to contribute to discussions and decision making

To know and follow the meeting rules (RDN Procedure Bylaw)

To support the Chair in ensuring the meeting rules are followed

To contribute to decision making

To be aware of the available meeting time and not to take up too much airtime – you don't need to speak on every topic.

To not incite conflict

CAO & the Corporate Officer

The CAO and Corporate Officer are your support team.

They are professionals with special knowledge and experience. Make (safe) room for them to do their job.

The Corporate Officer is the “keeper” of the rules.

You can ask the CO for clarification of the meeting rules and requirements.

Invite her to interject when she can help the process – make it safe for her to do so - she can keep you out of trouble.

Good
chairs de-
brief at
the end
of the
meeting

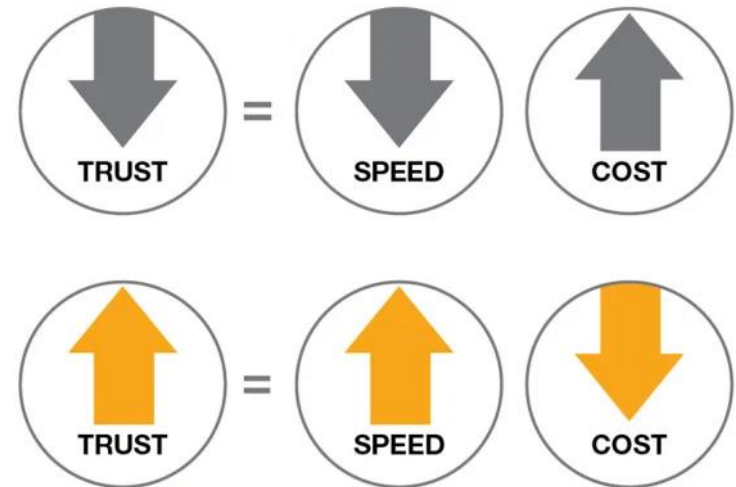
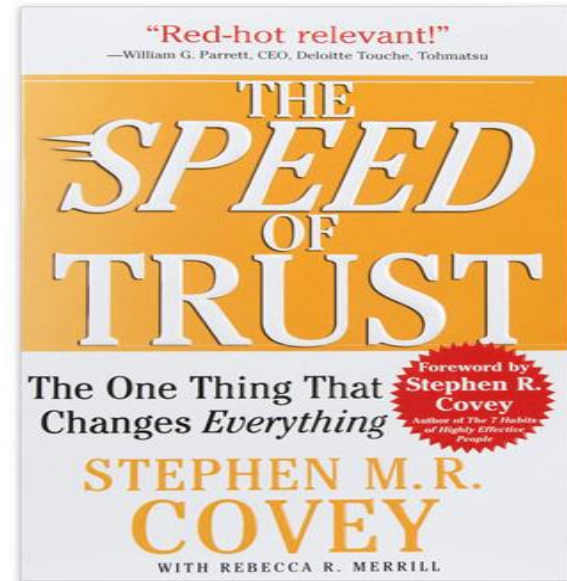
What did we handle
well?

Where could we
improve?

How did we do? What
could we do better?

The importance of trust

“We judge ourselves by our intentions and others by their behaviour.”



REGIONAL DISTRICT OF NANAIMO

BYLAW NO. 1862

A BYLAW TO ESTABLISH PROCEDURES TO GOVERN THE PROCEEDINGS OF THE REGIONAL DISTRICT OF NANAIMO BOARD AND COMMITTEE MEETINGS

WHEREAS under the *Local Government Act* the Board must establish the procedures to be followed for the conduct of its business and, in particular, must, by bylaw,

- (a) establish the general procedures to be followed by the Board and by Board committees in conducting their business, including the manner by which resolutions may be passed and bylaws adopted;
- (b) provide for advance public notice respecting the date, time and place of Board and Board committee meetings and establish the procedures for giving that notice;
- (c) identify places that are to be public notice posting places for the purposes of the application of the *Community Charter* to the Regional District.



RDN Procedure Bylaw Highlights

Rules and orders may be suspended

3(2) Any one or more of the rules and orders contained in this bylaw may be temporarily suspended by an affirmative vote of not less than two thirds (2/3) of the members present, except those contained in Section 23 (Bylaws) – Not debateable.



The Chair's powers

6(5)(c) Subject to being overruled by a majority vote of the Members, which vote must be taken without debate, the Chair:

- i. **must decide points of order** without debate or comment, other than to state the rule governing;
- ii. must determine **which Member has a right to speak**;
- iii. must **ascertain that all Members who wish to speak on a motion have done so**, that the **Members are ready to vote** and then put the question to the vote;
- iv. **must rule when a motion or an amendment is out of order**, and cite the rule or authority applicable, subject to an appeal to the Board, and decline to put any motion before the Board which the Chair considers to be clearly out of order or contrary to law;
- v. **may call a Member to order** in accordance with Section 4.



Meeting length

- 7(3) Board and Committee of the Whole meetings **exceeding four hours in length will require a motion to extend** the meeting.



Voting

18(4) Each Director present in the Boardroom, who does not signify his or her vote upon the question openly and individually by raising their hand, will be recorded as **voting in the affirmative**.

18(5) On any motion where the number of votes, including the vote of the person presiding, are **equal**, the motion is defeated.



Moving motions

19(1) The Board may debate and vote on a motion only if it is first made by one Member and then seconded by another.

19(2) Any Member may move a motion unless the Member would not be entitled to vote on the motion. Any Member may second a motion.

19(3) If a motion is not seconded, the motion is “lost for lack of a seconder”.

19(4) A motion must be worded in affirmative terms.



Discussion on motions

19(5) No Member may speak on any motion for longer than three minutes without leave of the Chair (does not apply to Committees).

19(7) No Member may speak a second time to the same motion as long as any Member who desires to speak has not spoken to that motion.



One motion at a time & withdrawal

- 19(8) When any motion is under consideration, no other main motion or input from a delegation may be received.
- 19(9) After a motion has been made, it is deemed to be in the possession of the Board, but may, with the permission of the Board, be withdrawn at any time by the mover and the seconder, before decision or amendment.

Call the question

19(10) Any Member, once recognized by the Chair, may move to “Call the question” if they believe that debate on a motion has continued beyond that required. If seconded, the Chair must ask for the vote on closing debate. A motion to “Call the question” requires two-thirds of the votes cast to pass. If carried, the Chair must immediately close debate and call for a vote on the question (not debatable).

New items

- 19(11) Any Member may bring before the Board any new matter, other than a point of order or of privilege, by way of a written 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 ruled by the Chair as a notice of motion and be dealt with as provided by Section 21.

Amendments to motions

20(1) Any Member may move to amend a motion that is under debate provided that the amendment is relevant to the main motion and does not materially change its purpose.

20(4) Only one amendment to an amendment can be considered at any one time.”

Reconsideration

22. RECONSIDERATION (Debatable unless the motion to be reconsidered is not debateable)

- (1) After a vote has been taken on any motion, except one of tabling or postponing a subject, a Member who voted in the majority may move a reconsideration of the motion at the same or the next regular or special meeting of the Board.
- (2) Despite subsection (1), a Member who is absent from a meeting at which a vote was taken on a motion, except one of tabling or postponing a matter, may move reconsideration of the motion at either the next regular or special meeting of the Board.
- (3) A motion to reconsider requires 2/3 of the votes cast by the Board to pass. If the motion to reconsider is passed, the matter must be put before those eligible to vote on the original motion for reconsideration and voted upon in accordance with the *Local Government Act*.
- (4) The Board must not reconsider any motion that:
 - (a) has been acted upon by any officer or employee of the Regional District;
 - (b) received the assent or approval of the electors and subsequently adopted by the Board; or
 - (c) has been reconsidered under the *Local Government Act* or subsection (1) of this Bylaw.
- (5) After a motion has been reconsidered, it must not be reintroduced for a period of six months except by unanimous consent of all Members.

Voting against a motion

Roberts Rules of Order p. 393:

Mover can vote against their motion but cannot speak against it (could just withdraw)

RECONSIDERATION
(CHAIR) – RULES
UNDER LEGISLATION

Chair may require board reconsideration of a matter (*Local Government Act*)

- **217** (1) The chair of a regional district has the same authority as a mayor under section 131 [*mayor may require council reconsideration of a matter*] of the [Community Charter](#).
- (2) In exercising the power under subsection (1), the chair may return the matter for reconsideration at the meeting of the board following the original vote, whether or not this is within the 30 day period referred to in section 131 (2) of the [Community Charter](#).

Mayor may require council reconsideration of a matter (Community Charter)

- 131** (1) Without limiting the authority of a council to reconsider a matter, the mayor may require the council to reconsider and vote again on a matter that was the subject of a vote.
- (2) As restrictions on the authority under subsection (1),
- (a) the mayor may only initiate a reconsideration under this section
 - (i) at the same council meeting as the vote took place, or
 - (ii) within the 30 days following that meeting, and
 - (b) a matter may not be reconsidered under this section if
 - (i) it has had the approval of the electors or the assent of the electors and was subsequently adopted by the council, or
 - (ii) there has already been a reconsideration under this section in relation to the matter.
- (3) On a reconsideration under this section, the council
- (a) must deal with the matter as soon as convenient, and
 - (b) on that reconsideration, has the same authority it had in its original consideration of the matter, subject to the same conditions that applied to the original consideration.
- (4) If the original decision was the adoption of a bylaw or resolution and that decision is rejected on reconsideration, the bylaw or resolution is of no effect and is deemed to be repealed.

PARLIAMENTARY PROCEDURE CHEAT SHEET

Based on *Robert's Rules of Order Newly Revised (11th Edition)*

Motions or Points with an Established Order. These motions or points are listed in established order of precedence. When any one item is pending, you MAY NOT introduce another that is listed below it, but you MAY introduce one that is above it.

TO DO THIS:	YOU SAY:	INTERRUPT SPEAKER	SECONDER NEEDED	DEBATABLE	AMENDABLE	VOTE NEEDED
Adjourn meeting	"I move that we adjourn"	No	Yes	No	No	Majority
Take a break	"I move that we recess until ..."	No	Yes	No	Yes	Majority
Complain about noise, temperature of room, etc.	"Point of privilege"	Yes	No	No	No	Chair decides
Make the group follow the agenda	"I call for the orders of the day"	Yes	No	No	No	Chair decides
Lay aside temporarily	"I move to lay the question on the table"	No	Yes	No	No	Majority
End debate	"I move to call the question"	No	Yes	No	No	2/3
Limit or Extend debate	"I move to extend debate to ..."	No	Yes	No	Yes	2/3
Postpone/Defer to a certain time	"I move to postpone/defer the motion to..."	No	Yes	Yes	Yes	Majority
Commit/Refer to committee/staff	"I move to commit/refer the motion to..."	No	Yes	Yes	Yes	Majority
Modify wording of main motion	"I move to amend the motion by..."	No	Yes	Yes	Yes	Majority
Kill main motion	"I move that the motion be postponed indefinitely"	No	Yes	Yes	No	Majority
Main motion	"I move that..."	No	Yes	Yes	Yes	Majority

Motions or Points without an Established Order. These motions or points can be introduced at any time except for when the meeting is considering the following: adjourn, recess, point of privilege, or call for orders of the day.

TO DO THIS:	YOU SAY:	INTERRUPT SPEAKER	SECONDER NEEDED	DEBATABLE	AMENDABLE	VOTE NEEDED
Enforce rules	"Point of order"	Yes	No	No	No	Chair decides
Suspend rules	"I move to suspend the rules"	No	Yes	No	No	2/3
Division of the question (motion)	"I move for a division of the question"	No	Yes	No	Yes	Majority
Consideration by paragraph or seriatim	"I request that the motion be considered by paragraph/seriatim"	No	Yes	No	Yes	Majority
Request information	"Point of information"	Yes	No	No	No	Chair handles
Parliamentary law question	"Parliamentary inquiry"	Yes	No	No	No	Chair handles
Take up matter previously tabled	"I move to take from the table..."	No	Yes	No	No	Majority
Reconsider motion*	"I move to reconsider..."	No	Yes	Yes**	No	2/3

*A member who voted in the majority of the original motion may move a reconsideration of the motion at the same or the next regular or special meeting of the Board. The required seconder can be anyone. Notwithstanding, the Chair may return the matter for reconsideration at the same or next meeting of the Board.

**Unless the motion to be reconsidered is not debatable.

A blurred photograph of a modern office interior. In the foreground, two people are seated at a long, light-colored wooden table, facing each other. In the background, another group of people is seated at a similar table, also engaged in conversation. The scene is brightly lit, with large windows in the background creating a soft, out-of-focus glow. The overall atmosphere is professional and collaborative.

Common Meeting Problems

Board member problems

Single issue	Rebel	Accusers
Bully	Know it all	Contrarian
Closet Parliamentarian	Short tempered	Overly sensitive
Secretive	Talkative	Quiet
Mumbler	lecturer	

Remedies

- Commit to dealing with all Directors equally
- Apply the rules consistently
- Stay calm
- Try informal resolution – private conversations with individual members

Problem:
everyone
feels the
need to
speak on
every item

Solution

- your vote is your voice – are you adding anything by speaking?



19 Directors – 1 minute
each = 19 minutes for
each resolution

If a meeting has 30
resolutions on the
agenda

If everyone speaks for 1
minute that's almost 5
hours of meeting time

Problem:
Should
Committees
redebate
resolutions
at the Board
level?

Solution

- If only the committee is voting – don't redebate the resolution

Problem:
Meeting
discussion
drifts away
from the
agenda
topic

Solution

- The Chair needs to bring the discussion back to the focus
- Directors can raise a point of order to remind the Chair to bring the discussion back to the agenda item

Problem:
Delegations
take more
than
allotted time

Solution:

- Remind the delegation they have 5 minutes to speak
- Remind the delegation you have a 2 page executive summary of their presentation in your agenda package

Problem:
Committee
meetings
are too long

Solution:

- The procedure does not limit speaking time at Committees.
- By agreement you could limit the amount of time and the number of times a Director Speaks in Committee
- You could amend the Procedure Bylaw

Getting the balance right

Need for
fulsome
discussion

Need for
efficiency



Problem:
Popup
motions

Solution:

- Consider the motion as a notice of motion for consideration at a later meeting

Problem: Dealing with conflict

Solution:

- have people address their remarks to the chair
- summarize the points of disagreement and then move the discussion away from those who are in conflict by asking others how they see the issue.
- If the conversation turns personal, the chair can ask the group to keep the discussion focused on the problem at hand, not underlying motivations or personalities.
- calling a recess can be helpful to enable people to step away from the conflict and reflect on how to move the discussion forward

Some helpful phrases for meeting Chair

Keeping Discussion Participation Balanced

“We have heard that Director Nasirian feels strongly that affordable housing is an urgent priority. What are others’ thoughts?” or “Is there anyone who hasn’t spoken yet who would like to share their thoughts?”

“I see your hand up Director Cook and we’ll get to you in a moment; I am going to recognize Director Zwarn first since she hasn’t yet spoken.”

Avoiding Interrupting One Another

“Let’s let Director Smythe finish his thought; you’ll have an opportunity to share your perspectives.”

Actively Listening for Signs of Consensus

“Thank you Director Chen for sharing that view; would you like to make a motion to that effect?”

“It sounds that there are two views on the board: [state the two views]. Which strikes people as having more advantages for our community?”

“What’s the group’s pleasure? The question before us is [restate the issue before the group].”



Virtual Meeting Etiquette

Tips for virtual meetings

- Sign in early – make sure the technology works
- Mute your audio when not speaking
- Have your camera turned on
- Dress appropriately
- When you leave your camera – notify the CO as it should be recorded in the minutes you have left the meeting
- Don't eat while attending a meeting
- Be aware of what is in your background

Helpful tools & information

- RDN Procedure Bylaw
<https://www.rdn.bc.ca/sites/default/files/inline-files/1862.pdf>
- RDN Parliamentary Procedures Cheat Sheet
- Eli Mina <http://www.elimina.com>
- Institute for Local Government (California)
Understanding the role of the chair
https://www.ca-ilg.org/sites/main/files/file-attachments/understanding_the_role_of_chair_no_v_2012_3.pdf?1396626970

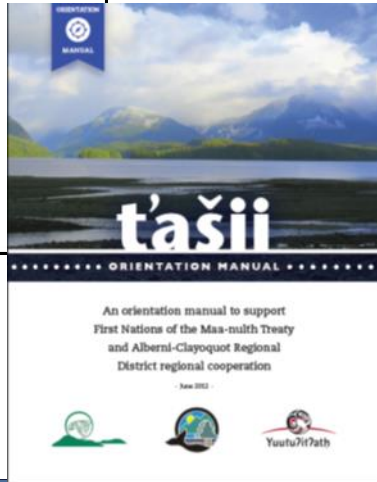


Resource

A Path Forward

A resource guide to support Treaty First Nation, regional district and local government collaboration and planning

September 2012



tašii

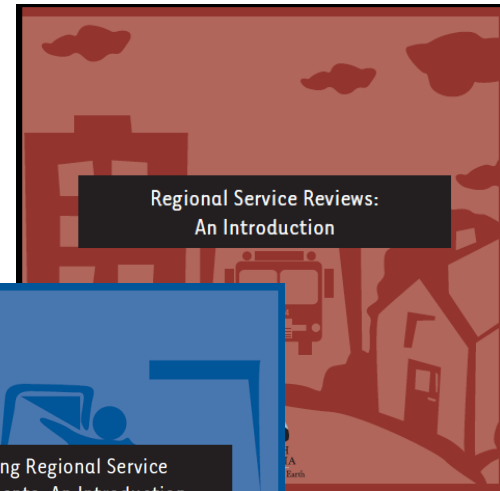
ORIENTATION MANUAL

An orientation manual to support First Nations of the Maa-nulth Treaty and Alberni-Clayoquot Regional District regional cooperation

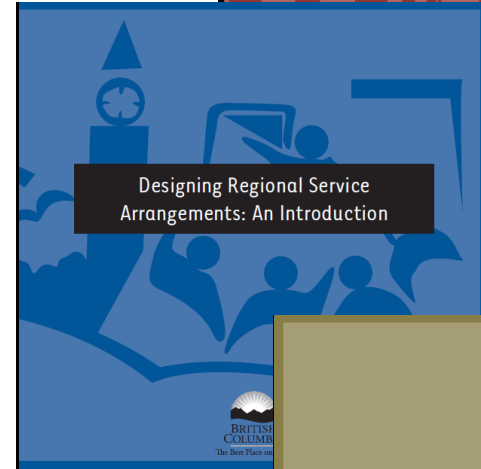
June 2013



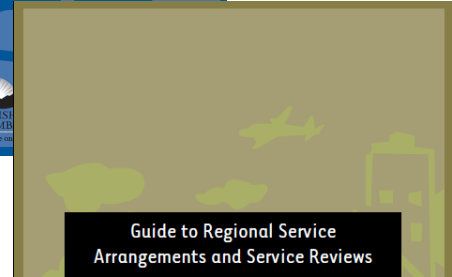
OMIAHAAH to T'BIITZIJ JAMOIDER REGIONAL and Efforts to Reveal



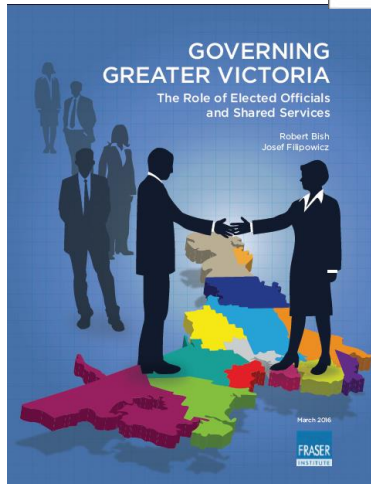
Regional Service Reviews: An Introduction



Designing Regional Service Arrangements: An Introduction



Guide to Regional Service Arrangements and Service Reviews

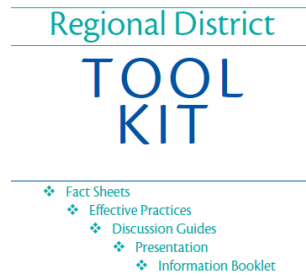


GOVERNING GREATER VICTORIA

The Role of Elected Officials and Shared Services

Robert Bligh
Josef Filipowicz

March 2016



Regional District

TOOL KIT

- ❖ Fact Sheets
- ❖ Effective Practices
- ❖ Discussion Guides
- ❖ Presentation
- ❖ Information Booklet



2005
1st edition



© A HABKIRK 2022



Reaching Agreement on Regional Service Review and Withdrawal Disputes



BRITISH COLUMBIA
Ministry of Municipal Affairs
www.marh.gov.bc.ca



Ministry of Community Services

