



# REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN

Thursday, November 3, 2016  
RDOS Boardroom – 101 Martin Street, Penticton

## SCHEDULE OF MEETINGS

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9:00 am	-	3:30 pm	Legislative Workshop
3:30 pm	-	4:00 pm	2017 Inaugural Meeting of the Regional District of Okanagan-Similkameen Board
4:00 pm	-	4:30 pm	2017 Inaugural Meeting of the Okanagan-Similkameen Regional Hospital District Board

*"Mark Pendergraft"*

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Mark Pendergraft  
RDOS Board Chair

### Advance Notice of Meetings:

- November 17 Budget Meeting/RDOS Board/OSRHD Board/Committee Meetings
- December 1 Budget Meeting/RDOS Board/Committee Meetings
- December 2 Budget Meeting
- December 8 Budget Meeting (if required)
- December 15 RDOS Board/OSRHD Board/Committee Meetings



## LEGISLATIVE WORKSHOP

Thursday November 3, 2016, 9:00 a.m. – 3:30 p.m.  
 Boardroom, RDOS Office

<b>9:00 a.m.</b>	<b>1.0</b>	<b>Introduction</b>
	1.1	Chair's Greeting
	1.2	Purpose of the Workshop
	1.3	Review of Workshop Agenda
	1.4	Confidentiality
	1.5	Parking Lot
<b>9:15 a.m.</b>	<b>2.0</b>	<b>Governance/Decision Making</b>
10 min	2.1	Governance – What is it? - Page 3/74
5 min	2.2	Decision-making Policy - Page 6/74
45 min	2.3	Decision Making Process Kaizen - Page 10/74
15 min	2.4	Role clarity for Commissions – Who Does What?
<b>10:30 a.m.</b>		<b>Break</b>
15 min	2.5	Board Remuneration Bylaw/remuneration study - Page 30/74
15 min	2.6	Board Evaluation Survey
60 min	2.7	Public Hearing Workshop
<b>12:00 p.m.</b>		<b>Lunch</b>
<b>12:30 p.m.</b>	<b>3.0</b>	<b>Organizational Items</b>
10 min	3.1	Petition Process - Page 38/74
2 min	3.2	External Agency Appointments (Eol report) - Page 43/74
3 min	3.3	Committee Chair Appointments Process - Page 45/74
5 min	3.4	Director Training
15 min	3.5	Business Continuity - Page 49/74
30 min	3.6	Citizen Survey - Page 52/74
15 min	3.7	Freedom of Information Report - Page 56/74
10 min	3.8	FN Protocol Agreement - 2016 update - Page 58/74
60 min	3.9	Building the Organizational Culture
<b>3:00 p.m.</b>	<b>4.0</b>	<b>Meeting Hot Wash</b>
<b>3:30 p.m.</b>		<b>Adjourn</b>

## ADMINISTRATIVE REPORT



**TO:** Board of Directors  
**FROM:** Bill Newell, CAO  
**DATE:** 3 November 2016  
**RE:** Governance

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### BOARD GOVERNANCE PRINCIPLES

The following principles form an outline of the process that the Regional District of Okanagan Similkameen Board of Directors will use to govern the corporation:

#### **Governance Defined:**

A general definition of Governance could be: “the process of exercising corporate leadership by the Board on behalf of the Partners of the organization within the geographic area as a whole in terms of its purpose, control, and future.

#### **How do we Best Govern a Regional District?**

“Success is based on partnerships where each incorporated municipality nurtures its own identity while simultaneously working cooperatively to promote regional policies and interests”. (Andrew Sancton)

#### **Principles of Governing the Corporation**

##### **Principle 1: The Board serves as the Trustee on behalf of the Corporation.**

The Corporation of the Regional District of Okanagan Similkameen is an independent, responsible and accountable order of government. The Board is the governing body of the Corporation, serving on behalf of the citizens within their corporate boundaries, and who receive service from the Regional District. The Board will establish sufficient processes to maintain oversight of the finances and operations of the Corporation. In addition, the Board will develop methods of accountability for the Board, the Chair and the Chief Administrative Officer.

##### **Principle 2: The Board will establish the strategic direction of the Corporation and focus its work on policy decisions.**

The Board will establish a framework for setting the strategic direction of the Corporation. The Board’s focus will be on policy decisions and on the results/outcomes to be achieved.

##### **Principle 3: The Board has a responsibility to represent the citizens within its jurisdiction while respecting its elected regional responsibilities.**

The Board represents all citizens within its eight electoral areas and serves those citizens within its six member municipalities who form part of a regional district service, in partnership with those councils who have mutual priorities and issues. Further, the Board has the responsibility to.

- (a) provide good government within its jurisdiction,
- (b) provide the services and other things that the board considers necessary or desirable for all or part of its jurisdiction,

- (c) provide for stewardship of the public assets of corporation, and
- (d) foster the current and future economic, social and environmental well-being of citizens within the geographic area.



The Board further discussed competing roles for municipal appointees to the Board at their 2014 legislative workshop with Eli Mina. By the end of the discussion, it could be fair to say that the Board appreciates that none of our 14 jurisdictions can be successful at the expense of another; but success is based on partnerships where each incorporated municipality or electoral area nurtures its own identity while simultaneously working cooperatively to promote regional policies and interests.

### **RDOS Staff Responsibility is to Support the Board**

**Principle 1: The RDOS Staff will provide complete and accurate information and analysis.**

Administration has the responsibility to ensure that the information provided to the Board is complete, accurate, timely and sufficiently comprehensive to support the decision requirements of the Board.

**Principle 2: Staff will provide analysis of alternatives and recommendations.**

When appropriate, the CAO will develop alternatives for the Board's consideration along with analysis sufficient to support the Board's policy-making responsibility. An important responsibility of the CAO is to provide a recommendation for consideration by the Board.

**Principle 3: The CAO will provide the same timely information to all members of the Board.**

While recognizing different learning styles and specific needs of the individual Board members, the CAO will ensure that all Board members receive the same information to support the Board's decision-making responsibilities.

### **Board/Staff Relationship**

**Principle 1: The Board will focus on policy and outcomes.**

The Board will focus on what results or outcomes need to be addressed on behalf of our members and stakeholders. The Board's unique value is to ensure that the strategic direction leads the Corporation to the desired outcome.

**Principle 2: The Board will focus on oversight without micromanaging.**

The Board has an important oversight and fiduciary responsibility and must develop processes to ensure accountability. However, the Board should resist the temptation to micro-manage or tell staff **how** to do their job.

**Principle 3: The Board will develop an evaluation and accountability system for the CAO.**

The Board will establish, in partnership with the CAO, an evaluation system that ensures accountability, performance and alignment with priorities and strategies. The Board and CAO will mutually develop criteria for evaluation and should ensure that an evaluation of the CAO is conducted on an annual basis.

**Principle 4: The Board will evaluate its own performance and that of the Board Chair.**

The Board will develop a system to evaluate its own performance on an annual basis. In addition to soliciting feedback from each Board member, the Board will also evaluate the Board Chair.



**Board Code of Conduct**

**We Commit to:**

1. Act always in an honest and ethical manner.
2. Always respect others – we encourage diverse viewpoints, and if we disagree, we will do so in an agreeable manner.
3. Communicate in an open, direct manner and encourage members to ask questions.
4. Listen carefully to each other before judging or deciding.
5. Decide based upon “What is best for RDOS, its citizens and its member municipalities” while keeping in mind our responsibility to the whole Corporation.
6. Focus our thinking on the “Why” and “What” of each agenda item and respect and trust our staff’s contribution on the “How” details.
7. Make our time together as effective as possible by being prepared, starting on time, avoiding repetition, moving to the next issue once a decision is made, and being fully engaged during meetings.
8. Support the decisions, directions and policies that are arrived at by the Board.
9. Give our personal best and take individual responsibility for enforcing our ground rules and creating a good working relationship with each Board Member.
10. Have fun, but never at the expense of others.

**Board – Measures of Success:**

1. There is open communications among Chair, Board Members, and Staff
2. Each Board Member has a voice and contributes
3. The Board is open to new ideas and creative thinking
4. Board members exhibit respect for others’ perspectives and styles, and if necessary agree to disagree without being disagreeable
5. Professionalism and integrity are important
6. The Board and Staff work as a team
7. Decisions are based on organizational benefit, not individual advantage or agenda
8. There are clear goals and direction that are well defined and consistent
9. Decisions are made and supported with no carryover from issue to issue
10. Staff produces results consistent with Board vision, goals and direction

# REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN

## BOARD POLICY

**POLICY:**        **DECISION-MAKING GUIDELINES**

**AUTHORITY:** Board Resolution # \_\_\_\_\_ dated \_\_\_\_\_

### DECISION-MAKING GUIDELINES

#### POLICY STATEMENT

The Regional District of Okanagan-Similkameen has determined a benefit to adopting the 'informed consent' decision-making model. While acknowledging that time constraints often make consensus or unanimous agreement unavailable, The Board believes the process associated with the 'simple majority' system of decision-making has weaknesses, in that it inhibits transparency, and may fail to provide the opportunity for all members to support implementation of a decision for the following reasons:

- They were not offered full information or adequate research on the issue, or an explanation of why their colleagues voted in a certain manner;
- They felt their views were not fully heard and debate was limited;
- That the process failed to acknowledge and respect diverse opinions;
- That the planning, implementation and monitoring of the decision was weak.

#### PURPOSE

1. To provide a universal understanding of the fundamental process the Board will use to make decisions in the best interests of the Corporation.
2. To identify the information required to enable the Board to make informed decisions.
3. To promote transparency in decision-making.
4. To provide clear direction for District employees for the implementation of Board policy.
5. To set out objective decision-making criteria.

#### DEFINITIONS

6. Confidential Information - while the classification of information as "confidential" is a matter of discretion, whether labelled as confidential or not, disclosure of information will not constitute a breach of the Board Oath unless that information is of an inherently confidential nature such as:
  - (1) personal data of employees or others.

- (2) records related to internal policies and practices which, if disclosed, may prejudice the effective performance of a district operation.
  - (3) records of a financial nature reflecting information given or accumulated in confidence.
  - (4) files prepared in connection with litigation and adjudicative proceedings.
  - (5) preliminary reports of consultants, policy drafts and internal communications which, if disclosed, may prejudice the effective operation of a district operation or impugn the reputation of any person.
  - (6) any report prepared for the Board is to be released only by the Board.
  - (7) information regarding the acquisition or disposal of land until it becomes a matter of public record.
7. Corporation - means the Regional District of Okanagan-Similkameen.
8. District Employee - includes all employees and officers of the Regional District of Okanagan-Similkameen as defined in all collective agreements and employment bylaws.

## **RESPONSIBILITIES**

11. Board of Directors shall:
- (1) Adopt the Board Decision-making policy, and any amendments thereto.
  - (2) Review the policy annually.
12. The Chief Administrative Officer shall:
- (1) Ensure the Decision-Making Policy is added to the agenda of the annual Legislative Workshop for review.
  - (2) Recommend changes to the decision-making process.
  - (3) Ensure the Decision-making policy is implemented and that administration complies with the information requirements of the policy.
  - (4) Assist the Board with the interpretation of the policy.
  - (5) Assign the issues to the appropriate administrative resource.
13. The Senior Management Team shall:
- (1) Review administrative reports being prepared for an agenda and ensure that they present fairly the spectrum of information necessary for the Board to make a decision.

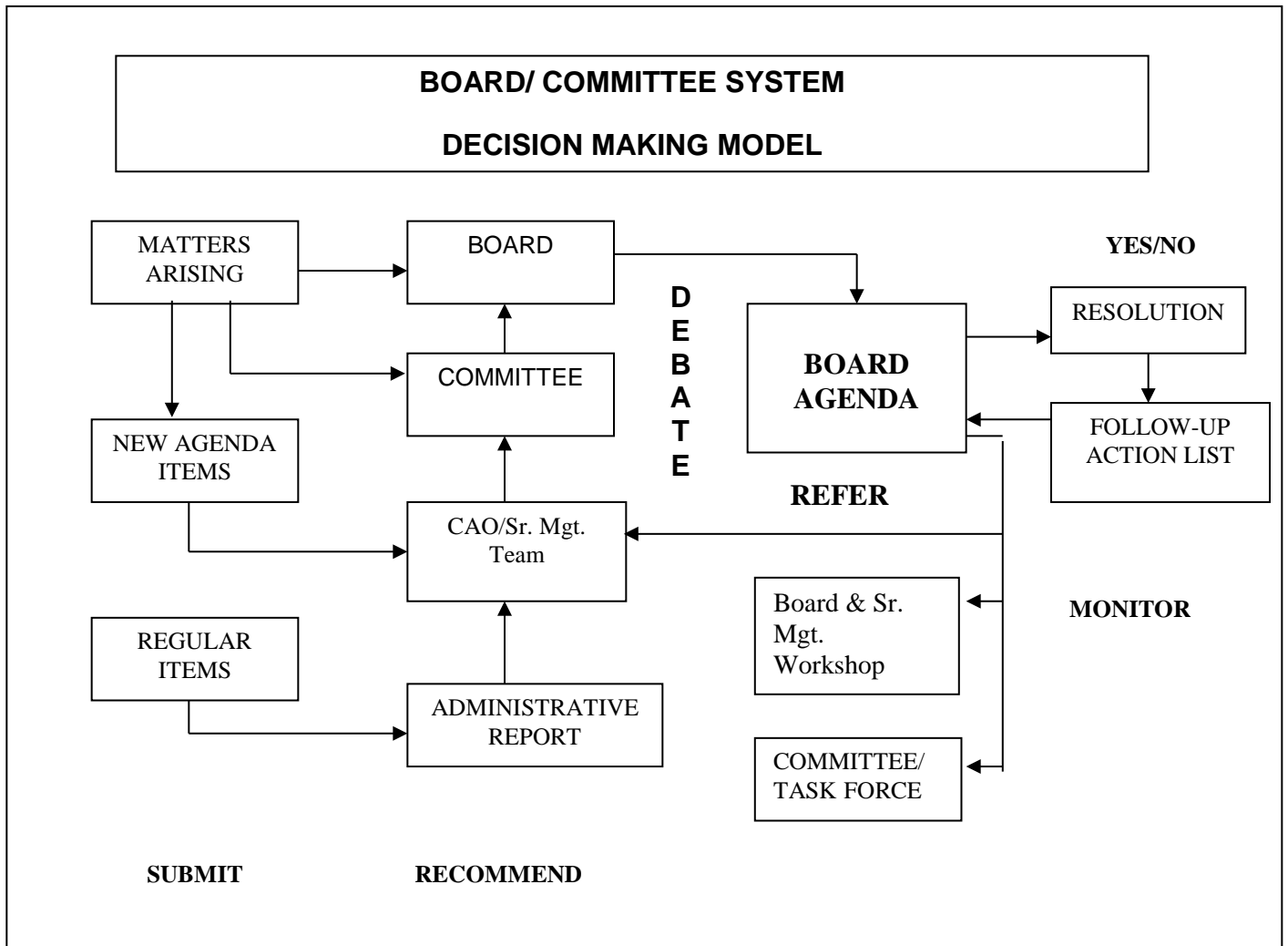
## **PROCEDURES**

### 14. Agenda Submissions

- (1) All items requiring a Board decision should initially appear on a Committee agenda.
- (2) Reports to Committee should be initially researched by Administration and submitted in Administrative Report format, meaning the issue should be clearly identified, reference materials are disclosed, a brief summary of the issue is provided, all options for resolving the item are identified and analysed, and there is a clear administrative recommendation. All staff submissions are subject to the discretion of the Chief Administrative Officer (CAO).
- (3) Committee's are designed to provide a forum where the administrative, public and political perspectives of the issue are discussed. Committees are advisory in nature, having no decision-making authority.
- (4) A Committee may receive a report for information, refer a report to administration for additional information or make a recommendation to the Board. When requesting additional information, Committee should be specific in the information they require. All referrals must go through the CAO.
- (5) When Committee is of the opinion they have enough information to send a recommendation to the Board, the minutes of the Committee meeting summarizing the discussion shall go on a Board agenda with the Committee recommendation.
- (6) By the time the issue is placed on the Board agenda, the Board should have enough information to debate the issue and make a decision. Should the debate identify additional information is necessary, the matter may be referred back to administration for research and re-entry. If the Board requires additional public input or the matter has strategic direction implications, the Board may choose to refer the matter back to Committee. The CAO shall assign the staff necessary to assist the Board with the information required or to initiate the processes necessary for the matter to be resolved.
- (6) New issues entered at either the Committee or Board should be referred to Administration for report.
- (7) Draft Committee and Board agendas will be prepared by the Senior Management Team. It is not the role of the Senior Management Team to decide what issues go onto an agenda; they simply facilitate the delivery of the item to Committee for discussion and ensure the issue is placed according to the terms of reference for the Committee as identified in the Procedure Bylaw. Final agenda's will be presented to the Chair by the CAO prior to distribution.



- (8) All Board direction to staff should be given by way of a resolution or notation in the meeting minutes. This step ensures clarity in the intent of the Board, documentation of the direction and accountability on the part of staff to follow up. It also allows the Board to control the administrative capacity box.
- (9) The CAO is responsible for the implementation of all Board decisions and shall report to Board on their status.



# Request for Decision Guidelines Kaizen Report-Out

**TEAM: Cognitive Processors**

# *"The Cognitive Processors"*



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# POWER CHARTER

Effort: Easy Medium **Difficult**  
Cost: Cheap **Medium** Expensive

## PROJECT: Request For Decision Guidelines

**PURPOSE:** To improve our current decision guidelines to ensure an efficient, holistic, informed decision making process

### OUTCOME (Expected)

- Improve our current decision making process to ensure an inclusive process, with well researched information, to assist the Board with making well informed decisions

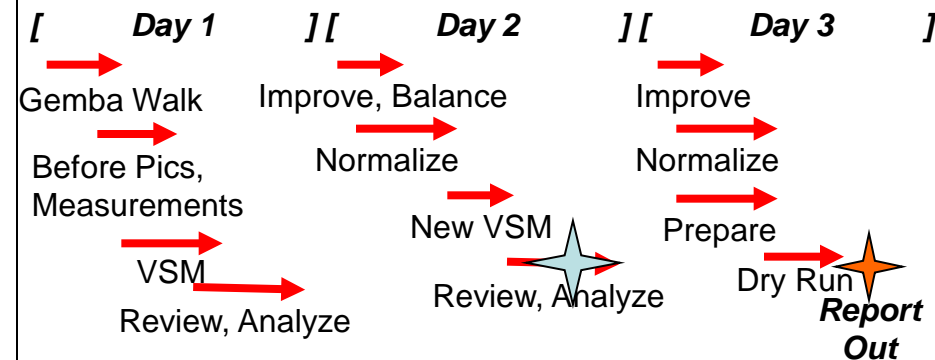
### OUTCOME (Actual)

Expected outcome achieved

### WORKTEAM

- Marnie Manders – Facilitator
- Bill Newell – Team Leader
- Mark Pendergraft - RDOS Chair Representative
- Karla Kozakevich – Electoral Area “E” Representative
- Christy Malden
- Roger Huston
- Mark Woods
- Christopher Garrish
- Debbie Schulz
- Debra Paulhus
- Sue Gibbons

### EXECUTION PLAN

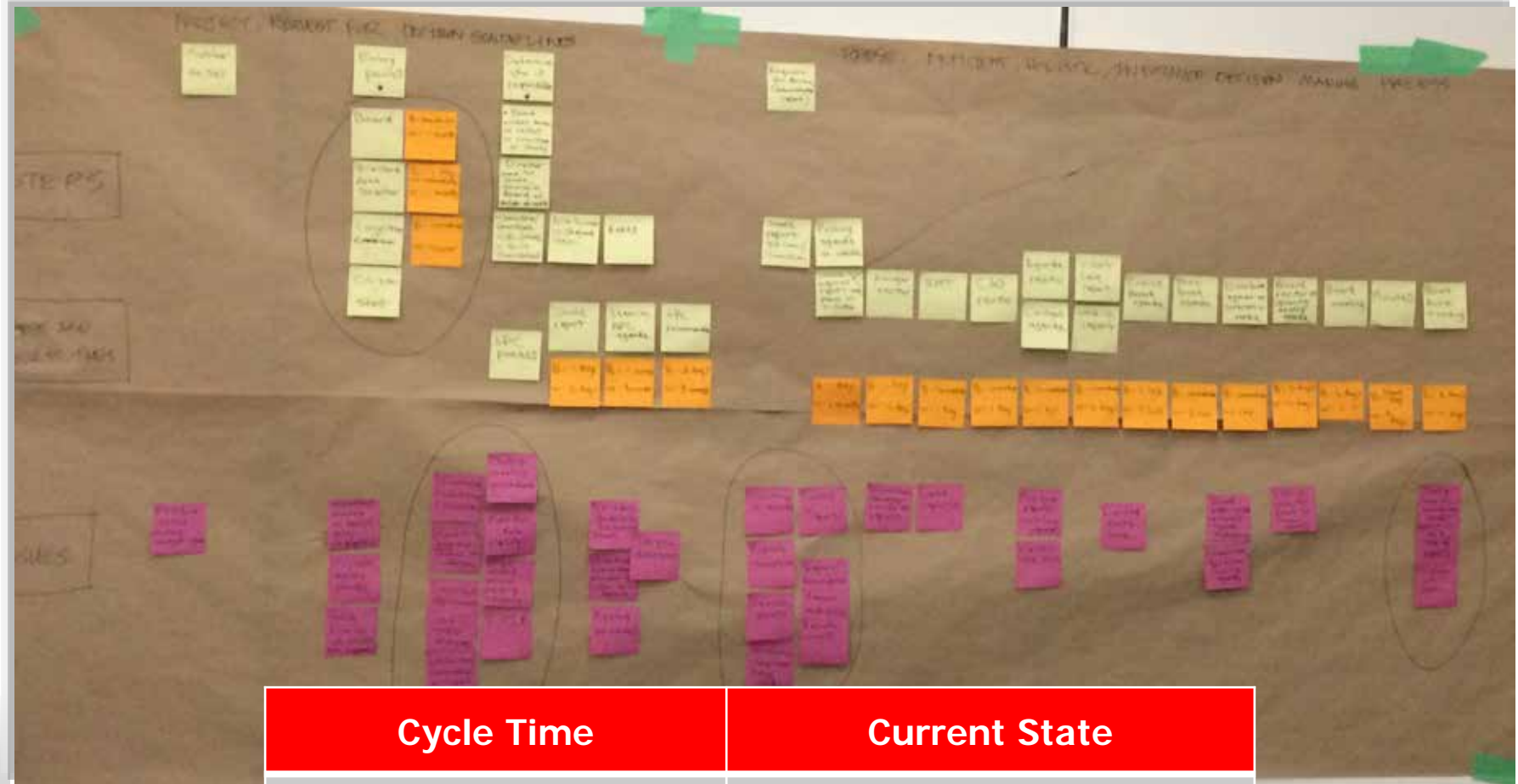


**RE-CHECK:** Kaizen Action Plan Created

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# Current State VSM – Cycle Time

## PROCESS: Request for Decision Guidelines

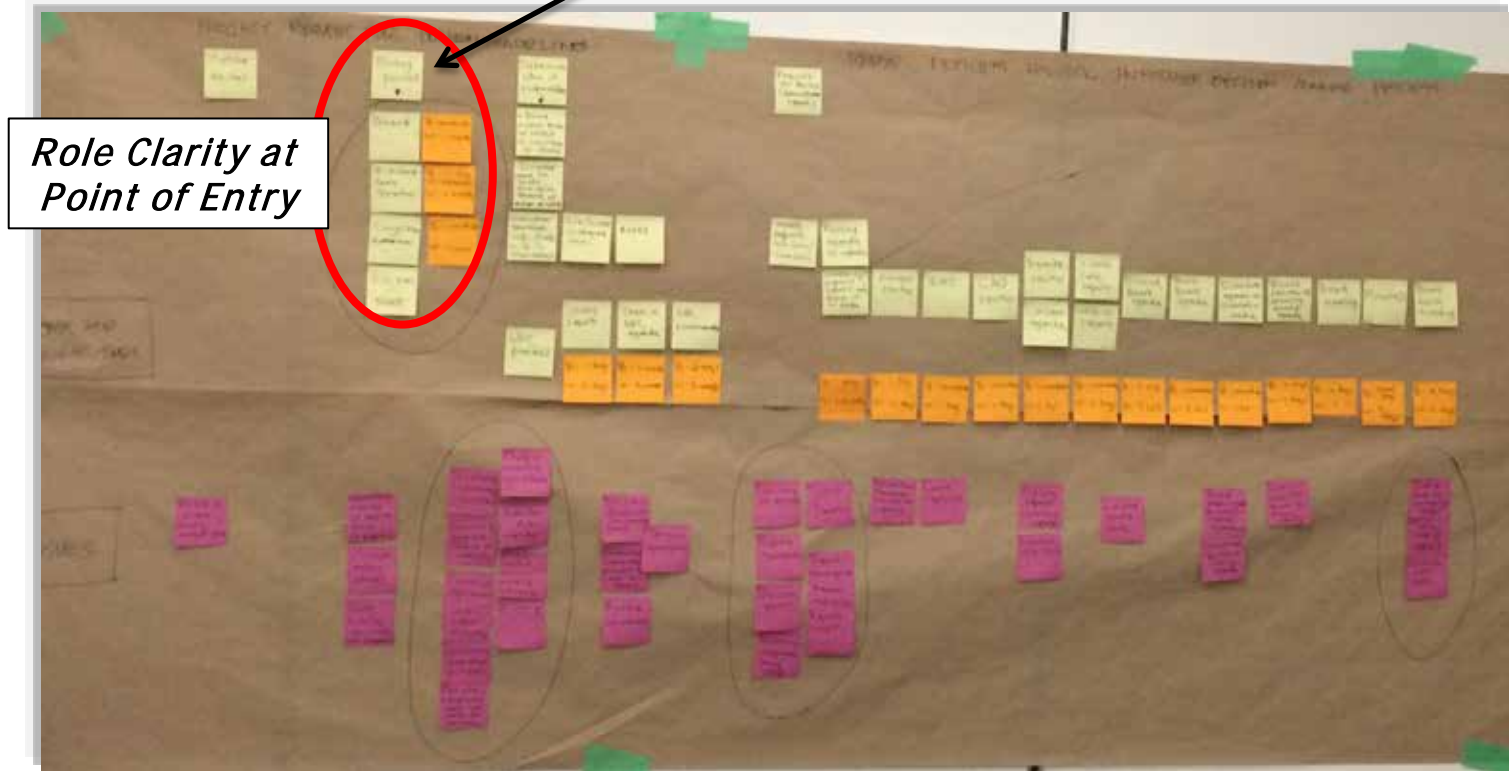


Cycle Time	Current State
Best Time	25.6 working days (1.2 months)
Worst Time	132.6 working days (6.3 months) (possibly never)

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# Current State VSM - What we found...

**Bottleneck!**



*Role Clarity at Point of Entry*

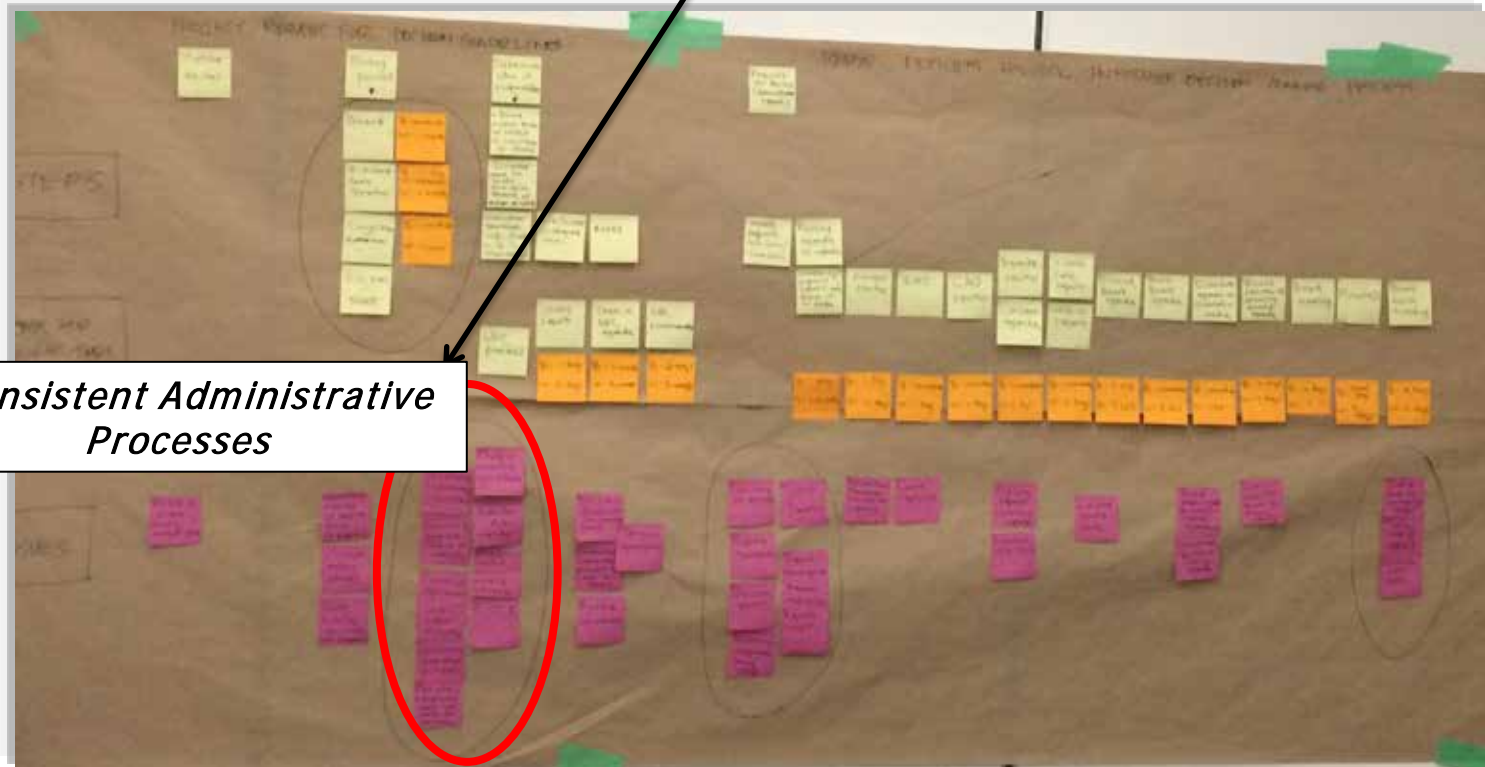
## Key issues causing the problem at Role Clarity Bottleneck:

1. Inconsistent method of raising matters into the decision making process
2. Role confusion – Board, Directors, Committees/Commissions, Staff



# Current State VSM - What we found...

**Bottleneck!**



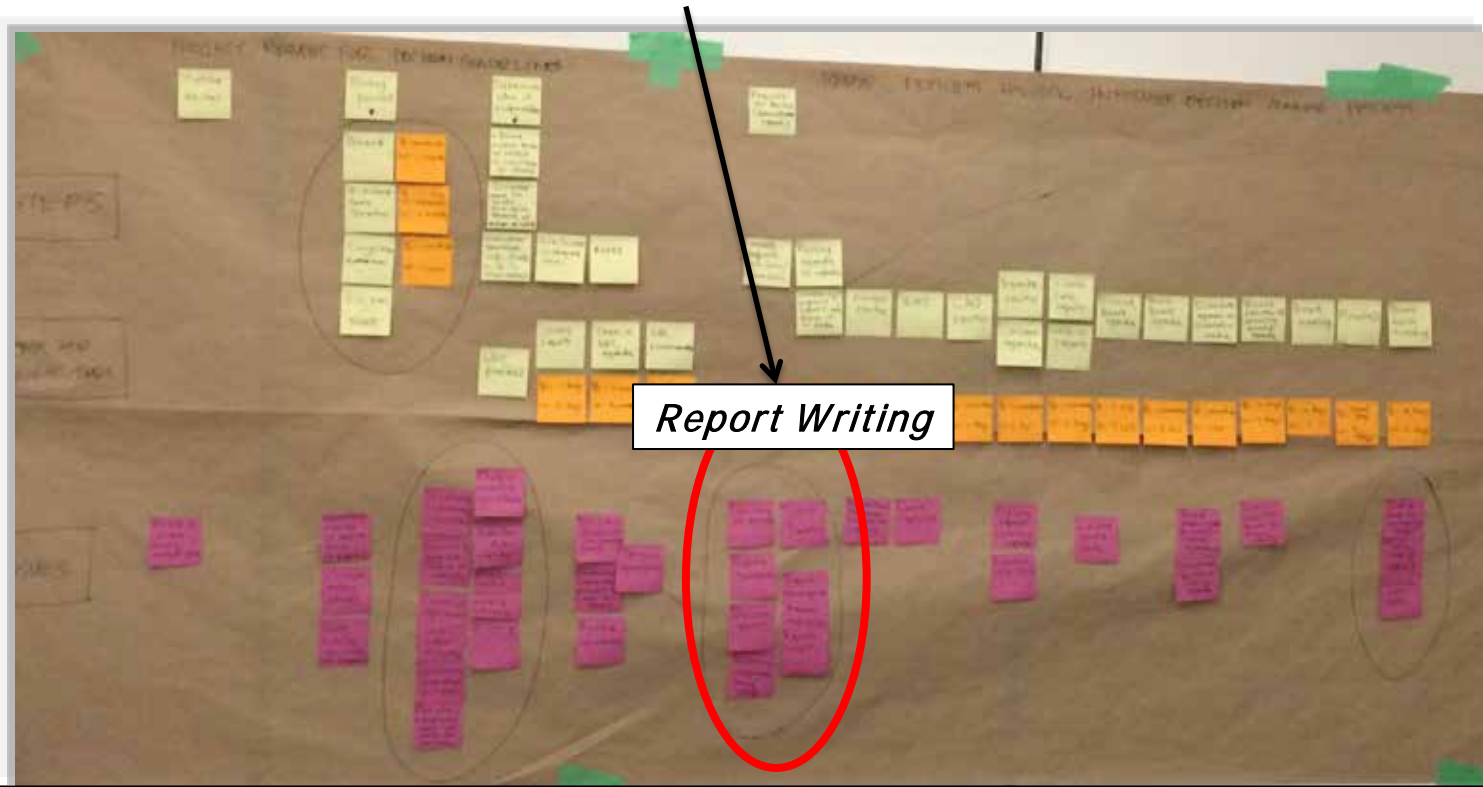
*Inconsistent Administrative Processes*

## Key issues causing the problem at Inconsistent Admin Processes Bottleneck:

1. Inconsistent administrative processes at Committee and Commission meetings (i.e. meeting minutes, publishing minutes to website)
2. Frustrated Committees/Commissions/Public due to untimely/no response due to no tracking system
3. Committees/Commissions unaware of process to take recommendations to the Board

# Current State VSM - What we found...

**Bottleneck!**



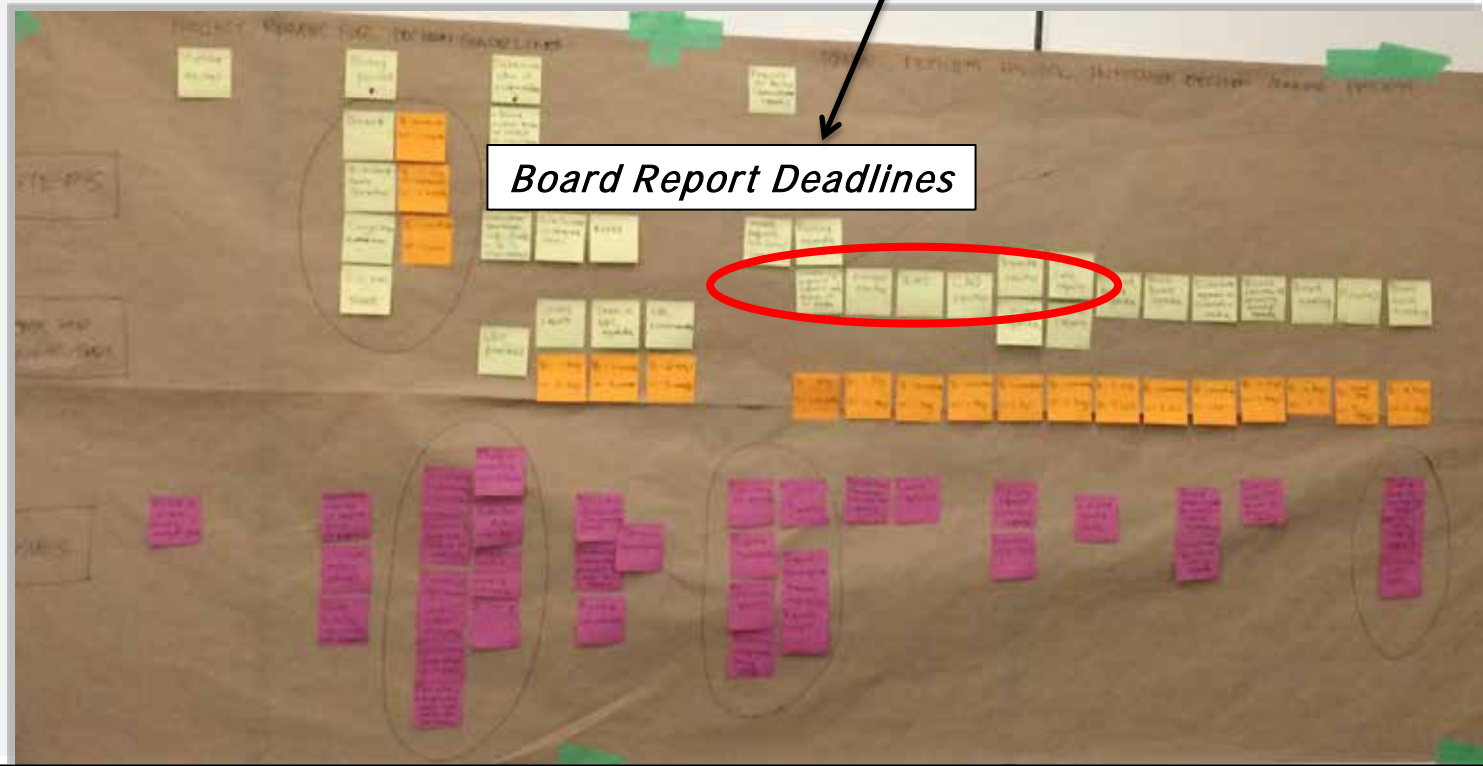
## Key issues causing the problem at Report Writing Bottleneck:

1. Staff reports not consistent
2. Quality of report (i.e. length, grammar, thoroughness, alternatives)
3. Inconsistent internal review process



# Current State VSM - What we found...

**Bottleneck!**



**Board Report Deadlines**

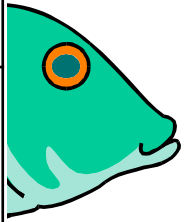
## Key issues causing the problem at Board Report Deadlines bottleneck:

1. Board report deadline conflicts with APC, public hearings, etc.
2. Incomplete reports due to pressured timelines
3. Late reports
4. Lengthy review process

# 6P Fishbone & 5 Why Analysis (for transactional processes)

## Problem at Bottleneck: **Role Clarity**

<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Communication flow not deferred for Committees &amp; Commissions</li> <li>• Inconsistent parameters in place</li> <li>• No need identified for a process to be in place</li> <li>• Inconsistent process at point of entry (different directors)</li> </ul>	<p><b>Inconsistent understanding of process to get decisions</b></p> <ul style="list-style-type: none"> <li>• Misunderstanding of reporting relationship</li> <li>• Inconsistent director involvement</li> <li>• No orientation guidelines for directors, Commissions, and Committees</li> </ul>	<p><b>Inconsistent understanding of Committee/Commission role</b></p> <ul style="list-style-type: none"> <li>• Fractured orientation process</li> <li>• No plan to run orientation</li> <li>• Not identified as a need in business plan</li> <li>• Refined terms of reference understanding of advisory</li> <li>• Administration did not understand the support needed</li> </ul>
<p><b>Inconsistent response to items in minutes</b></p> <ul style="list-style-type: none"> <li>• Some items on minutes are discussed after meeting and are not actioned.</li> <li>• Lack of minute taking skills</li> </ul>	<p><b>Committees, Commissions, and Public do not get a response</b></p> <ul style="list-style-type: none"> <li>• No formal process to provide Board Decision back to Committee/Commissions</li> <li>• Responsibility for response not assigned</li> </ul>	<p><b>Staff tell public to contact their director</b></p> <ul style="list-style-type: none"> <li>• Lack of understanding of Director's role</li> <li>• History</li> </ul>
<p><b>Issue directed to a department who is not responsible</b></p> <ul style="list-style-type: none"> <li>• Lack of understanding of who is responsible</li> <li>• Overlapping responsibilities</li> <li>• Direction to whomever is responsible is not decided (i.e. SMT)</li> </ul>		



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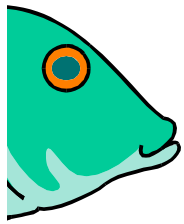
*(1) Brainstorm possible causes (2) Identify most likely possible causes (use 80/20 rule) and then (3) Ask 5 Whys on these possible causes*

# 6P Fishbone & 5 Why Analysis (for transactional processes)

## Problem at Bottleneck: Report Writing

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<p><b>Length – 1-2 pages - too short?</b></p> <ul style="list-style-type: none"> <li>Challenging to provide enough information to make an informed decision</li> </ul>	<p><b>Length – too long</b></p> <ul style="list-style-type: none"> <li>Lose audience</li> <li>Too much for Director's to read</li> <li>May be over-consulting the Board</li> <li>Staff understand Board direction prior to investing time</li> </ul>	<p><b>Inconsistent content</b></p> <ul style="list-style-type: none"> <li>Template limitations</li> <li>Cookie cutter approach</li> <li>Attempt to accommodate all departments</li> <li>To get consistent content</li> <li>Multiple authors</li> <li>Nature of organization</li> <li>No centralized editorial oversight</li> <li>OCAO assumes each department is vetting the report themselves</li> </ul>
<p><b>Inconsistency of process</b></p> <ul style="list-style-type: none"> <li>Incorrect/modified template</li> <li>Multiple authors with different report writing skills</li> <li>Lack of report writing skills</li> </ul>	<p><b>Inconsistent internal departmental review process</b></p> <ul style="list-style-type: none"> <li>Each department managers sets their own process</li> <li>To determine how to meet deadlines of reports</li> <li>To ensure the consistency of the info coming out of department</li> </ul>	

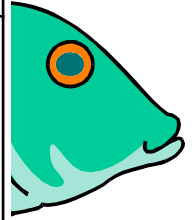


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# 6P Fishbone & 5 Why Analysis (for transactional processes)

## Problem at Bottleneck: **Inconsistent Administrative Process**

<p><b>Inconsistent Committee/ Commission meeting procedure</b></p> <ul style="list-style-type: none"> <li>• Lack of consistent administrative support</li> <li>• Some committees do not want RDOS support (too costly or restrictive)</li> </ul>	<p><b>Lack of Board/Committee communication</b></p> <ul style="list-style-type: none"> <li>• Single elected official intervention</li> <li>• Role confusion</li> <li>• Not understanding the process for taking recommendations to the Board</li> </ul>	<p><b>Not closing the loop</b></p> <ul style="list-style-type: none"> <li>• May not have been informed</li> <li>• Not sure who's responsible</li> <li>• No tracking system</li> </ul>
<p><b>Lack of communication flow</b></p> <ul style="list-style-type: none"> <li>• No established process</li> <li>• Never been formalized by Board</li> <li>• Evolving standards</li> <li>• Increasing regulation</li> </ul>	<p><b>Frustrated Committee/ Commission</b></p> <ul style="list-style-type: none"> <li>• Role conflict</li> <li>• Confusion over governance or operational committees</li> <li>• History</li> </ul>	

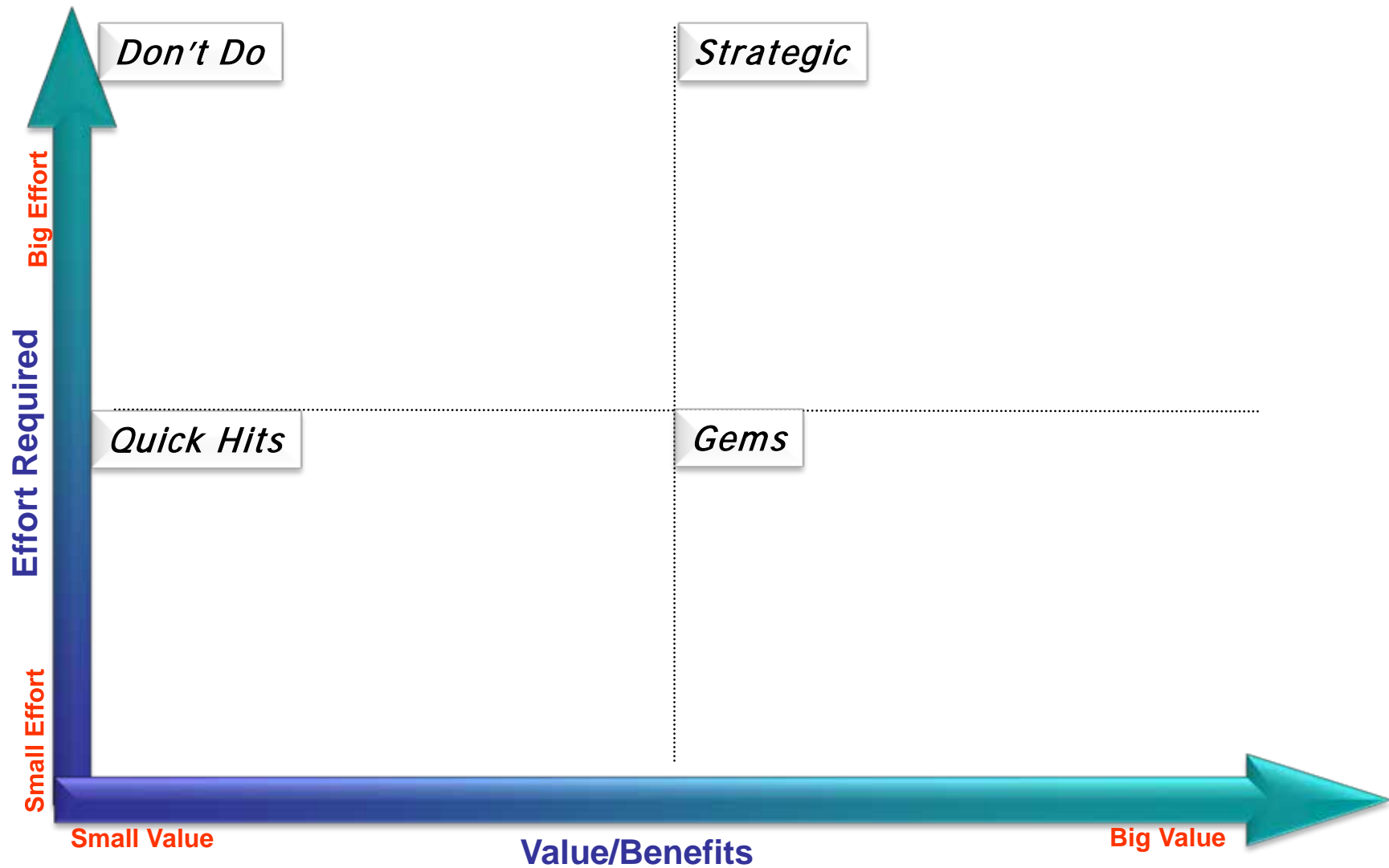


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*(1) Brainstorm possible causes (2) Identify most likely possible causes (use 80/20 rule) and then (3) Ask 5 Whys on these possible causes*

# Value Graph (brainstorm and prioritize solutions)

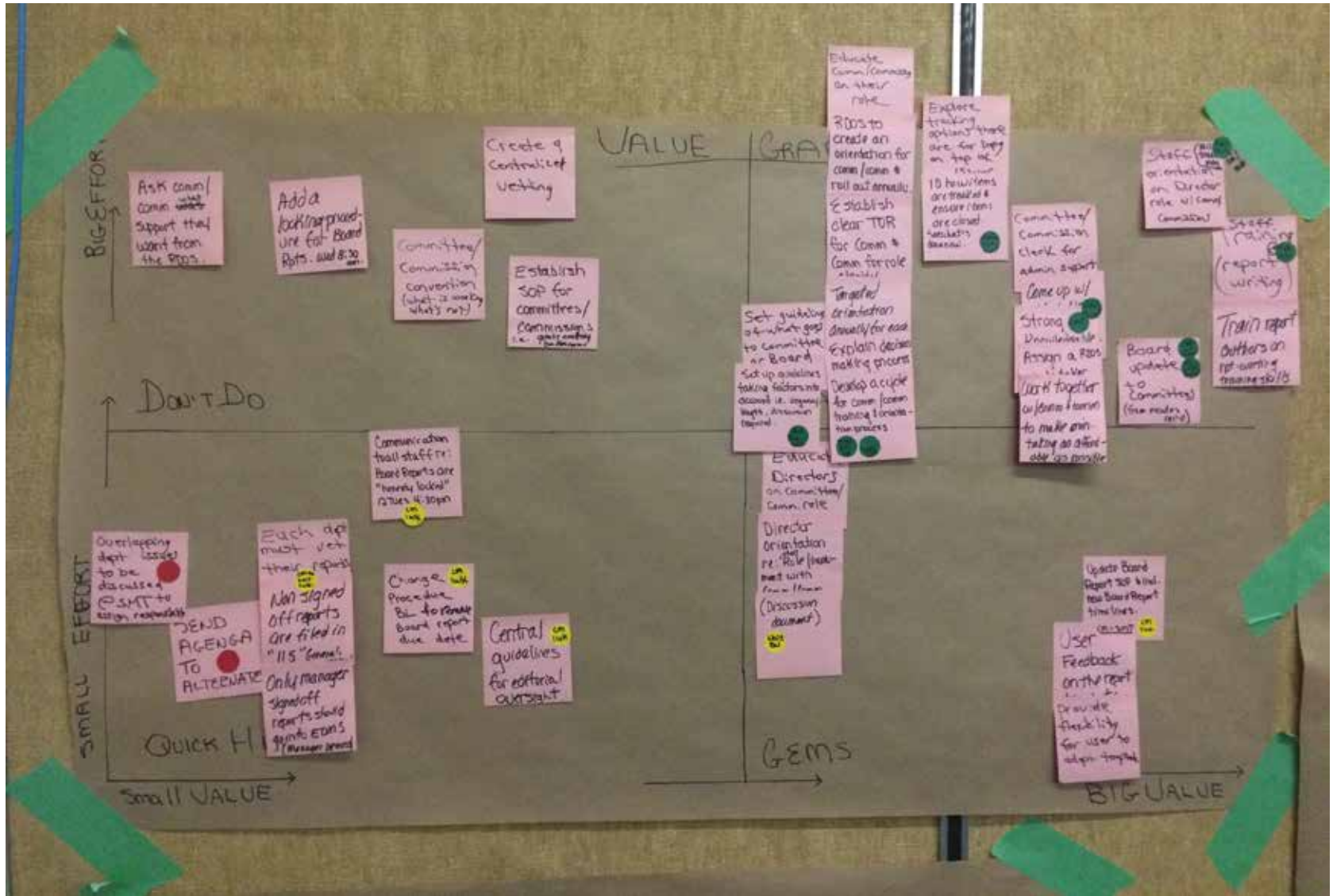
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- Completed
- In-Process
- Future Activity

# Value Graph (brainstorm prioritize solutions)

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# Improvements

## ✓ Facilitate Discussion with Directors

- ü Role clarification
- ü Aim to achieve a more consistent approach amongst electoral areas
- ü Ensure matters arising make it into the decision making process
- ü Reduce conflict

## ✓ Provide Orientation to Committees and Commissions

- ü Role clarification
- ü Ensure understanding of how to raise items and draft resolutions
- ü Receive a response/closure (i.e. minutes received by Board)

## ✓ Provide Orientation to Staff

- ü Role clarification
- ü Educate staff on what issues are directed to Committees, Commissions, and Directors



# Improvements

- ✓ **Report Writing Skills Seminar for Staff**
  - ü More effective and concise reports
  - ü Lead to better decisions
  
- ✓ **Change Board Report Deadline from Friday to following Tuesday**
  - ü Reduce agenda touches
  - ü Resource time re-allocation (1.5 days per cycle)
  - ü Additional time for staff to prepare reports (better quality)
  - ü Provide an additional 5 days for decisions to be raised to the Board
  
- ✓ **Send Board Agenda Package to Alternate Directors**
  - ü Keep informed
  - ü Be prepared if they need to fill in for Director at last minute



# Improvements

- ✓ **Propose a Skilled Minute Taker at Committee/Commission Meetings**
  - ü Alleviates responsibility of volunteers to provide equipment and resources
  - ü Alleviate responsibility to ensure compliance with legislative protocol
  - ü Consistent high-quality minutes
  - ü Implement a process to ensure all meeting minutes are received by Board, made available to the public, and responded back to Committee/Commission.
  
- ✓ **Review Customer Service Response System**
  - ü Ensures timely responses to public inquiries

# Future State Implementation Plan

Objective	Action/Activity	Target Dates	Status
<b>QUICK HITS (less than 2 weeks)</b>			
Each Department is responsible to vet their own reports	LSM will raise at SMT for discussion	Monday October 17, 2016	In Progress
All non-signed off reports to be filed in the "115" General folder	LSM will raise at SMT for discussion	Monday October 17, 2016	In Progress
All reports going into EDMS must be signed off by Manager first	LSM will raise at SMT for discussion	Monday October 17, 2016	In Progress
All Board reports will be locked for edits as of Tuesday's 4:30 p.m.	LSM will send letter to all staff	Friday October 21, 2016	In Progress
Formalize procedure for Board reports	LSM amend Procedure Bylaw to remove Board Report due date	Friday October 21, 2016	In Progress
Establish guidelines for editorial oversight of Board reports	LSM to consult with SMT for expectations	Friday October 21, 2016	In Progress
<b>GEMS (less than 3 months)</b>			
Provide Board with role clarity re. Committees and Commissions	CAO to provide discussion document to Board	November 3, 2016	In Progress
Update Board Report Standard Operating Procedure	LSM to review, amend and formalize Board Report SOP and timelines	January 7, 2017	In Progress

# Future State Implementation Plan

Objective	Action/Activity	Target Dates	Status
<b>STRATEGIC (+ 3 Months)</b>			
Establish Committee and Board Report guidelines	CAO will research and consult with SMT to establish formal guidelines and present to Board for consideration.	January 27, 2017	Future Date
Identify what methods and strategies are used to track and close issues raised	Communication Committee to research and provide recommendations to SMT for consideration.	June 2017 (Q2)	Future Date
Formalize agenda prep and minute taking process	SMT to research options for delivery options. i.e.. Staff or contractor.	November (Budget discussion)	Future Date
Formalize a Committee/Commission orientation process	Roger ,Mark and Donna to gather information package for schedules, existing procedures, training and develop an annual training program.	January 2017	Future Date
Implement staff education regarding role of Director's and Commissions	LSM to present out at All Staff Meeting.	April 2017	Future Date
Update Commissions and Committees on Board response to their minutes received.	LSM to initiate back to Committees and Commissions.	Following resolution of minute-taker action item.	Future Date
Improve report writing skills for all staff	LSM to schedule report writing workshop.	February 2017	Future Date

# Summary

## ✓ Outcome

- ü Improved decision making process
- ü Transparency improvements of citizens
- ü Better communication with Committees/Commissions

✓ THANK YOU

✓ Q&A

## ADMINISTRATIVE REPORT



**TO:** Legislative Workshop  
**FROM:** B. Newell, Chief Administrative Officer  
**DATE:** November 3, 2016  
**RE:** Board Remuneration Bylaw

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The Regional District of Okanagan-Similkameen provides, by bylaw, for the budgeting and paying out of annual remuneration to the Chair and Directors, as well as for the reimbursement of expenses incurred by these officials while representing the Regional District on business.

The bylaw directs that a Consumer Price Index adjustment take place annually and that a review take place every 5 years to ensure that the amount paid is reasonable in comparison to other Regional Districts in the Province of a similar size. The next review is scheduled to take place in 2018, unless the Board wishes to direct Administration to conduct a review prior to that date.

In 2013, a summarization of a Remuneration study conducted in 2011 by another Regional District was provided to the Board to assist with determining whether RDOS remuneration amounts were comparable and found them to be fairly consistent with the data provided.

In late 2013, administration was directed to consider options for increased remuneration for those alternate Electoral Area Directors who regularly or frequently conduct Regional District business on behalf of the Electoral Area Director, whether it be in the Directors absence or to assist with fulfilling the duties required of an Electoral Area Director.

In January 2014, the Remuneration bylaw was amended to enable each Electoral Area Director the discretion to compensate their alternate Directors for attendance at other meetings within the Electoral Area while the Alternate is conducting business on behalf of the Director. The meeting rate was established at \$108.35 per meeting day, prorated based on an eight hour day and the bylaw was amended accordingly.

To date, two Electoral Area Directors make use of this provision, compensating their Alternates for work performed in their absences. All submissions for expenses by Alternate Directors are approved by the Electoral Area Director prior to being processed.

**Respectfully submitted:**

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C. Malden, Manager of Legislative Services

# Bylaw No. 2621, 2013

## Regional District of Okanagan-Similkameen Board Remuneration, Expenses and Benefits Bylaw

Consolidated for convenience purposes.  
Includes all amendments to the text up to:  
February 6, 2014

### Summary of Amendments

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<b>Bylaw No.</b>	<b>Adopted</b>	<b>Amendment</b>	<b>Purpose</b>
2621.01, 2014	February 6, 2014	Replaced Alternate Director Remuneration table of Schedule A	Provision to enable each Electoral Area Director the discretion to compensate their Alternate Director for attendance at other meetings while the Alternate is conducting business on behalf of the Director.

## REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN

### BYLAW NO. 2621, 2013

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A bylaw to provide for remuneration and expenses to Elected Officials of the Regional District of Okanagan-Similkameen.

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#### CITATION

1. This Bylaw may be cited for all purposes as the “**Board Remuneration, Expenses and Benefits Bylaw No. 2621, 2013**”

#### DEFINITIONS

2. In this Bylaw:

“**Committee**” means a standing, select or special Committee of the Regional Board and also means an appointment of a Director for representation to an outside committee whereby the Director does not receive remuneration or expenses from that committee.

“**Director**” means a Municipal Director or Electoral Area Director of the Board, and includes Alternate Directors when that Alternate Director has been delegated by the Director to act in the place of the Director for an event or a specified period of time.

“**Double Occupancy Rates**” means the rate charged when one or two individuals occupy a hotel or motel room. Additional persons would result in a higher rate charged.

#### REMUNERATION

3.
  - (a) There shall be provided in the annual budget an amount sufficient to pay remuneration to each of the Directors the amounts indicated on Schedule ‘A’ attached to and forming part of this bylaw.
  - (b) The annual remuneration listed in Schedule ‘A’ shall be increased each January 1 by the change in the Consumer Price Index for the Province of British Columbia. This amount shall be reviewed after each five years to ensure that the amount paid is reasonable in comparison to other Regional Districts in the Province of a similar size.
  - (c) One-third (1/3) of the annual remuneration listed in Schedule ‘A’ shall be considered as an allowance for expenses incidental to the discharge of the Director’s duties of office and does not form a part of the expense allowances provided for in Section 4 of this bylaw.



## EXPENSES

4. (a) There shall be provided in the annual budget an amount sufficient to pay expenses to each of the Directors the amounts indicated in Schedule 'B' attached to and forming part of this bylaw.
- (b) Such amounts are payable only to reimburse each Director for expenses incurred when the Director is representing the Regional District, or engaging in Regional District business, or attending a meeting, course, seminar or convention, or attending a meeting of a committee of which the Director is a member.

## BENEFITS

5. (a) There shall be provided in the financial plan an amount sufficient to pay benefits, if applicable, on behalf of each of the Directors. The amounts are indicated on Schedule 'C' attached hereto and forming part of this bylaw.

## REPORTING

6. The remuneration, expenses and benefits paid to each member of the Board, by name, shall be reported annually in accordance with the *Local Government Act*.

## REPEAL

7. Bylaw No. 2542, 2012 is hereby repealed.
8. The decision of a court that a provision of this bylaw is invalid shall not affect the validity of the remainder of this bylaw.

READ A FIRST, SECOND AND THIRD TIME this 16<sup>th</sup> day of May, 2013.

ADOPTED BY AT LEAST 2/3 OF THE VOTE this 16<sup>th</sup> day of May, 2013.

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RDOS Chair

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Chief Administrative Officer

**SCHEDULE 'A'**

**DIRECTOR REMUNERATION**

Rate as of Dec 2015

<b>DESCRIPTION</b>	<b>REMUNERATION</b>	<b>EXPENSE ALLOWANCE</b>	<b>TOTAL</b>
Municipal Director	\$325.75/month	\$162.63/month	<b>\$493.26/month</b>
Electoral Area Director	\$1,126.75/month	\$562.53/month	<b>\$1,706.17/month</b>
RDOS Chairperson	\$1,689.79/month	\$843.63/month	<sup>1</sup> <b>\$2,558.74/month</b>
RDOS Vice-Chair	\$309.72/month	\$153.73/month	<sup>2</sup> <b>\$466.27/month</b>
Attendance at Board Meetings	\$146.07/meeting	\$72.93/meeting	<b>\$221.19/meeting</b>
Attendance at Committee Meetings – same day as Board meeting	\$48.69/meeting	\$24.31/meeting	<sup>3</sup> <b>\$73.73/meeting</b>
Attendance at Committee Meetings – separate day from Board meeting	\$108.35/ mtg day	\$54.10/ mtg day	<b>\$164.07/mtg day</b>
Electronic Attendance at meetings	\$54.18/meeting day		<b>\$55.23/meeting day</b>

**ALTERNATE DIRECTOR REMUNERATION<sup>4</sup>**

<b>CLASSIFICATION</b>	<b>REMUNERATION</b>	<b>EXPENSE ALLOWANCE</b>	<b>TOTAL</b>
Attendance at Board Meetings (in place of Director)	\$146.07/meeting	\$72.93/meeting	<b>\$221.19/meeting</b>
Attendance at Committee Meetings – same day as Board meeting (in place of Director)	\$48.69/meeting	\$24.31/meeting	<sup>5</sup> <b>\$73.73/meeting</b>
Attendance at Committee Meetings – separate day from Board meeting (in place of Director)	\$108.35/ mtg day	\$54.10/ mtg day	<b>\$164.07/mtg day</b>
Attendance at Other Meetings (in place of Director)	\$108.35/ mtg day (pro-rated to time spent)	\$54.10/ mtg day	<b>\$164.07/mtg day</b>
Electronic Attendance at meetings - teleconference	\$54.18/mtg day		<b>\$55.23/meeting day</b>
Electoral Area Alternate Director	\$48.69/month	\$24.31/month	<b>\$73.73/month</b>

<sup>1</sup> The RDOS Chairperson, in addition, also receives the respective annual remuneration for being a Rural or Municipal Director.

<sup>2</sup> The Vice-Chairperson, in addition, also receives the respective annual remuneration for being a Rural or Municipal Director.

<sup>3</sup> The maximum remuneration for attendance at a full day of Board and Committee meetings is \$292.

<sup>4</sup> Bylaw No. 2621.01, 2014 Board Remuneration, Expenses and Benefits Amendment Bylaw

<sup>5</sup> The maximum remuneration for attendance at a full day of Board and Committee meetings is \$292.

**SCHEDULE 'B'**

**DIRECTORS' EXPENSES**

**TRAVEL EXPENSES**

1. (a) Travel throughout the Regional District by a Director to attend Board meetings, public hearings and other non-sanctioned meetings to fulfill the duties of an elected official will be reimbursed. Travel expenses will commence from the home or place of work (whichever is closer) of the director to the place of the meeting, and return.

A base is set at \$1.00 per liter of gas which equates to \$.048 per kilometer. All increases above \$1.00 will result in an increase of the kilometer rate by 20% of the increase

Regular Travel:           \$0.48 per kilometer

- (b) For other travel – travel by automobile will be reimbursed at the rate of \$0.48 per kilometer.

Actual expenses incurred will be reimbursed for travel by bus, train, ferry or air (economy class). Receipts are required. The Regional District will reimburse the lower transportation cost of airfare or vehicle. An analysis must be made to identify the most economical mode of transportation that will be reimbursed.

**MEALS**

2. (a) When travel requires over 24 hours absence from place of residence, a daily allowance in accordance with 2(b) will be paid to a Director. Partner or spouse's meals cannot be claimed. Alcoholic Beverages cannot be claimed.
- (b) When travel requires less than 24 hours absence from place of residence, meal expenses will be paid as follows:

	<u>Zone A</u>	<u>Zone B</u>	<u>Zone C</u>	<u>Zone D</u>
Breakfast:	\$20	\$20	\$15	\$15
Lunch:	\$30	\$30	\$25	\$20
Dinner:	\$41	\$51	\$36	\$31
Daily Allowance:	<u>\$91</u>	<u>\$101</u>	<u>\$76</u>	<u>\$66</u>

Zone A – Vancouver Island  
Zone B – Lower Mainland – includes Whistler and meals outside BC and Canada  
Zone C – Okanagan & Thompson Valley's  
Zone D – All other BC

- (c) Partial Day Travel Allowance

On the day of departure, if the travel status begins:

- After 7:00 a.m., breakfast cannot be claimed;
- After 12:00 noon, breakfast and lunch cannot be claimed;

- After 6:00 p.m., no meals can be claimed.

On the day of return, if a Director's travel status terminates:

- Prior to 7:00 a.m., no meals can be claimed;
- Prior to 12:00 noon, breakfast can be claimed;
- Prior to 6:00 p.m., breakfast and lunch can be claimed;
- After 6:00 p.m., all meals can be claimed.

\* *As meal expenses will be claimed on the Director Mileage and Claim form and reimbursed in accordance with the terms of Section 2 of this Schedule; the submission of receipts is not required. Should a Director not use the full amount of the daily allowance/partial day allowance, nothing precludes that individual from claiming a lesser amount by submitting receipts.*

### **SEMINARS, COURSES, CONFERENCES AND MEETINGS**

3. Registration fees will be paid for single participation only. Receipts are required. If any meals are included with registration fee, they are to be deducted accordingly from the daily allowance/partial day allowance.

### **ACCOMMODATION**

4. Expenses will be reimbursed based on double occupancy rates. Receipts are required. If a Director chooses not to stay at a hotel, a \$52 per day accommodation allowance may be claimed.

### **TAXI EXPENSES, LONG DISTANCE TELEPHONE CALLS, PARKING, MISCELLANEOUS EXPENSES**

5. Reimbursement will be made for actual expenses incurred while performing duties for the Regional District. Receipts are required.

### **MISCELLANEOUS EXPENSES**

6. Commemorative expenses and the postage, stationary and printing costs associated with providing newsletters to constituents while performing the duties of a rural area director within the Regional District shall be reimbursed from each Electoral Area's Directors administration budget.

## SCHEDULE C

### DIRECTORS' BENEFITS

1. Pursuant to the *Local Government Act*, the Regional Board may enter into agreements for benefits for all or some of its Directors and their dependents, including medical and dental services and insurance policies.

Benefits provided to a Director and their dependants shall terminate at the end of the month in which they cease to be a member of the Board.

### ACCIDENT INSURANCE

2. The Board may provide all or part of a premium required by an agreement under Section 1 of this Schedule for accident insurance coverage for Directors while on Regional District business.

### MEDICAL AND DENTAL SERVICES

3. The Board may provide medical and/or dental services by agreement noted in Section 1 of this Schedule, but must not pay all or part of the premium for this coverage. The Directors shall pay these premiums.

### EXTENDED HEALTH BENEFITS

4. The Board may provide extended health benefits by agreement noted in Section 1 of this Schedule, but must not pay all or part of the premium for this coverage. The Directors shall pay these premiums.

### LIFE INSURANCE

5. The Board may provide life insurance coverage by agreement noted in Section 1 of this Schedule, but must not pay all or part of the premium for this coverage. The Directors shall pay these premiums.

### ACCIDENTAL DEATH AND DISMEMBERMENT

6. The Board may provide accidental death and dismemberment coverage by agreement noted in Section 1 of this Schedule, but must not pay all or part of the premium for this coverage. The Directors shall pay these premiums.

## ADMINISTRATIVE REPORT

**TO:** Select meeting type...

**FROM:** B. Newell, Chief Administrative Officer

**DATE:** Select meeting date...

**RE:** Petition Process – For Information



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### Purpose:

To advise the Board on the Petition process in the RDOS.

### Reference:

[Local Government Act - s. 337](#)

[Community Charter - s. 212](#)

### Business Plan Objective:

**Key Success Driver #2** – to optimize the customer experience by meeting public needs through the development and implementation of key services.

### Analysis

The Petition process is used frequently by local governments, typically to create local service areas in relation to public works; however, it is a process legislated through the Local Government Act and the Community Charter, and can translate to any service.

In the past, the RDOS has not used the petition process to any extent; generally a resident will approach their Electoral Area Director to advance their request for a new service to the Regional District. With increased public engagement and citizen awareness of services; however, we are seeing an increase in inquiries as to how residents may request services in their areas.

Recently the Electoral Area “D” Governance study concluded with various recommendations, including one that suggests ‘the Regional District focus the Region’s communication efforts to clarify roles, educate residents on what services they receive (and from whom), and how they can influence that process. Emphasize residents ability to propose new services or service changes through the petition process and empower residents to determine what services are feasible.’

Staff had been working to develop a formalized process at the same time as this recommendation came out and recently rolled out the formalized petition process in the Husula Highlands neighbourhood in Electoral Area “F”.

Annually, the RDOS confirms the corporate values in the Strategic Plan. One of the values is a ‘Consistent Focus on the Customer Experience, whereby we commit to provide courteous, responsive, high-quality service by fostering a respectful, positive and welcoming environment for our customers. We provide consistency through sound business practices and professional standards.’

**Communication Strategy:**

- Ø OCAO/Legislative Services staff is reviewing the department webpages to make them more easily accessible and user friendly for residents.
- Ø An series of article will be included in Regional Reflections focusing on services, petitions and assent processes early in the new year.
- Ø RDOS Community Engagement materials will be amended to include information about the petition process.

**Respectfully submitted:**

*"Christy Malden"*

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C. Malden, Manager of Legislative Services



# Frequently Asked Questions on Petitions for Establishing Services

A service area can be established in a neighborhood or defined area to undertake a specific service for the benefit of the owners of those properties determined to be within the boundaries of the service area. It is paid for by the owners of those properties.

There are two ways to initiate this process:

1. Petition - Property owners may petition the Board for a specific service and service area. Petition forms may be produced by the Regional District office.
2. By Board Initiative – the Board may decide to establish a service area and undertake a specific service on its own initiative. Notices are published in the local newspaper and are also mailed to each property owner who would be involved.

Most of these types of services are done by the "Petition Method".

## How do I start the Petition process?

- Contact the Regional District. Staff can explain the process and answer any questions you may have on getting started.
- Discuss among the neighborhood to determine the support for the project.
- Define the project boundary – from where to where the service is to be provided.
- If at least ½ of the property owners within the boundaries of the proposed Service area seem to be in support, it may be in everyone's best interest to circulate a preliminary petition to determine the level of interest before proceeding. Obtain the Preliminary Petition Form from the Regional District, poll your neighbors, and return the completed petition to the Corporate Officer. A contact person (Leader) should be nominated by the owners and indicated in the Preliminary Petition Form. This individual will be the "contact" person that the Regional District will work primarily with throughout the process.
- If a preliminary petition signifies sufficient interest, the Regional District will proceed to determine the feasibility, scope and cost estimate for the work, as well as prepare a formal petition for signing by the residents within the service area boundaries. A public meeting will be scheduled to provide information to those residents who would be impacted by the proposed service.
- This process of formal petition provides a property owner benefiting from (or impacted by) the project, an opportunity to express support (or opposition) to the project.



- Sufficient support for the petition means that of all the owners within the service area boundaries, at least 50% of the owners with an aggregate assessed property value of more than 50%, have signed the petition, effectively committing to pay their share of the service.
- When a formal petition is certified 'sufficient' by the Corporate Officer and the Board adopts the appropriate bylaws, all owners of the properties within the service boundaries become liable to pay their appropriate share of the costs.

### **Is signing the Preliminary Petition Form binding?**

No, it is only an expression of interest. Your commitment will be expressed through "Formal Petition", which will be prepared and sent to you by the Regional District on receipt of the Preliminary Petition.

### **Should I be an owner to sign the petitions? What if multiple owners exist? Are multiple owners getting more than one vote?**

Only owners can sign. Each property has a single vote irrespective of the number of owners. In the case of multiple owners, the majority (more than 50%) of the owners must sign for a property to be considered in favor.

The petition for each residence will be mailed to the name and address on the property using current BC Assessment data.

### **How do I know my cost?**

Once the Corporate Officer receives the Preliminary Petition, a Formal Petition Form will be prepared with details such as properties benefiting, cost attributed to each property, etc., and will be forwarded to each benefiting owner.

If the petition is signed by 50% of the owners with an aggregate assessed property value of more than 50%, the Regional District would move forward with establishing a service and borrowing money through bylaws, based on the costs established.

### **What are my choices? If I do not sign, should I pay?**

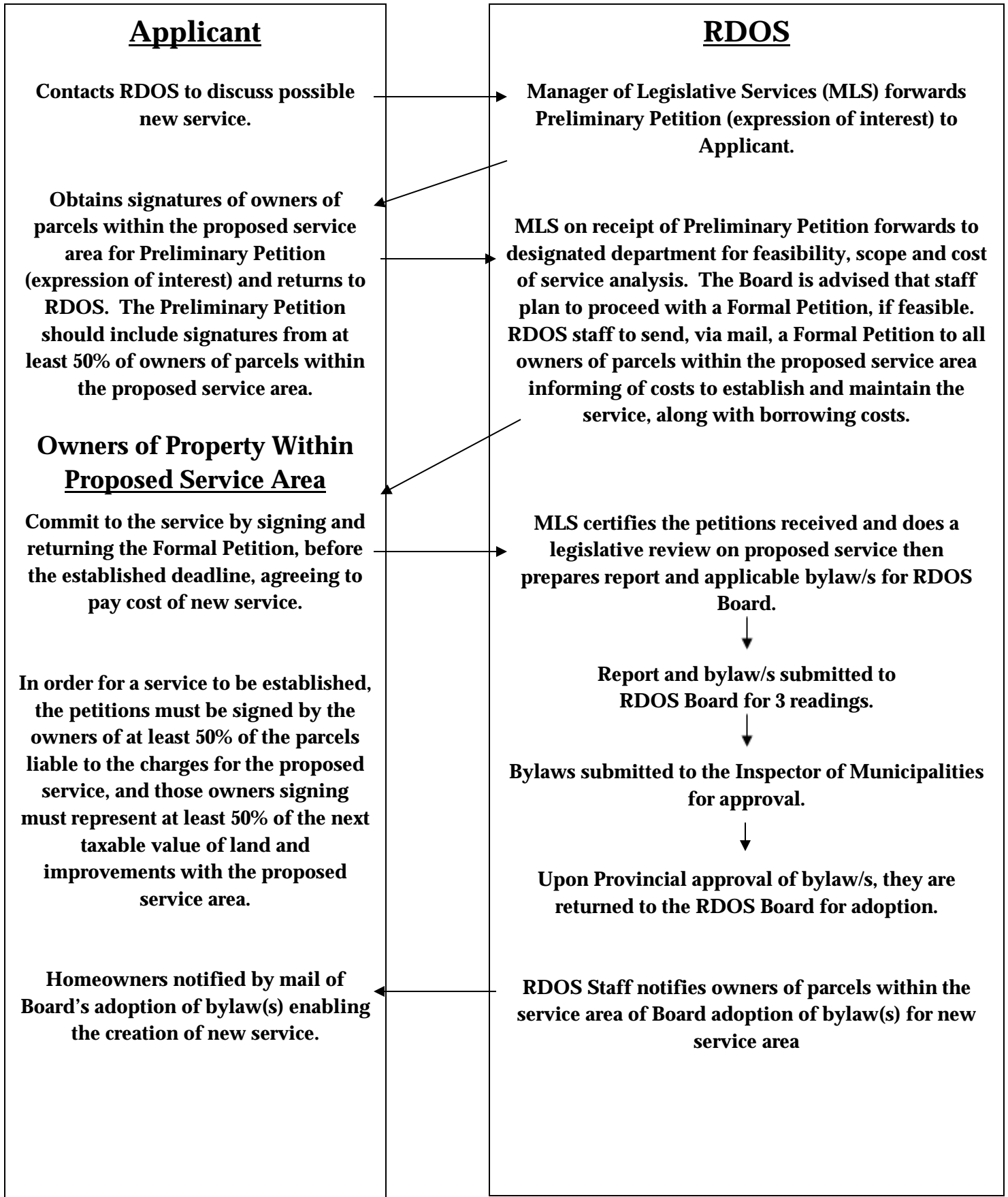
If you favor the project, you would sign and return the Formal Petition Form. If you choose not to favor the project, you can disregard the Formal Petition. However, if sufficient property owners sign the petition and the project is approved by the Board, irrespective of signed or not, every property owner in the Service Area boundaries will have to pay.

### **How is the total cost split between the properties?**

The cost will be split proportionate to the benefiting properties, based on net taxable value of land and improvements.

# Regional District of Okanagan-Similkameen (RDOS)

## Process to Petition for New Service Area



## EXTERNAL AGENCY APPOINTMENT

### RDOS Appointment System

Each year the Regional District of Okanagan-Similkameen is required to make appointments to various Boards and Associations. In the past it has been the role of the Chair to make recommendations to the Board on such appointments, preferably at the start of the new year, and staff then forward notification of appointments on to the external agencies.

In the interest of transparency and to provide equal opportunity for all Directors, the Chair extends a request to all Directors to communicate their interest in serving as a Regional Board appointee to any the agencies noted below. In some cases, these are appointments to a “sub-regional” service, in which case participating Directors only would be eligible. In other “regional” services, any Board member is eligible.

If you are interested in representing the Board of Directors in one of these capacities, please forward your expression of interest to the Chair , the CAO or to the Manager of Legislative Services prior to **November 24, 2016**. All responses will be submitted to the Chair for recommendation to the Board at the December 1, 2017 meeting. If there are appointments for which no Directors have expressed an interest, the Chair will make recommendations based on best judgement.

The following is a list of external agencies to which appointments are required:

#### **Municipal Finance Authority:** **(Chair & Vice Chair)**

- Chair as representative
- Vice Chair as alternate representative

#### **Municipal Insurance Association:** **(Chair & Vice Chair)**

- Chair as representative
- Vice Chair as alternate representative

**Okanagan Basin Water Board:** (current: Directors Hovanes, McKortoff, Waterman)  
*Participants are Electoral Areas , A, C, D, E, F, part of G, City of Penticton, District of Summerland, Town of Osoyoos, Town of Oliver*

- 3 Directors as representatives
- 3 Directors as alternate representatives



**Okanagan Regional Library District:** (current: Director Kozakevich)

*Participants are Electoral Areas A, B, C, D, E, F, G*

- 1 Electoral Area Director as appointee
- 1 Electoral Area Director as alternate appointee

**Okanagan Kootenay Sterile Insect Release Board:** (current: Director Bush)

*Participants are Electoral Areas A, B, C, D, E, F, & G, City of Penticton, District of Summerland, Town of Osoyoos, Town of Oliver, Village of Keremeos*

- 1 Director from participating Municipality or Electoral Area
- 1 Alternate Director from participating Municipality or Electoral Area

**Southern Interior Beetle Action Coalition:** (current: Director Armitage)

*Any Director eligible*

- 1 Director as representative

**Southern Interior Municipal Employers Association:** (current: Director Kozakevich)

*Any Director Eligible*

- 1 Director from participating Municipality or Electoral Area
- 1 Alternate Director from participating Municipality or Electoral Area

**Starling Control:** (current: Director Bush)

*Any Director Eligible*

- 1 Director from participating Municipality or Electoral Area

**UBC Water Chair Advisory Committee:** (current: Director Bauer)

*Any Director Eligible*

- 1 Director from participating Municipality or Electoral Area

**Sustainable Rural Practice Communities Committee** (current: Director McKortoff)

*Any Director Eligible*

- 1 Director from participating Municipality or Electoral Area

## ADMINISTRATIVE REPORT

**TO:** Legislative Workshop  
**FROM:** B. Newell, Chief Administrative Officer  
**DATE:** November 3, 2016  
**RE:** Committee Chairs



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**Purpose:**

To define the process for appointing Committee Chairs

**Reference:**

RDOS Policy - Terms of Reference, Select Committees (attached)

**Analysis:**

In 2015, as part of the Corporate Policy review, the process for appointing Chairs/Vice Chairs of select committees was defined in the 'Terms of Reference, Select Committees Board Policy'. The policy states that the Chair of the Board of Directors shall call for expressions of interest from Board members wishing to perform the duties of Chair or Vice Chair for any of the five select committees of the Board. Any expressions of interest should be received by the Chair, CAO or Manager of Legislative Services prior to **November 24, 2016**. The Chair will then make recommendation to the next Corporate Services Committee meeting, based on submissions received.

### 2015 Board/Committee Chairs

	<u>Chair</u>	<u>Vice Chair</u>
<b>RDOS Board</b>	Director Pendergraft	Director Jakubeit
<b>Corporate Services</b>	Director Pendergraft	Director Jakubeit
<b>Community Services</b>	Director Kozakevich	Director Hovanes
<b>Environment and Infrastructure</b>	Director Siddon	Director Kozakevich
<b>Planning and Development</b>	Director Brydon	Director Bush
<b>Protective Services</b>	Director Jakubeit	Director Schafer
<b>OSRHD Board</b>	Director Brydon	Director Sentes

Respectfully submitted:

*"Christy Malden"*

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C. Malden, Manager of Legislative Services

**REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN**

## BOARD POLICY

**POLICY:** TERMS OF REFERENCE-SELECT COMMITTEES

**AUTHORITY:** Board Resolution No. B281/09 dated May 21, 2009.

**AMENDED:** Board Resolution No. B374/09 dated July 16, 2009  
Board Resolution No. B292/10 dated June 17, 2010  
Board Resolution dated July 2, 2015

### POLICY STATEMENT

The Regional District of Okanagan Similkameen promotes good decision-making through effective structure and information flow. A Select Committee system has been created to provide an opportunity for informal discussion between elected officials, administrative staff and the public on significant issues coming before the Board to assist in achieving the informed decision making model.

### PURPOSE

1. To outline the duties of the Regional District Select Committees.
2. To establish procedures for the Select committees.
3. To establish membership for the Select committees.

### RESPONSIBILITIES

In addition to any other duties referred to the Select Committees by the Regional District of Okanagan-Similkameen Board, the Select Committees duties are as follows:

1. Corporate Services Committee Terms of Reference
  - a. Governance
  - b. Human resources
  - c. Legislation, bylaws and policy
  - d. Litigation and risk management
  - e. Information systems and technology
  - f. Information and privacy legislation
  - g. Intergovernmental relations
  - h. Communications
  - i. Finance
  - j. Property acquisition or disposal
  - k. Fleet Services
2. Planning & Development Committee Terms of Reference
  - a. Official Community Plans and Land Use Bylaws
  - b. All matters related to the Sub-Regional Growth Strategy
  - c. Bylaw enforcement activities, including Building bylaw
  - d. Land development related matters
  - e. Climate Change

- f. matters relating to critical habitat as related to local government land and local government jurisdiction

3. Environment & Infrastructure Committee Terms of Reference

- a. capital construction and operation of waterworks and sewerage systems of the Regional District, the property and distribution and collections systems connected therewith
- b. environmental , maintenance and construction matters pertaining to all streets, roads and highways in the electoral areas and liaison with the Ministry of Transportation and Infrastructure
- c. matters pertaining to the solid waste collection service of the Regional District and the maintenance of the waste disposal grounds under the control of the Regional District
- d. air quality
- e. Water Quality & Quantity Governance
- f. street lighting and traffic signs
- g. RDOS building maintenance

4. Community Services Committee Terms of Reference

- a. Liaison with all lay recreation and parks commissions
- b. Operation and control of all public parks, trails, public recreation grounds and facilities and to recommend the establishment of such parks and recreation grounds and facilities deemed necessary to carry on a comprehensive parks and recreation program
- c. Encouraging, initiating and supervising programs which will include physical, artistic, cultural and intellectual recreation while continually striving to meet the parks and recreation needs of the District
- d. Co-operation with and encouragement of all organizations and institutions within the Regional District that are engaged in recreational or cultural pursuits or activities whether such organizations and institutions are public, private, civic, social or religious and to co-operation with provincial and national groups or organizations that support and promote parks and recreation
- e. economic development and tourism development within the Regional District
- f. Public Transit and Transportation
- g. Heritage

5. Protective Services Committee Terms of Reference

- a. Prevention and suppression of fires
- b. Matters related to Ambulance Service
- c. crime prevention
- d. Search and Rescue
- e. Emergency Planning
- f. Mitigation of Wildfire Risk

## **PROCEDURES**

The Select committees will conduct its business in accordance with the Regional District of Okanagan-Similkameen Procedure bylaw.

## **MEMBERSHIP**

The Select committees consist of all members of the Regional District of Okanagan-Similkameen Board of Directors.

## **VOTING**

All members are entitled to vote and have one vote on all recommendations to the Regional District of Okanagan-Similkameen Board.

## **APPOINTMENT OF CHAIR / VICE CHAIR**

The Chair of the Board of Directors shall call for expressions of interest from Board members wishing to act as Chair or Vice Chair of a Committee and will make recommendations at the next Corporate Services meeting.

The Chair and Vice Chair of the Board of Directors will also be the Chair and Vice Chair (respectively) of the Corporate Services Committee.

Members should consider the potential for conflict of interest when submitting their name as Chair of a specific committee.



## ADMINISTRATIVE REPORT

**TO:** Legislative Workshop  
**FROM:** B. Newell, Chief Administrative Officer  
**DATE:** November 3, 2016  
**RE:** Business Continuity – for Information Only



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**Purpose:**

To develop a Business Continuity Plan for the Regional District of Okanagan-Similkameen.

**References:**

- Community Council's Service Continuity Planning Guide for Community Based Organizations
- Public Safety Canada (PSC) – A Guide to Business Continuity Planning
- City of Victoria draft Business Continuity Plan
- Institute for Catastrophic Loss Reduction: Open for Business - A Disaster Protection and Recovery Planning Toolkit for the Small and Mid-sized Business
- District of Sooke Emergency Response & Business Continuity Plan
- City of Vancouver Business Continuity Audit
- City of Vancouver Sample Emergency and Business Continuity Plan
- City of Victoria "Prepare at Work"
- Regional District of Bulkley-Nechako "Business Preparedness Planning & Top Five Ways a Business Continuity Plan Can Help your Organization"

**Business Plan Objective:**

Key Success Driver #1 – To be a High Performing organization by being a healthy and safe organization.

**Analysis:**

When researching for the development of a Business Continuity Plan for the Regional District of Okanagan-Similkameen, these were some of the questions that we thought about: What would you do if you got a call in the early hours one morning, telling you that the office at 101 Martin Street was no longer standing due to fire or explosion? How easily could you reach your staff? What do you tell them? Should they show up to work as usual, and wait to see what is going on? What corporate services should be our highest priority to resume and which could wait for 24, 48, or 72 hours? Do we have alternate facilities readily available to serve as our temporary corporate office? Are we prepared with a plan to facilitate the continued operation of essential services to the citizens of the Regional District of Okanagan-Similkameen and how to we communicate that to our citizens?

**What is a Business Continuity Plan?**

Business Continuity is a proactive planning process that enables essential services or functions to be continually available and delivered to clients when standard operational procedures and responses are overwhelmed by a disruptive event, such as the fire or explosion mentioned above, a pandemic, or force majeure.

A business continuity plan is a gathering of policies, procedures, checklists and information which details the steps the Regional District of Okanagan-Similkameen (RDOS) would take in order to ensure continuity in essential service delivery.

The primary goal of a business continuity plan is to continue essential services until normal operations can be

resumed.

Unlike disaster recovery and crisis management planning, which are focussed on rebuilding or alleviating the effects of a disaster, business continuity concentrates on sustaining the delivery of essential services.

### **Why should the RDOS have a business continuity plan?**

Developing a business continuity plan helps us to achieve several of the goals identified within our Strategic Plan, including:

- To be an effective, fiscally responsible organization
- To be a healthy and safe organization
- To meet public needs through the provision and enhancement of key services
- By developing a responsive, transparent, effective organization

Having a business continuity plan enhances an organization's image with employees, stakeholders and citizens by demonstrating a proactive, as opposed to a reactive, approach. A business continuity plan enables critical services to be continually delivered to citizens and defines the expectations for resuming of normal operations. A well-defined business continuity plan will help to protect assets, data, and customer information and ensure they are stored in a secure location.

Public Safety Canada noted the following in their Guide to Business Continuity Planning:

*"September 11, 2001 demonstrated that although high impact, low probability events could occur, recovery is possible. Even though buildings were destroyed and blocks of Manhattan were affected, businesses and institutions with good continuity plans survived."*

*The lessons learned include:*

- *plans must be updated and tested frequently;*
- *all types of threats must be considered;*
- *dependencies and interdependencies should be carefully analyzed;*
- *key personnel may be unavailable;*
- *telecommunications are essential;*
- *alternate sites for IT backup should not be situated close to the primary site;*
- *employee support (counselling) is important;*
- *copies of plans should be stored at a secure off-site location;*
- *sizable security perimeters may surround the scene of incidents involving national security or law enforcement, and can impede personnel from returning to buildings;*
- *despite shortcomings, Business Continuity Plans in place pre September 11 were indispensable to the continuity effort; and*
- *increased uncertainty (following a high impact disruption) may lengthen time until operations are normalized"*

While the probability of such a devastating large scale event is unlikely in the Southern Interior of British Columbia, the lessons learned are transferrable to even a much smaller level.

Research into the business continuity plans of various other local governments, industry and recommendations from Public Safety Canada indicate a common concept of a basic 5 steps system for establishing a business continuity plan.

#### **Step 1: Business Continuity Governance & Activation**

- a. Obtain support from management
- b. Obtain support from Board of Directors
- c. Establish Business Continuity planning committee to develop, implement and monitor plan.  
Positions may include a plan manager, security officer, information officer, and department

representatives.

Step 2: Business Impact Assessment (BIA)

- a. Identify the mandate and critical aspects of the organization
- b. Prioritize critical services
- c. Identify impacts of disruptions
- d. Identify areas of potential loss of revenue
- e. Identify additional expenses
- f. Identify intangible losses
- g. Identify dependencies
- h. Determine minimum service levels and maximum allowable downtimes

Step 3: Plans and Measures for Business Continuity

- a. Mitigate threats and risks
- b. Analyze current recovery capabilities
- c. Create continuity plans based on results of BIA

Step 4: Ensure availability of critical services, supplies and equipment

- a. Employee orientation/training
- b. Inventory

Step 5 - Quality assurance techniques

- a. Assess the plan for accuracy, relevance and effectiveness
- b. Identify areas for improvement
- c. Continuous appraisal (bi-annually) to maintain effectiveness

**Phased Approach to Implementation**

During the recent Auditor General for Local Government audit on water systems, discussion occurred regarding whether a business continuity plan existed for the RDOS water systems, and it is expected that implementation of a plan will be one of the recommendations contained within their final report.

It is therefore proposed that the business continuity plan be developed in a phased approach, the first being 101 Martin Street, phase 2 being RDOS Water and Sewer Systems, and all other RDOS owned/leased facilities in a third and final phase.

**Respectfully submitted:**

*"Christy Malden"*

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C. Malden, Manager of Legislative Services

## ADMINISTRATIVE REPORT

**TO:** Legislative Workshop  
**FROM:** B. Newell, Chief Administrative Officer  
**DATE:** November 3, 2016  
**RE:** Citizen Survey – For Information Only



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### Purpose:

The Regional District of Okanagan-Similkameen (RDOS) Citizen Survey is a poll which asks RDOS residents their perspectives on local issues, such as quality of life in their community and their level of satisfaction with local government. We believe citizen opinion to be as necessary to the actions of local governments as customer surveys are to private sector organizations. The RDOS can use the data from citizen surveys to assist in allocating resources for maximum regional benefit and forming strategic plans for required programs and policies.

**Business Plan Objective:** *(Tie to current RDOS Business Plan)*

Key Success Driver #2 – to Optimize the Customer Experience by meeting public need through the development and implementation of key services.

### Background:

In 2010, the Regional District of Okanagan-Similkameen launched its first Citizen Survey, and a similar survey was conducted biennially until 2014.

The survey was administered via telephone by Discovery Research, to a region wide base of 400 residents, divided according to the populations of each of the electoral areas within the Regional District. With a sample size of 400 the survey was accurate within +/- 4.9%, at the 95% confidence level. The purpose of the survey was to:

- Ø Identify the issues seen as most in need of attention from citizens.
- Ø Assess perceptions of the quality of life in the Regional District of Okanagan-Similkameen;
- Ø Measure citizen satisfaction with the Regional District of Okanagan-Similkameen Staff and Board;
- Ø Measure satisfaction with specific Regional District of Okanagan-Similkameen services;
- Ø Determine the perceived value for taxes and identify preferred funding options;
- Ø Understand information needs and communication preferences; and,
- Ø Gauge the incidence of contacting the Regional District of Okanagan-Similkameen and satisfaction with contact experiences.

The survey consisted of core questions in defined areas of focus. Respondents were asked to rate their quality of life, satisfaction with the use of their taxes, contact with RD staff, their use of Regional District facilities, satisfaction with and importance of key services, environmental concerns and communications, along with a few demographic focused questions. The survey also examined other issues including information sources, tax rates and social media usage.

The respondents were primarily asked to rate use a 10 point scale, with 10 representing the most satisfactory or most important and 1 being the least satisfactory or important; and no open ended questions were

provided, although there was opportunity for the respondent to elaborate on specific questions.

The results of the surveys were compiled, reviewed by the Management Team and the Board of Directors and made available to the public.

In 2014, a telephone and an online survey were conducted concurrently. It was felt that the telephone survey, although scientific, tended to be limited to the same demographic due to its dependency on residential landlines and was not necessarily reflective of the average citizen in each electoral area. Despite the lack of budget for promoting and advertising of the online survey, the Regional District received just under 200 responses.

The Citizen Survey was not conducted in 2016, as the Regional District was looking at options for survey delivery and potential partnerships.

### **Analysis:**

#### **Proposed Survey Changes for 2017**

Moving forward, consideration should be given to which method or methods should be used to conduct our Citizen Survey in 2017. If the online survey is to be conducted again, it should be promoted heavily through social, online, and print media.

Regional District staff met with Community Foundations staff several times about looking at ways to combine our surveys, and partner on 'Community Conversation' to discuss, in each rural area, the results of the survey in their area.

Some changes to the survey for 2017 are thought to be more user friendly and reflect wording more consistent with Community Foundations. For example, instead of ranking 1-10, we've suggested a grading system of A+ (Awesome, we're doing great!) to F (In dire need of corrective action).

The areas of focus for the Regional Districts 2017 Citizen Survey are proposed to be:

- Ø Demographics
- Ø Community/Quality of Life
- Ø Customer Contact/Communication & Public Engagement
- Ø Services
- Ø Website/Social Media
- Ø Finance
- Ø Environment
- Ø Water
- Ø Hospital District

The survey for 2017 provides more opportunity for open ended questions about what citizens like, what they wish to see, how they see themselves becoming involved in decision making and provides opportunity to identify existing citizen involvement barriers.

#### **Phone Survey vs. Online Survey**

Research suggests that there may be advantages to online surveys because the willingness of respondents to express more negative attitudes about their personal lives on the web. People, who are interacting with an interviewer, are more likely to give answers that paint themselves or their communities in a positive light, and less likely to portray themselves negatively.

<http://www.pewresearch.org/fact-tank/2015/05/14/where-web-surveys-produce-different-results-than-phone-interviews/>

### **The pros of online surveys include...**

- Fielding costs are typically lower than offline surveys.
- Results can be collected very quickly. Fielding can take days instead of weeks or even months.
- Internet questionnaires are typically easy to modify in the midst of conducting the survey. Want to add a question or restrict access to certain types of respondents? Not a big deal with most online surveys.
- Results from an online survey can also be reviewed in real-time online.
- In comparison to mail surveys, Internet surveys allow a researcher to efficiently direct respondents to appropriate questions based on their responses. This tends to increase the completion rate and minimize data cleaning, both of which are good for the research.

### **Cons for online surveys include...**

- Response rates for Internet surveys have dropped consistently since their inception.
- Some groups are naturally under-represented on the Internet.
- It may not be possible to obtain email addresses for the specific groups you are trying to reach.
- Internet technology is still relatively young and continuously changing.
- Email address list costs are typically more expensive than the costs of mailing address and phone number lists.

### **The pros of phone surveys include...**

- Relatively high response rates
- Phone numbers are often readily available and affordable
- Respondents have a real person to interact with (unless using Interactive Voice Response)
- The elderly are reachable over the phone

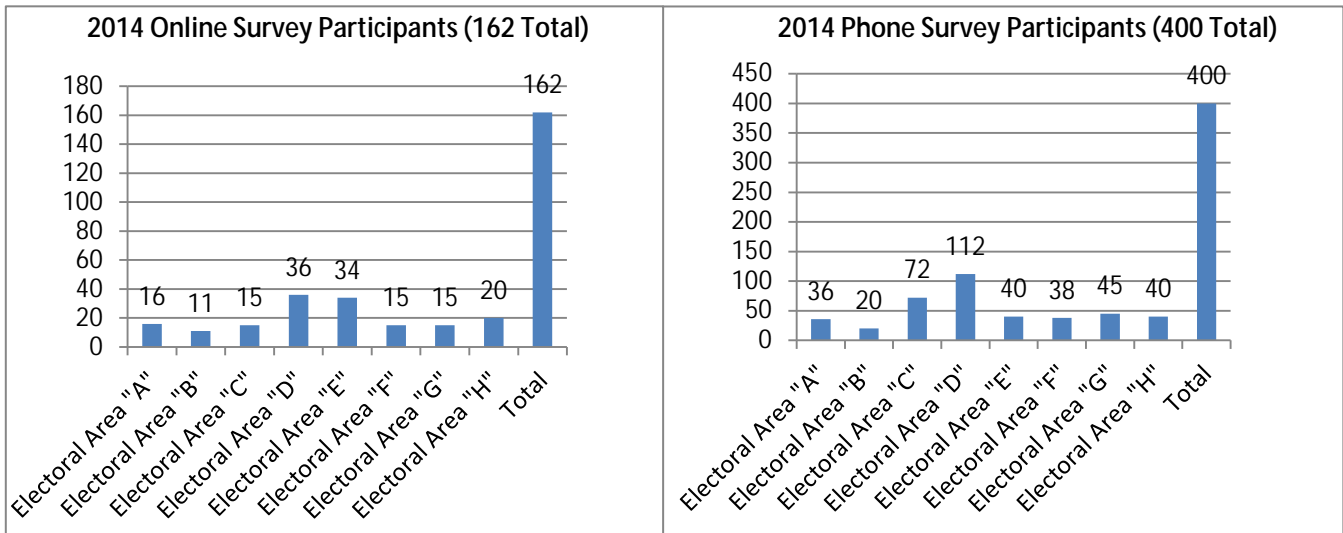
### **Cons for phone surveys include...**

- The cost of phone surveying can be high compared to Internet surveying
- The turn around time for completing a phone survey can vary greatly depending on how busy a call center is, especially during certain times of the year
- Graphical elements can not be shown to respondents over the phone
- Increasingly, younger generations are turning away from traditional phone service, and researchers must pay to obtain cell phone lists, where able.

Ipsos Reid provided the following information to staff in response to our inquiry about the soundness of online surveys:

- Ø Phone surveys are a more random sampling of citizens and are considered scientific.
- Ø Online surveys are less expensive. Online surveys have a potential for bias, and you can't predict the number of people who will take the survey. It is recommended to run an online survey for up to 2 weeks at least and up to a month. Advertising is key with online surveys. Use all avenues possible to advertise and ensure you reach all communities. Be sure to do an advertising push at the beginning of the survey run, and the reminders part way through. Offer paper copies for those individuals who may not have internet access.
- Ø When comparing the data received of an online citizen survey to past phone surveys, be sure to strongly convey that the methodology has changed to those reading the final report or comparisons.
- Ø Ipsos Reid recommends running both phone and online citizen surveys simultaneously.

## **Comparison of participation of 2014 Citizen Survey (Online vs. Phone)**



**Communication Strategy:**

In 2014, the online Citizen Survey was advertised on the main page of the Regional District website. Information cards directing citizens to the survey were created and delivered to high traffic areas within the Regional District and multiple press releases were sent out to local media informing citizens about the survey.

If the RDOS decides to proceed with the online survey, the intent is to use those same methods of communications in 2017, and enhance that with a write up in our Regional Reflections, advertising in local online news-sites an ad in our Regional Connections and bi-weekly slot in the newspapers, as well as posters on our public notice meeting boards within the communities. Other possibilities include a notification in utility mailouts and advertisement on the back of ORL check out receipts among others.

Historically, communication efforts for the phone survey have been minimal due to the nature of the process; however, a notice in the bi-weekly slot and on facebook may be beneficial to let citizens know the survey is underway.

**Budget:**

The Regional District budget included \$7,000 biennially for conducting a citizen survey.

**Respectfully submitted:**

*"Christy Malden"*

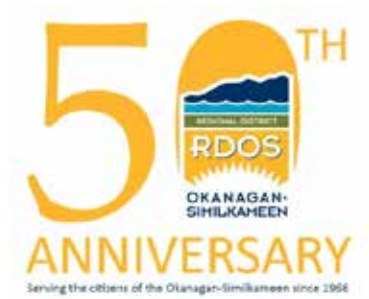
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C. Malden, Manager of Legislative Services

## ADMINISTRATIVE REPORT

**TO:** Legislative Workshop  
**FROM:** B. Newell, Chief Administrative Officer  
**DATE:** November 3, 2016  
**RE:** Freedom of Information Report 2016 – **For Information Only**

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**Reference:**

[Freedom of Information and Protection of Privacy Act](#)

**Business Plan Objective:**

Key Success Driver 4 - To Provide Governance & Oversight in a Representative Democracy by developing a responsive, transparent, effective organization.

**Analysis:**

The *Freedom of Information and Protection of Privacy Act* (FIPPA) establishes a process by which any individual or group may request access to records held by a public body.

FIPPA provides a legislated set of rules governing what information can and cannot be released. The underlying principle is that all recorded information is available to the public, except for information that is subject to the specific and limited exceptions to disclosure, set out in the Act.

To date in 2016, Administration has actioned 17 formal requests for access to RDOS records, as follows:

- Ø request for subdivision documents (2)
- Ø RDOS communications with the Province (2)
- Ø records relating to specific building and/or bylaw enforcement activities (6)
- Ø proprietary information in a contract, by unsuccessful bidder (1)
- Ø detailed mileage/expense claims submitted by Directors (1)
- Ø permit applications and supporting documentation (1)
- Ø records relating to a former Director (4)

One application was received requesting access to reports and/or recordings with respect to motor vehicle accidents or structure fires. Generally these requests come from lawyers and/or insurance companies and are transferred to the Regional Fire Dispatch Centre for response.

The RDOS works hard to ensure that information which is not restricted by the FIPPA is distributed freely. The number of requests received to date in 2016 (17) is up from previous years; however, due to the nature of the requests, administration is confident that the increase in number of requests is not indicative of any fault in processes or lack of transparency.



Broken down by quarter the requests received were as follows:

Q1 – no requests

Q2 – six requests

Q3 – one request

Q4 – ten requests

Local Government across the province experience the same challenges when staff becomes overwhelmed with the volume and complexity of requests. There is no way to predict when or how many requests will be received, so corporate offices must ensure that their processes for retrieving, gathering and redacting records is as accurate and refined as possible. All staff within the organization must be trained and aware of the critical need to produce all documents in a timely fashion.

In 2015, all Board members and municipal council members as well as staff at the Regional District and member municipalities employees were offered a ½ day workshop on FIPPA. The workshops were well attended and a better understanding of the responsibilities of local governments with regard to FIPPA was realized. This workshop will be offered again in early 2019 after the Local Government Elections in November 2018.

The RDOS maintains a Freedom of Information webpage and has a well-developed FIPPA program which features basic training for new staff, easy to use reference materials on routinely releasable records and a comprehensive [Corporate FOI Manual](#) available to all staff and Directors.

**Respectfully submitted:**

*“Christy Malden”*

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C. Malden, Manager of Legislative Services



## Steering Committee and Joint Council Annual Review 2016

**June 21, 2013** The South Okanagan Similkameen Protocol Agreement was signed by the Regional District of Okanagan-Similkameen, the Penticton Indian Band, the Osoyoos Indian Band and the Lower Similkameen Indian Band.

The South Okanagan Similkameen Protocol Agreement is an important step forward for the region in truly establishing an ongoing working relationship founded on the basis of mutual respect and understanding. The Agreement formalizes the commitment to continue Government to Government cooperation and confirms the Parties' profound desire to continue to live and work together harmoniously.

**September 2013** The Joint Council, which includes the Band Chiefs, the RDOS Chair, Vice-Chair and a third RDOS Director member, was formalized. The Joint Council meets twice per year.

At the same time, the Steering Committee, which includes senior staff from the Bands and the RDOS, was also formalized. The committee is an ongoing working group which meets every second month to discuss topics of common interest and make recommendation to the Joint Council.

**Referrals** In 2014/2015 the Steering Committee discussed land referrals and received presentations on the referral processes within each organization, as well as the process followed at Okanagan Nation Alliance. As a result of these discussions, a Referrals Working Group was formed with participants from:

- Lower Similkameen Indian Band
- Penticton Indian Band
- Osoyoos Indian Band
- Upper Similkameen Indian Band
- Okanagan Nation Alliance
- District of Summerland
- Town of Osoyoos
- City of Penticton
- Town of Oliver
- Town of Princeton
- Village of Keremeos
- Regional District of Okanagan-Similkameen
- Forest, Lands, and Natural Resource Operations

The referrals committee has met four times during 2016. Topics discussed and presentations include:

RDOS Community Planning Process  
Consulting with First Nations



Local Capital Projects  
 First Nation Policy and Preservation Archaeological Sites  
 Syilx Community New Updated Referral Process  
 Other Local Governments and First Nation Referrals  
 Round Table Project Updates

The group is trying to come to a common ground as to how to handle Local Government and First Nation Referrals. The RDOS brought forward this issue to UBCM.

**Upper Similkameen Indian Band**

Members of the Steering Committee and the Joint Council have met with the Upper Similkameen Indian Band to provide clarity on the Protocol Agreement and to share some of the work that the Joint Council and Steering Committee are doing together. The committee was pleased to note that, as a result of their efforts to encourage participation by all local Bands in the Agreement, the Upper Similkameen Indian Band has attended some Steering Committee meetings. The committee remains hopeful that the Upper Similkameen Band will sign on to the agreement in the near future.

**C2C Forums**

The partners have committed to the Community to Community (C2C) Forum process together and have had four very successful C2C events with topics including "Our Protocol Agreement", "Enowkinwixw", "Land Matters!" and "Tourism." The next C2C will be held in the fall of 2017.

Community to Community Forums are critical to the ongoing relationship building experiences between the partners. Funding for these events is provided in part through a Provincial government grant.

**Presentations and Updates**

The Steering Committee and Joint Council have received several presentations and updates throughout the past few years, helping to keep all the partners in the loop on what is happening in the region. Topics included:

- Free Roaming Horse issues
- Zebra and Quagga Mussels
- Construction and hiring for the Corrections Facility
- 911 Radio Tower project currently underway
- Opportunities for potential compost facilities
- Okanagan River Restoration Initiative
- 2014 Regional Heritage Strategic Plan
- Regional Transit
- House Numbering/Addressing
- Upcoming Emergency Services Dispatch changes
- Okanagan Nation Alliance referrals process
- Climate Action
- South Okanagan Conservation Program



- Biodiversity Strategy
- Deer Fencing Highway 3
- Deer Management Program
- Referrals Working Group updates
- Homeless Occupation on ATR Lands
- Emergency Management
- Conservation Fund

## **Celebrations**

The 1 year anniversary of the Protocol Agreement was celebrated at the 38<sup>th</sup> Annual Elders Gathering in 2014 and the 2 year anniversary was honoured at the 2015 Annual General Assembly. The 3 year anniversary was celebrated at a ceremony at the Pentiction Japanese Gardens.





## ADMINISTRATIVE REPORT



**TO:** Board of Directors  
**FROM:** Bill Newell, CAO  
**DATE:** November 3, 2016  
**RE:** Chairperson Election Process  
For Information Only

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- 792 (1) At the first meeting held after November 1 in each year, the board must elect a chair and a vice chair.
- (2) The vice chair has, during the absence, illness or other disability of the chair, all the powers of the chair and is subject to all rules applicable to the chair.
  - (3) If the chair and the vice chair are not present at a meeting of the board, the directors present may elect an acting chair who, during that meeting, has all the powers of the chair and is subject to all rules applicable to the chair.
  - (4) For the purposes of elections under this section, each director present at the meeting has one vote in each election for an office.

### POWERS AND DUTIES OF CHAIR

S. 218 of the LGA provides that the chair is the head and chief executive officer of the regional district; and, 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 and 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;
- (c) to inspect and direct the conduct of officers and employees, to direct the management of regional district business and affairs and, if considered necessary, to suspend an officer or employee;

S. 227 of the LGA provides that the chair, if present, must preside at board meetings.

Informally, the Chair:

- a) Serves as the "face" of the Board and is required to represent the Board at many events throughout the Regional District.
- b) With the CAO, sets the Board Meeting Agenda.
- c) Issues media releases on behalf of the Corporation.
- d) Declares a State of Local Emergency when required.



## ELECTION OF CHAIRPERSON

1. The Chief Administrative Officer will declare nominations open for the position of Chairperson for the Regional District of Okanagan Similkameen.
2. Each nomination will require a mover and seconder. The Member nominated will be asked if he/she is willing to let their name stand for the position.
3. The CAO will call for additional nominations until, after three calls, there are no further nominations from the Floor.
4. Once nominations close, Nominees will be allowed up to 3 minutes to present their platform to the Board, in the order of nomination.
5. The CAO will seek a resolution from the Board appointing Christy Malden and Gillian Cramm as Scrutineers.
6. The CAO shall seek a resolution of the Board that the proposed election process and rules of voting are acceptable.
7. The Scrutineers shall issue ballots and each Member shall have one vote, with each vote to have equal weight.
8. Members shall write the name of their preferred candidate on the ballot and the Scrutineers shall collect the ballots.
9. A majority of the Board is required to elect a Chair. Should there be more than two Nominees for the position, and if on the first ballot a Chair is not elected by a majority of the Board, the Nominee with the lowest number of votes shall be dropped and a second ballot will be initiated. This process will continue until a Member is elected.
10. A tie vote on the last ballot shall be resolved by a toss of a coin.
11. Following the vote, the CAO will announce the name of the Chair-elect resulting from the secret ballot and request a motion to destroy the ballots.
12. Unsuccessful candidates for Chair are eligible to stand for Vice Chairperson, if nominated.
13. Following the election of the Chairperson, the CAO shall conduct the election of the Vice-Chairperson with the same rules applied to elect a Chair.
14. Following the election of a Vice-Chairperson, the CAO shall turn the meeting over to the Chairperson to proceed with the remainder of the agenda.



## ADMINISTRATIVE REPORT

**TO:** Board of Director  
**FROM:** B. Newell, Chief Administrative Officer  
**DATE:** November 3, 2016  
**RE:** 2017 Board and Committee Schedule of Meetings

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### Administrative Recommendation:

**THAT the 2017 Regional District of Okanagan-Similkameen Board and Committee Schedule of Meetings, as provided in the November 3, 2016 report from the Chief Administrative Officer, be approved**

### Purpose:

To establish, by resolution, a schedule for regular Board and Committee meetings for 2017 in accordance with RDOS Procedure Bylaw No. 2620

### Reference:

RDOS Procedure Bylaw 2620, 2013

### Analysis:

The 2017 meeting schedule is before the Board for review and approval. Generally, the Board follows a schedule of convening meetings on the first and third Thursday of each month; although, on occasion, those dates have been adjusted due to conflicts with annual conventions and forums.

In 2017, two conflicts exist: the Local Government Leadership Academy Forum takes place on Feb. 1 – 3 and the Board is scheduled to meet on Feb. 2. As well, the FCM convention takes place June 1 – 4 and the Board is scheduled to meet on June 1. In past years, Director attendance at the LGLA and FCM meetings has been minimal, one to two Directors at most; therefore, no changes to the existing schedule are proposed.

### Alternatives:

That the Board and Committee Schedule of Meetings for 2017 be adjusted to accommodate the LGLA Forum and the FCM convention.

### Respectfully submitted:

*"Christy Malden"*

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C. Malden, Manager of Legislative Services



## RDOS Board of Directors

# 2017 Meeting Schedule

Month	Board & Committee Day	Board & Committee Day
January	January 5	January 19
February	February 2	February 16
March	March 2	March 16
April <sup>1</sup>	April 6	April 20
May	May 4	May 18
June <sup>2</sup>	June 1	June 15
July	July 6	July 20
August	August 3	August 17
September <sup>3</sup>	September 7	September 21
October	October 5	October 19
November	November 2 Inaugural Meeting <sup>4</sup>	November 16
December	December 7	December 21

- 
- Ø 2017 SILGA Convention April 25-28, 2017 – Sun Peaks
  - Ø 2017 FCM Convention June 1-4 - Ottawa
  - Ø 2017 UBCM Convention September 25-29 - Vancouver
  - Ø 2017 Inaugural Board Meeting – no committee meetings – November 2, 2017

## ADMINISTRATIVE REPORT

**TO:** Board of Directors  
**FROM:** B. Newell, Chief Administrative Officer  
**DATE:** November 3, 2016  
**RE:** Electoral Area Advisory Planning Commissions — 2017 Meeting Schedule



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### Administrative Recommendation:

**THAT the 2017 Meeting Schedule for the Electoral Area Advisory Planning Commissions be accepted.**

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### Purpose:

The purpose of this report is to provide the Board with an overview of the meeting schedules for the various Electoral Area Advisory Planning Commissions (APCs) for 2017.

### Background:

Under Section 6.3 of the Regional District's Advisory Planning Commission (APC) Bylaw No. 2339, 2006, "a schedule of regular Commission meetings including time, date and place shall be arranged by each Commission in consultation with the Regional District and shall be forwarded to the Board at the first meeting of each new year."

### Alternatives:

1. THAT the Board of Directors not accept the 2017 Meeting Schedule for the Electoral Area Advisory Planning Commissions; or
2. THAT the Board of Directors defer consideration of the 2017 Meeting Schedule for the Electoral Area Advisory Planning Commissions to its meeting of December 15, 2017, in order to allow for further consultation with the Commissions.

### Analysis:

The APC meeting schedule contained at Attachment No. 1 to this report has been prepared on the basis of the 2016 meeting schedule for each APC, however, the Board is asked to be aware that the "Lean Kaizen" process applied to the processing of bylaw amendment applications identified the monthly scheduling of APC meetings as a potential issue.

A recommendation to deal with this was the exploration of a more flexible meeting schedule for APCs, such as the scheduling of bi-weekly meeting dates (similar to the Board's own meeting schedule). Administration has yet to explore this issue with the APCs.

Accordingly, an alternate recommendation available to the Board is the deferment of this issue pending further consultation with the APCs regarding a preferred meeting schedule for 2017, including number of meetings per month.

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**Respectfully submitted:**



C. Garrish, Planning Supervisor

**Endorsed by:**

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D. Butler, Development Services Manager

Attachments: No. 1 – 2017 APC Meeting Schedule

Attachment No. 1 – 2017 APC Meeting Schedule

AREA "A"	AREA "B"	AREA "C"	AREA "D"	AREA "E"	AREA "F"	AREA "G"	AREA "H"
January 9	N/A	January 17	January 10	January 9	January 5	N/A	January 17
February 14	N/A	February 21	February 14	February 14	February 2	N/A	February 21
March 13	N/A	March 21	March 14	March 13	March 2	N/A	March 21
April 10	N/A	April 18	April 11	April 10	April 6	N/A	April 18
May 8	N/A	May 16	May 9	May 8	May 4	N/A	May 16
June 12	N/A	June 20	June 13	June 12	June 1	N/A	June 20
July 10	N/A	July 18	July 11	July 10	July 6	N/A	July 18
August 14	N/A	August 15	August 8	August 14	August 3	N/A	August 15
September 11	N/A	September 19	September 12	September 11	September 7	N/A	September 19
October 10	N/A	October 17	October 10	October 10	October 5	N/A	October 17
November 13	N/A	November 21	November 14	November 13	November 2	N/A	November 21
December 11	N/A	December 19	December 12	December 11	December 7	N/A	December 19

Electoral Area "A": 8505 – 68<sup>th</sup> Avenue (Sonora Centre), Osoyoos, B.C. at 7:00 P.M.

Electoral Area "B": N/A

Electoral Area "C": 36003 – 79<sup>th</sup> Street (Oliver Community Centre), Oliver, B.C. at 7:00 P.M.

Electoral Area "D": 5013 – 11<sup>th</sup> Avenue (Okanagan Falls Firehall), Okanagan Falls, B.C. at 7:00 P.M.

Electoral Area "E": 3<sup>rd</sup> & Ritchie Avenue (Naramata Old Age Pensioners Hall), Naramata, B.C. at 7:30 P.M.

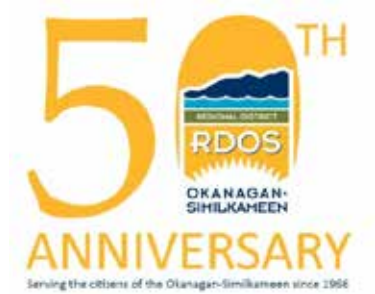
Electoral Area "F": 101 Martin Street (RDOS Boardroom), Penticton, B.C. at 7:00 P.M.

Electoral Area "G": N/A

Electoral Area "H": 148 Old Hedley Road (Riverside Centre), Princeton, B.C. at 7:00 P.M.

## ADMINISTRATIVE REPORT

**TO:** Board of Directors  
**FROM:** B. Newell, Chief Administrative Officer  
**DATE:** November 3, 2016  
**RE:** 2017 Regional District Signing Authority



### Administrative Recommendation:

**THAT the Board of Directors appoint the following Directors as signing officers for the Regional District of Okanagan-Similkameen for the 2017 year:**

*RDOS Board Chair:*

*RDOS Board Vice Chair:*

### History:

The Board historically by resolution each year appoints the Chair and Vice-Chair as signing authorities for the Regional District.

Respectfully submitted,

C. Malden, Manager of Legislative Services

BOARD of DIRECTORS MEETING

Thursday, November 03, 2016

4:00 p.m.

## INAUGURAL BOARD MEETING AGENDA

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A. CALL TO ORDER

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B. OSRHD CHAIR 2016 ANNUAL YEAR-END REPORT

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C. ELECTION OF 2017 OSRHD BOARD CHAIR AND VICE CHAIR

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D. ADOPTION OF AGENDA

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E. 2017 OSRHD SCHEDULE OF MEETINGS - Page 72/74

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F. 2017 OSRHD SIGNING AUTHORITY - Page 74/74

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G. ADJOURNMENT

## ADMINISTRATIVE REPORT

**TO:** Regional Hospital District Board  
**FROM:** B. Newell, Chief Administrative Officer  
**DATE:** November 3, 2016  
**RE:** 2017 Regional Hospital Board Schedule of Meetings

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### Administrative Recommendation:

**THAT the 2017 Okanagan-Similkameen Regional Hospital District Board Schedule of Meetings, as provided in the November 3, 2016 report from the Chief Administrative Officer, be approved**

### Purpose:

To establish, by resolution, a schedule for regular Hospital District Board Meetings for 2017

### Analysis:

The 2017 meeting schedule is before the Board for review and approval. Generally, the Board follows a schedule of convening meetings on the third Thursday of each month; although, on occasion, the schedule has been adjusted due to conflicts with annual conventions and forums.

In 2017, there are no conflicting meetings; therefore, no changes to the existing schedule are proposed.

### Respectfully submitted:

*"Christy Malden"*

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C. Malden, Manager of Legislative Services

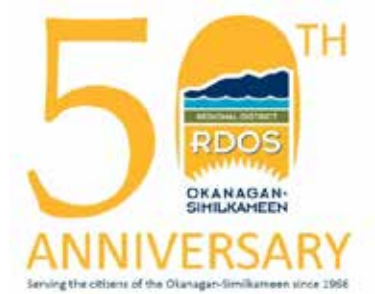


## OSRHD 2016 Meeting Schedule

Month	Board Day
January	January 19
February	February 16
March	March 16
April	April 20
May	May 18
June	June 15
July	July 20
August	August 17
September	September 21
October	October 19
November	November 2 (inaugural) November 16
December	December 21

## ADMINISTRATIVE REPORT

**TO:** Regional Hospital District Board  
**FROM:** B. Newell, Chief Administrative Officer  
**DATE:** November 3, 2016  
**RE:** 2017 Regional Hospital District Signing Authority



### Administrative Recommendation:

**THAT** the Board of Directors appoint the following Directors as signing officers for the Okanagan-Similkameen Regional Hospital District for the 2017 year:

*OSRHD Board Chair:*

*OSRHD Board Vice Chair:*

### History:

The Board historically, by resolution each year, appoints the Chair and Vice-Chair as signing authorities for the Regional Hospital District.

Respectfully submitted,

C. Malden, Manager of Legislative Services