



The Village of  
**PORT CLEMENTS**  
*"Gateway to the Wilderness"*

36 Cedar Avenue West  
PO Box 198  
Port Clements, BC  
V0T1R0  
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Email: [office@portclements.ca](mailto:office@portclements.ca)  
Web: [www.portclements.ca](http://www.portclements.ca)

7:00 p.m. Regular Meeting of Council Tuesday, May 21<sup>st</sup>, 2019

**AGENDA**

**1. ADOPT AGENDA**

**2. PETITIONS, DELEGATIONS & OPENING OF SEALED TENDERS**

**3. MINUTES**

M-1 – May 6<sup>th</sup>, 2019 Regular Council Meeting Minutes.

M-2 – May 8<sup>th</sup>, 2019 Special Meeting Minutes

**4. BUSINESS ARISING FROM THE MINUTES & UNFINISHED BUSINESS**

**5. ORIGINAL CORRESPONDENCE**

C-1 – Board Highlights – North Coast Regional District

C-2 – Request for Letter of Support – Tlell Fall Fair

C-3 – Request for Support – City of Burnaby

**6. FINANCE**

F-1 – Northern Savings Credit Union - \$50.00 Token of Appreciation

**7. GOVERNMENT**

G-1 – Request for Support – Port Clements Housing and Restoration Society

**8. NEW BUSINESS**

**9. REPORTS & DISCUSSIONS**

**10. ACTION ITEMS**

A-1 – see Action Items list.

**11. QUESTIONS FROM THE PUBLIC & PRESS**

**12. IN-CAMERA**

As per section (90)(1) of the *Community Charter*

(c) labour relations or other employee relations;

**13. ADJOURNMENT**



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6:00 p.m. Notes for the Financial Management Public Information Session held on Monday, May 6<sup>th</sup>, 2019

CAO Ruby Decock  
Deputy Mayor Teri Kish  
Councillor Kish

Present: Germain Vigneault, Jiro Ooishi, Tina Ooishi, Marilyn Bliss

7:00 p.m. Minutes for the Regular Council Meeting held on Monday, May 6<sup>th</sup>, 2019

REGRETS - Mayor Doug Daugert  
Deputy Mayor Teri Kish  
Councillor Kazamir Falconbridge  
Councillor Ian Gould  
Councillor Brigid Cumming  
CAO Ruby Decock

Present: Marilyn Bliss, Julia Breese

Meeting called to order at 7:07 PM

Deputy Mayor Kish: I call to order this meeting of the Council of the Village of Port Clements being held on the traditional territory of the Haida People.

**1. ADOPT AGENDA**

2019-05-92—Moved by Councillor Cumming, seconded by Councillor Falconbridge  
THAT Council adopt the agenda as amended with the addition of G-4 – Community Events Grant Gwaii Trust Application and NB-1- Community Wildfire Protection Plan News.  
**CARRIED**

**2. PETITIONS, DELEGATIONS & OPENING OF SEALED TENDERS**

**3. MINUTES**

M-1 – April 15<sup>th</sup>, 2019 Regular Council Meeting Minutes.

2019-05-93—Moved by Councillor Cumming, seconded by Councillor Falconbridge  
THAT Council adopts the April 1<sup>th</sup>, 2019 Regular Council Meeting Minutes with the amendments requested by Pat Johnston to her questions:

- Correcting first question to be about the "Boat Launch" instead of Wharf
- Correcting second question to be about if the Village is hiring anyone for beautification instead of the about the flower beds.

M-1

**CARRIED**

**4. BUSINESS ARISING FROM THE MINUTES & UNFINISHED BUSINESS**

UB-1— Berry Maze – Wayne Nicol

2019-05-94—Moved by Councillor Falconbridge, seconded by Councillor Gould  
THAT Council receives the Report on the Berry Maze.

**CARRIED**

2019-05-95 – Moved by Councillor Gould, seconded by Councillor Falconbridge  
THAT Council requests additional information and supporting quotes and that Council hold a public feedback session to hear if the public has any concerns on the proposed Berry Maze in Sunset Park.

**CARRIED**

UB-2 – Froese Subdivision Street lighting

2019-05-96 – Moved by Councillor Falconbridge, seconded by Councillor Cumming  
THAT Council receives the report on Froese Subdivision Street Lighting.

**CARRIED**

2019-05-97 – Moved by Councillor Cumming, seconded by Councillor Falconbridge  
THAT Council asks staff to install overhead lights in the Froese Subdivision with BC Hydro owning the power poles and light fixtures, and if the option is not available that staff determine the next best alternative and install the lights.

**CARRIED**

**5. ORIGINAL CORRESPONDENCE**

C-1 - Request for Support for “Greenhouse Gas Limits for New Buildings” resolution at UBCM  
Conference – City of Port Moody

2019-05-98 – Moved by Councillor Cumming, seconded by Councillor Gould  
THAT Council receives the request for “Greenhouse Gas Limits for New Buildings” resolution at UBCM Conference from City of Port Moody.

**CARRIED**

2019-05-99 – Moved by Councillor Falconbridge, seconded by Deputy Mayor Kish  
THAT Council writes a support letter for the City of Port Moody for their resolution at the UBCM Conference as they requested.

**CARRIED**

C-2- Request for Letter of Support to be sent to Province for Graduated Licensing Program for  
Motorcycles – District of Kitimat

2019-05-100 – Moved by Councillor Cumming, seconded by Councillor Falconbridge  
THAT VOPC sends a support letter for the Graduated Licensing Program for Motorcycles to the Province as per the District of Kitimat’s sample.

**CARRIED**

C-3—Request for Sponsorship – Literacy Haida Gwaii

2019-05-101—Moved by Councillor Cumming, seconded by Councillor Falconbridge  
THAT Council receives the request.

**CARRIED**

2019-05-102 – Moved by Councillor Cumming, seconded by Councillor Falconbridge  
THAT Council donates \$100.00 to Literacy Haida Gwaii.

**CARRIED**

2019-05-103 – Moved by Councillor Cumming, seconded by Councillor Gould  
THAT Staff, at their discretion when they have the time, prepare a policy on grants, bursaries and donations for the Village of Port Clements to present to Council.

**CARRIED**

**OPPOSED**

**Kazamir Falconbridge**

## **6. FINANCE**

F-1—Asset Inventory and Asset Management Investment Plan Report – Urban Systems

2019-05-104—Moved by Councillor Falconbridge, seconded by Councillor Cumming

THAT Council receives the Asset Inventory and Asset Management Investment Plan Report from Urban Systems.

**CARRIED**

*Council has directed staff to put the Asset Inventory and Asset Management Investment Plan Report on the next Agenda*

## **7. GOVERNMENT**

G-1— Request for Grant for Property Taxes -- Cedarview Community Church

2019-05-105—Moved by Councillor Falconbridge, seconded by Councillor Cumming

THAT Council grants the amount of property taxes for the 2019 year to Cedarview Community Church.

**CARRIED**

G-2 – “The Financial Plan for the years 2019-2023 – Bylaw No. 450, 2019”

2019-05-106 --Moved by Councillor Gould, seconded by Councillor Falconbridge

THAT Council does the 1<sup>st</sup> and 2<sup>nd</sup> reading for the Financial Management Plan 2019-2023, Bylaw No. 450, 2019

**CARRIED**

2019-05-107—Moved by Councillor Falconbridge, seconded by Councillor Cumming

THAT Council does the 3<sup>rd</sup> reading for the Financial Management Plan 2019-2023, Bylaw No. 450, 2019.

**CARRIED**

2019-05-108--Moved by Deputy Mayor Kish, seconded by Councillor Gould

THAT Council holds a Special Meeting of Council on May 8<sup>th</sup>, 2019 at 7:00 PM for the adoption of the Financial Management Plan 2019-2023, Bylaw No. 450, 2019 and the Tax Rates Bylaw No. 451, 2019.

**CARRIED**

G-3—“The Tax Rates Bylaw No. 451, 2019”

2019-05-109--Moved by Councillor Falconbridge, seconded by Councillor Cumming

THAT Council does the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> reading of the Tax Rate Bylaw No. 451, 2019.

**CARRIED**

G-4—Community Events Grant Gwaii Trust Application

2019-05-110--Moved by Councillor Falconbridge, seconded by Councillor Gould

THAT Council approves the application to Gwaii Trust’s Community Events Grant.

**CARRIED**

## **8. NEW BUSINESS**

NB-1 – Community Wildfire Protection Plan

2019-05-111--Moved by Councilor Falconbridge, seconded by Councilor Cumming

THAT the Village will put out a joint RFP in conjunction with the Village of Masset and Queen Charlotte and if they will consider taking the lead on it.

**CARRIED**

**9. REPORTS & DISCUSSIONS**

*Deputy Mayor Kish* – Attended meetings. Strategic Planning, Marine Emergency Planning Training, All Island Emergency Planning Committee, Wildfire Branch, Asset Inventory Management Plan Training, and attended Bill C-48. The attendance to Bill C-48 was 100% funded by the Senate.

*Councillor Falconbridge* – Assisted in panel for hiring new Superintendent for School District.

*Councillor Cumming* – Attended the Community Futures Meeting.

*Councillor Gould* – Attended Meetings. Assisted with Port Tourism, looking at how the Gwaii Trust may help with it.

*CAO Decock* – training and dealing with budget, Annual reports, intern orientation, annual reporting, looking at performance reviews, tax and utility billing. Updated hold music.

**10. ACTION ITEMS**

A-1 – see Action Items list.

**11. QUESTIONS FROM THE PUBLIC & PRESS**

Marilyn Bliss: The Recreation Commission is holding a Mother's Day & Grandmother's Day brunch on the 12<sup>th</sup> and will be looking on holding a Father's Day event. They are preparing for Canada Days. One thing they are looking for is any group looking for fundraising. They also have concerns about the parking as the Rangers are not available for parking controls – they need to have parking at the event.

Answer: Why not ask O'Brien's Road & Bridge Maintenance to see if they could supply parking controls, or other groups? Councillor Cumming mentioned that she will ask Robert Cumming.

**12. IN-CAMERA**

2019-05-112—Moved by Councillor Cumming, seconded by Councillor Gould

THAT Council moves in camera as per section 90(1)(c) of the Community Charter at 8:17 pm.

**CARRIED**

Councillor Falconbridge left the meeting at 8:20 pm.

**13. ADJOURNMENT**

2019-05-113—Moved by Councillor Cumming, seconded by Councillor Gould

THAT Council adjourns the Regular Council Meeting at 8:35 p.m.

**CARRIED**

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Teri Kish  
Deputy Mayor

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Ruby Decock  
CAO



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**7:00 p.m. Minutes for the Regular Council Meeting held on Monday, May 8<sup>th</sup>, 2019**

**REGRETS - Mayor Doug Daugert  
Councillor Kazamir Falconbridge**

**Deputy Mayor Teri Kish  
Councillor Ian Gould  
Councillor Brigid Cumming  
CAO Ruby Decock**

**Present: No members of the public were present**

**Meeting called to order at 7:02 PM**

**Deputy Mayor Kish: I call to order this meeting of the Council of the Village of Port Clements being held on the traditional territory of the Haida People.**

**1. ADOPT AGENDA**

**2019-05-114—Moved by Councillor Gould, seconded by Councillor Cumming  
THAT Council adopt the agenda as presented.**

**CARRIED**

**2. GOVERNMENT**

**G-1 – Adoption of the Financial Plan 2019-2023 – Bylaw No. 450, 2019**

**2019-05-115--Moved by Councillor Cumming, seconded by Councillor Gould  
THAT Council adopts the Financial Plan 2019-2023 – Bylaw No. 450, 2019.**

**CARRIED**

**G-2 – Adoption of the Tax Rate Bylaw No. 451, 2019**

**2019-05-116—Moved by Councillor Cumming, seconded by Councillor Gould  
THAT Council adopts the Tax Rate Bylaw No. 451, 2019.**

**CARRIED**

**3. ADJOURNMENT**

**2019-05-117—Moved by Councillor Cumming  
THAT Council adjourns the Regular Council Meeting at 7:04 p.m.**

**CARRIED**

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Teri Kish  
Deputy Mayor

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Ruby Decock  
CAO

## **Board Highlights**

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April 2019

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### **Delegations:**

Margo Hearne and Pater Hamel, accompanied by other Delkatla Sanctuary Society Directors, address the Board of the North Coast Regional District (NCRD) with respect to the operations of the Delkatla Sanctuary. The Society spoke with respect to the hiring of two summer students at the Sanctuary in summer 2018. Students collected and prepared a plant display for the Sanctuary which is now part of its natural history display. The Sanctuary welcomed Botany BC in July 2018 for a touring of the island and the sanctuary. Additionally, members of the society attended the International Ornithological Conference, held in Vancouver, B.C., in August 2018. The Society spoke passionately about the variety of birds and lichens found on Haida Gwaii through the Society's programs.

The Society thanked the Board of the NCRD for its continued support and annual contribution toward its operation.

The Chair thanked the Delaktla Sanctuary Society for its presentation

### **Board Business:**

1. The Board resolved to support a proposed community forest strategy for Haida Gwaii that entails the municipalities rejecting the current community forest offer from the Ministry of Forests, Lands, Natural Resource Operations and Rural Development and supporting a proposed 80,000 m<sup>3</sup> annual allowable cut tenure being offered to the Council of the Haida Nation (CHN), with a legal partnership between the municipalities and the CHN being struck to manage the community forest for the benefit of all Haida Gwaii residents. This proposed strategy would eliminate the current requirement to partner with BC Timber Sales and would maximize local control, jobs, sustainable management and access to timber for local sawmills.
2. The Board received correspondence from Northern Development Initiative Trust with respect to payment of the NCRD's 2018 Economic Development Capacity Building and Grant Writing Support funding programs in the amount of \$28,250 and \$7,485, respectively.
3. The Board received correspondence from the Union of B.C. Municipalities confirming that the NCRD's application to the Community Emergency Preparedness Fund – 2019 Emergency Operations Centre stream – had been approved. Grant funding in the amount of \$25,000 will be used toward the purchase of a portable communications go-kit in the community of Sandspit.
4. The Board resolved to provide a letter of support to the Misty Isles Economic Development Society to accompany its grant funding applications in support of the development of a 2019 visitor exit survey for Haida Gwaii. The proposed visitor exit survey is anticipated to benefit the Haida Gwaii economy immediately in the form of employment, and into the future in the form of comprehensive tourism market data.

5. The Board received a staff update with respect to a proposed emergency planning partnership on Haida Gwaii that would see the establishment of a partnership between municipalities, First Nations and the Province of B.C. to provide and integrated, regional emergency management support to the islands of Haida Gwaii.
6. The Board resolved to send correspondence to BC Ferries executive with respect to scheduling conflicts between BC Ferries Route 11 (Prince Rupert to Haida Gwaii) and Route 26 (Skidegate to Alliford Bay). The NCRD is requesting that BC Ferries designate Route 26 as a connecting route to Route 11 to ensure scheduling consideration is given to both routes in conjunction with each other to avoid unnecessary travel delays.

***For complete details of the April 26<sup>th</sup>, 2019 Board meeting, the Agenda and Minutes are posted online at [www.ncrdbc.com](http://www.ncrdbc.com).***





May 8, 2019

Ruby Decock  
Chief Administrative Officer  
Village of Port Clements

**Request for Letter of Support**

This year will be the 37<sup>th</sup> Annual Tlell Fall Fair. August 4<sup>th</sup> will be the big day of Events, Food, Games, Entertainment and Exhibits of local Agriculture and Crafts. We have already confirmed our Entertainment and new kids' games are being arranged.

The Tlell Fall Fair Committee is applying for Funding from Northern Development Initiative Trust (NDIT) through the "Fabulous Festivals and Events" program. As such we require letters of support. We are projecting a total cost of \$22000 for all the operations of this year's fair. We are requesting \$2500 from NDIT and would appreciate a letter of support from the village of Port Clements.

We look forward to your letter and we hope to see you at this year's Tlell Fall Fair, The earliest Fall Fair in British Columbia.

Douglas Louis  
President, Tlell Fall Fair Committee

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CITY OF BURNABY  
OFFICE OF THE MAYOR  
MIKE HURLEY  
MAYOR

2019 May 02

Dear Mayor and Council:

**Subject: Expanding Investment Opportunities**  
(Item No. 6(J), Reports, Council 2019 April 29)

Burnaby City Council, at the Open Council meeting held on 2019 April 29, received the above noted report and adopted the following recommendations, **AS AMENDED**:

1. THAT Council provide support for changes to the Community Charter to allow for expanded asset class investments under prudent investor rules.
2. THAT Council request support from other municipalities and regional districts for the requested changes to the Community Charter.
3. THAT Council submit a resolution, as outlined in Section 4.1 of this report, to the Union of British Columbia Municipalities, as outlined in this report.

In accordance with Recommendation No. 2, a copy of the report, containing text of the resolution, is *enclosed* for your information.

Burnaby City Council appreciates your support on this matter.

Yours truly,

Mike Hurley  
MAYOR

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**FINANCIAL MANAGEMENT COMMITTEE**

*HIS WORSHIP, THE MAYOR  
AND COUNCILLORS*

**SUBJECT: EXPANDING INVESTMENT OPPORTUNITIES**

**RECOMMENDATIONS:**

1. THAT Council provide support for changes to the Community Charter to allow for expanded asset class investments under prudent investor rules.
2. THAT Council request support from other municipalities for the requested changes to the Community Charter.
3. THAT Council submit a resolution, as outlined in Section 4.1 of this report, to the Union of British Columbia Municipalities, as outlined in this report.

**REPORT**

The Financial Management Committee, at its meeting held on 2019 April 24, received and adopted the attached report requesting Council to support changes to the Community Charter to allow for prudent investor rules, thus expanding investment parameters and opportunities.

Respectfully submitted,

Mayor M. Hurley  
Chair

Councillor S. Dhaliwal  
Vice Chair

Copied to:	City Manager Director Finance
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**TO:** CHAIR AND MEMBERS  
FINANCIAL MANAGEMENT COMMITTEE

**DATE:** 2019 April 17

**FROM:** DIRECTOR FINANCE

**FILE:** 7500-01

**SUBJECT:** EXPANDING INVESTMENT OPPORTUNITIES

**PURPOSE:** To request Council to support changes to the Community Charter to allow for prudent investor rules, thus expanding investment parameters and opportunities.

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**RECOMMENDATIONS:**


1. **THAT** the Committee recommend Council provide support for changes to the Community Charter to allow for expanded asset class investments under prudent investor rules.
2. **THAT** the Committee recommend Council request support from other municipalities for the requested changes to the Community Charter.
3. **THAT** the Committee recommend Council submit a resolution, as outlined in Section 4.1 of this report, to the Union of British Columbia Municipalities as outlined in this report.

**REPORT**

**1.0 INTRODUCTION**

Financial investments form a critical part of the activities of a municipality, providing a source of revenues for capital expenditures and to offset cash flow fluctuations. The allowable investment parameters as laid out in the Community Charter is considered a “prescribed” or a “closed” set of legislated guidelines designed to protect municipalities from taking unnecessary or undue risks. The concept being that the current regulations provide for a list of instruments that can be placed in the portfolio, instruments that are considered the most creditworthy and least risky, such as provincial debt obligations and investments in financial institutions in Canada. What occurs in a market such as Canada, which represents less than 3% of the global economy, is an over concentration of holdings and limited investment diversification due to the regulation limitations.

The parameters set and limitations for investment powers and opportunities has not changed for decades in British Columbia. The purpose of the proposed changes to Section 183 of the Community Charter is to provide municipalities with the ability to obtain improved returns



through asset class diversification, which in return can reduce tax implications and funding costs associated with capital funding; while also reducing investment risks. Analysis and discussion for structured governance will be critical to determine the scope of change and authority granted through legislated changes. However, the purpose of this report is to start the conversation with the Province.

## 2.0 POLICY SECTION

### Goal

- A Connected Community
  - Partnership –  
Work collaboratively with businesses, educational institutions, associations, other communities and governments
- A Dynamic Community
  - Economic opportunity –  
Foster an environment that attracts new and supports existing jobs, businesses and industries
  - Community development –  
Manage change by balancing economic development with environmental protection and maintaining a sense of belonging
- A Thriving Organization
  - Financial viability –  
Maintain a financially sustainable City for the provision, renewal and enhancement of City services, facilities and assets

## 3.0 MUNICIPAL INVESTMENTS

### 3.1 Investment Funds

Part 6, Division 3, Section 183 of the Community Charter provides investment guidelines to British Columbia municipalities. These legislated guidelines state that municipalities may invest or reinvest money that is not immediately required for expenditures as follows:

**183** Money held by a municipality that is not immediately required may only be invested or reinvested in one or more of the following:

- (a) securities of the Municipal Finance Authority;
- (b) pooled investment funds under section 16 of the *Municipal Finance Authority Act*;
- (c) securities of Canada or of a province;

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- (d) securities guaranteed for principal and interest by Canada or by a province;
- (e) securities of a municipality, regional district or greater board;
- (f) investments guaranteed by a chartered bank;
- (g) deposits in a savings institution, or non-equity or membership shares of a credit union;
- (h) other investments specifically authorized under this or another Act.

The British Columbia provincial government is responsible for the laws and framework that provide governance across the province. The *Municipal Act* has provided this guidance since the 1880's. In 1991, UBCM proposed the idea for the creation of a Bill of Rights for municipalities for the purpose of providing broader powers and greater freedoms for BC municipalities. The *Local Government Act* was then created and received Parliamentary approval in 1996. Finally, with Royal Assent in August 2001 of the *Community Charter Council Act*, a Community Charter Council was created for the purpose of developing the *Community Charter*.

BC municipalities have managed investment portfolios under these guidelines as a matter of fiduciary responsibility and with due diligence. Internal investment guidelines support each municipality's investment activities within the constraints of the *Community Charter*. While protectionist in nature, the regulations actually place inadvertent restrictions on the ability to generate higher rates of return and increased revenues, as well as limiting asset class diversification which is paramount to financial sustainability and risk diversification. Currently, BC municipalities can invest in two of the four main asset classes - money market (including cash equivalents) and fixed income (bonds). The other two asset classes include equities and real estate (or other tangible assets). This limitation in turn affects the portfolio real rate of return once inflation is considered and it affects annual taxation rates and other capital costs for a municipality.

### 3.2 Prudent Investor Rules

The prudent investor rule (aka prudent investor standard) requires the investment manager of an organization to conduct investment activities with care, skill and due-diligence for that which a prudent person would do when managing their own investments, such as property, cash or securities. Such a person would therefore deploy investments through a diversification strategy that can potentially reduce risks while enhancing returns.

A prudent investor would therefore have flexibility and seek opportunities based on market and economic cycles, as well as utilize diversification opportunities both in and outside of Canada. For a municipality, benefits from increased returns can reduce taxation requirements and fees. Without a change to provincial legislation, BC municipalities will continue to invest in

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prescribed investment products which under varying market conditions, like the historical low interest rates experienced over the last 10 years that has in turn translated into the lowest yields and lower income.

### 3.3 Prudent Investor Rules – Other Jurisdictions

Various municipalities and pensions maintain prudent investor rules such as the cities of Ottawa, Edmonton, Calgary, Medicine Hat and more recently the City of Toronto. In 2000, the Canada Pension Plan began investing in equities and other investment products (real estate, commodities and futures) with the main goal of seeking higher returns and to stabilize the Canada Pension Plan (CPP) program for future generations. This change meant a more diversified and global deployment of funds for capital appreciation, taking advantage of a much larger global market than just Canadian content.

When the Province of Ontario decided to make changes to the municipal legislation, it was for the purpose of providing municipalities more flexibility. Thus, allowing local governments more freedom to invest available funds in a larger pool of diversified investment products. Providing the added flexibility and freedom could potentially deliver higher returns while lowering or removing systemic risks, reinvestment risks and interest rate risks. The Ontario government put in place specific requirements that a local government must meet to permanently opt into the prudent investor program. The logic was to ensure appropriate governance and structure was in place with separate guidance from an independent board for the expanded portfolio.

The City of Toronto is currently preparing to place their initial investments into equities now that the legislated requirements for prudent standards have been met. The City of Ottawa however has been investing endowment funds of over \$200 million since 2007. Ottawa conducted an RFP and hired two fund managers to manage the investments of the endowment. Applying prudent investment standards to the endowment funds has allowed the City of Ottawa to generate much higher yields over the last decade when compared to the funds invested based on the prescribed legislation. Also, the City of Ottawa is watching Toronto's activities closely and will contemplate the opt-in decision for the remaining portfolio funds as they have first-hand knowledge of the large differential in returns between their funds.

The City of Edmonton began investing in equities in 1995 with the creation of an endowment fund. A May 2014 staff white paper identified that through the use of asset class diversification, the endowment fund has contributed well over \$700 million to the City of Edmonton's operating budget and the fund has grown from \$445 million to \$710 million. Staff reports indicate that the change to investment structure has allowed the city to achieve cost efficiencies and to better align the portfolios with specific risk profile needs and objectivity. This in turn allows for the creation of new asset class investing, such as global infrastructure and emerging market equities, while achieving the goals of increasing overall returns and long term financial sustainability.

Another report highlighted that Edmonton home owners have saved over 7% for the period 2005 – 2014 on property taxes paid. Not only have the funds increased returns resulted in a reduction of the tax burden on citizens, but has and will continue to the support the city's financial position

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and sustainability. The investment diversification through prudent investor rules has meant an expanded revenue base for operating and capital budgets.

### **3.4 Prudent Investor Rules – Capacity and Knowledge**

While providing expanded investment options to municipalities through legislation can achieve many benefits, consideration must be made regarding municipal capacity and expertise. Any change in legislation will require municipal input in determining the governance structure that will work best for the province and each municipality. With examples from Ontario and Alberta now in place, this presents a tremendous opportunity to learn from the legislative process and experiences and to understand the need for improvements and the request to change.

Because of the vast range of assignments and work conducted in municipal treasury, the current staff compliments most likely will not have the expertise to branch out into a larger array of investment asset class products. Indeed, smaller municipalities have very few staff that manage varying professional disciplines such as budgets, banking, trades payable, accounting and investments. There are however significant differences amongst the municipalities in the lower mainland and across the province when it comes to portfolio management expertise and knowledge. So governance must consider inclusion for all without creating additional costs and risks.

Such risks can be mitigated through pooling investments or contracts with qualified funds managers through the set-up of simplified but effective reporting standards and clear guidelines. Under prudent investment standards the need for monitoring the decisions made, portfolio performance, policy and governance principles becomes even greater. Setting the criteria by thoughtful consideration will ensure a more comprehensive and general acceptance and adaptation by municipalities. The goal is not to make prudent investing an impossible challenge, but to ensure there is significant and meaningful impact when prudent investment standards are followed.

## **4.0 REQUIRED CHANGE IN LEGISLATION**

The City of Burnaby has maintained a concentrated and focused effort on the investment portfolio for over three decades. This attention has provided for consistently improved yields and income generation. While the City of Burnaby has outperformed market benchmarks and municipal peers, there are still missed opportunities due to investment restrictions based on the current legislation.

While protectionist in nature, a “prescribed” or “closed” set of guidelines can introduce unintended risks by being extremely limited, thus introducing systemic and interest rate risks to a municipal portfolio. This can increase in magnitude for a large portfolio that seeks additional product and yield within the limited reach and size of the Canadian fixed income market. The *Community Charter* provides clarity but does not empower a municipality to obtain greater investment variation and seek to reduce risk further through asset diversification and allocation.

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It is therefore proposed that by providing prudent investor standards within the *Community Charter* or other provincial legislation, risk versus reward through asset class diversification can culminate into various funding and cash flow opportunities as returns increase. If the City of Burnaby moved 30% of current holdings to other asset classes for example (Edmonton has 60% of the endowment fund in equities), with only a 2.5% increase in yield on that portion of the portfolio, the annual additional revenue would be \$12.75 million per year.

The evidence is very clear from municipal examples to pension plans and historical analysis that asset mix is a critical determinant of long term investment fund stability, yield and income. Maintaining a set of guidelines that limits municipal investing to a restricted list of products within limited asset classes will result in what is occurring in many municipal portfolios today – yields that range from 1.50% - 3.00% with significantly reduced income. The current standards limit municipal investments to the Canadian market only and to the fixed income asset class which is based on Canadian interest rates only.

The size and utilization of the City's investment reserves, without debt payment obligations other than internally through annual depreciation, means we are well positioned for the longer term investment time horizon that is needed under other asset classes such as equities and real estate. Providing proficient and transparent oversight to the investment portfolio ensures the City of Burnaby is acting in the best interest of citizens. This also means identifying that as investment markets and economies have changed over the years, opportunities have been missed. The best starting point is to begin the conversation about making changes to the current investment legislation in British Columbia.

And while those opposed to change may suggest that introducing the prudent investor rules will bring with it needless risks, one must consider that risk is defined in many ways, including the long term financial sustainability of municipalities and the tax burden placed on residents. Risk diversification also means fund managers and fund management, not just guarantors and asset class diversification. Risk management means a governance structure that takes into consideration the varying investment strategies that can be deployed and empowering municipalities to diversify and grow for future generations of citizens. For these reasons, updating legislation to include prudent investment rules is practical and warranted.

#### ***4.1 Resolution: Expanded Asset Class Investments Under Prudent Investor Rules***

Given the discussion above, and recognizing that the ability to properly manage and grow assets is an important role of local government, the following resolution has been prepared for the Committee and Council's consideration.

**WHEREAS** financial investments form a critical part of the activities of a municipality, providing a source of revenues for capital expenditures and to offset cash flow fluctuations;

3

**AND WHEREAS** allowable investment parameters as laid out in the *Community Charter* is considered a “prescribed” set of legislated guidelines.

**AND WHEREAS** the Provinces of Alberta and Ontario have implemented a wider scope for local government investment, which responds to the needs of local governments of all sizes:

**THEREFORE BE IT RESOLVED** that the Union of BC Municipalities request the Ministry of Finance to amend the *Community Charter* to provide municipalities with the ability to obtain improved returns through asset class diversification, which in return can reduce tax implications and funding costs associated with capital funding, while also reducing investment risk.

## 5.0 RECOMMENDATIONS

It is recommended that the Committee recommend Council provide support for changes to the Community Charter to allow for expanded asset class investments under prudent investor rules. It is also recommended that the Committee recommend Council request support from other municipalities for the requested changes to the Community Charter and that a resolution, as outlined in Section 4.1 of this report, be submitted to the Union of British Columbia Municipalities on this matter.



Noreen Kassam, CPA, CGA  
DIRECTOR FINANCE

NK:DS /ml

Copied to: City Manager

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## Option 1

# A gift for you

Use the funds for whatever you please - transfer them to a loan, save for a rainy day, or treat yourself and a friend to lunch; the choice is yours!

#63

  
NORTHERN SAVINGS  
CREDIT UNION

**Dear Village of Port Clements,**

Thank you for being a loyal Northern Savings Member. Based on your financial dealings with us, and as a token of our appreciation, we would like to offer you a \$50 gift.

You have two options for your \$50 gift, a gift for you or a gift to give. Simply detach the gift card you wish to use, and stop by your branch to claim\* your gift. If you can't drop by you can email us at [info@northsave.com](mailto:info@northsave.com) or give us a call at 250.626.5231.

[www.northsave.com](http://www.northsave.com)

\*If we do not hear back from you by July 31, 2019, your gift will be deposited to your primary account.

## Option 2

# Give a gift

Choose one of these local charities and Northern Savings will match your donation! (no tax receipt will be generated)

- Animal Helpline
- Food for Students
- Rediscovery Haida Gwaii

#63

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The Village of  
**PORT CLEMENTS**  
*"Gateway to the Wilderness"*

36 Cedar Avenue West  
PO Box 198  
Port Clements, BC  
V0T1R0  
OFFICE : 250-557-4295  
Public Works : 250-557-4326  
FAX : 250-557-4568  
Email : [office@portclements.ca](mailto:office@portclements.ca)  
Web : [www.portclements.ca](http://www.portclements.ca)

## REPORT TO COUNCIL

Author: Ruby Decock, CAO  
Date: May 17, 2019  
RE: Village Cleanup 2019

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### BACKGROUND:

The BC Provincial government has announced that there are partnership opportunities to increase the supply of affordable housing in BC. The government of BC is investing in approximately \$7 billion over 10 years through the *Building BC* funds. Funding for housing is available under the following funding grants:

- **Community Housing Fund (CHF)** which can be used to develop units of mixed income, affordable rental housing for independent families and seniors.
- **Indigenous Housing Fund (IHF)** which is used for Indigenous families and seniors.
- **Women's Transition Housing Fund (WTF)** which is used to help women and children get out of violent and abusive situations and rebuild their lives.
- **Supportive Housing Fund (SHF)** which is used for new homes with 24/7 support services for people who are experiencing homelessness or who are at risk of homelessness.
- **Capital Renewal Fund (CRF)** which is for the maintenance of existing BC social housing stock , making them more livable, energy-efficient, and safer.

In 2018, a group of residents took the initiative to develop the Port Clements Housing and Restoration Society (PCHRS) because they were concerned with the lack of available and affordable housing within Port Clements. The purpose of the group is to enhance the lives of the people of Port Clements and the surrounding areas through housing and economic initiatives.

In April 2019, the provincial government made it a mandatory requirement for local governments to complete a Housing Needs Report every 5 years. These requirements were put in place to help local governments and the Province to better understand and respond to housing needs in communities throughout British Columbia. The Village of Port Clements has until April 2022 to complete their first housing needs assessment.

### DISCUSSION:

In 2020, BC Housing will be issuing a second formal Request for Proposals for the *Community Housing Fund*. BC Housing is encouraging groups interested in submitting proposals for this funding to start their planning early to ensure that their projects are ready when the application intake opens in 2020. The province also identified that the municipalities can help to partner with BC Housing by providing city-owned land or waving Development Cost Charges.

To assist local governments with the new requirements, the B.C. government is providing a three-year \$5 million funding program which will be administered by the Union of BC Municipalities (UBCM). There is \$15,000 in funding available for a housing needs assessment through the Union of British Columbia Municipalities (UBCM) Housing Needs Reports Program.

This program is only available for local governments in BC. The closing date for this funding is May 31, 2019 and November 29, 2019.

The Port Clements Housing and Restoration Society received a quote from the local consultant, CO+HOST; however, they cannot afford to pay for the housing needs assessment for Port Clements. CO+HOST was the company that completed the housing needs assessment for the Village of Queen Charlotte (VQC). That housing assessment assisted VQC in successfully acquiring funding for a 19-unit apartment building for social housing. A copy of the 72 page assessment can be viewed online at: <https://queencharlotte.civicweb.net/document/1193>.

In addition to the UBCM funding, the Northern Development Initiative Trust (NDIT) also has funding available for a one-time grant to local governments up to \$10,000 to a maximum of 50% of the eligible project budget for a housing needs assessment. Funding applications are approved on a first come first serve basis until the annual funding allocation has been fully committed.

#### **CONCLUSION:**

The Port Clements Housing and Restoration Society is requesting that Council applies to the UBCM and NDIT for grant funding to cover the cost for the Housing Needs Assessment and provide municipal lands for future development of a housing projects.

#### **STRATEGIC (Guiding Documents Relevancy – Strategic Plan, Official Community Plan)**

This project is not a part of the 2019 Strategic Plan. Section 4.3 of the OCP identifies developing the land between Park Street and Dyson Street for residential growth. Section 6.0 of the OCP addresses Community Growth and the need for the Village to support it and ensure there is available land to promote community growth. Section 9.3 of the OCP identifies that the Village should encourage the development of a range of affordable and potentially rentable housing models in serviced areas throughout the Urban Residential, Multi-Family Residential and Mobile Home Park Zones.

#### **FINANCIAL (Corporate Budget Impact)**

This will not impact the budget if the municipality receives funding from both the UBCM and NDIT. If the funding from NDIT is not possible, it may require up to \$10,000 - \$25,000 from the municipality. As this study is related to planning, other grants can be used for funding this project, such as the Gwaii Trust Vibrant Communities Grant or the Northern Development Planning & Capital Grant.


#### **ADMINISTRATIVE (Workload Impact and Consequence)**

This will require minimal staff involvement. The consultant identified that a minimum of 5 hours of advisory and support will be required if the Port Clements Housing and Restoration Society is working with the consultant. Staff will be required to administer the contract and report on these grants.

#### **RECOMMENDATION**

THAT Council supports the Port Clements Housing and Restorative Society and agrees to apply to the Union of BC Municipalities Housing Needs Reports Program Assessment funding program for the undertaking of a housing needs report as required by the Government of British Columbia;  
AND THAT the application be submitted for the May 31, 2019 grant intake;  
AND THAT Council applies to the Northern Development Initiative Trust Housing Needs Assessment Program for the additional funds required to complete the housing needs assessment report.

Respectfully submitted:



Attached:

Port Clements Housing & Restoration Society Correspondence & Bylaws

## Ruby Decock

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**From:** PCHRS <pchrsociety@gmail.com>  
**Sent:** May-10-19 11:51 AM  
**To:** Ruby Decock  
**Subject:** PCHRS Request for Council Assistance

The Port Clements Housing and Restoration Society, PCHRS, has been formed for the purpose of enhancing the lives of the people of Port Clements and the surrounding areas through housing and economic initiatives. These include, but are not limited to, housing, food sustainability, recreation, health and wellness.

With that in mind, we are writing to you to request your support in acquiring funding for a community needs assessment, which is the next step in reaching our goals. We are asking for a Council Resolution that will assist by providing us with staff time and enable our application for funding to proceed as quickly as possible. We have a May 31<sup>st</sup> deadline to apply to UBCM for initial funding and we understand that the next Council meeting is May 21<sup>st</sup>. We have met with Andrew Hudson for his assistance in the application process and have submitted a request for a quote to Cohost Collective to begin this process. We need to have everything in place to facilitate our application for housing funding that is coming available through the government of BC in early 2020. People in need in our community have heard about, and are eagerly anticipating these homes and we want to be ready for the building to start.

Thank you for your consideration in this matter.

Kelly Green  
Vice-President, PCHRS

Manzanita Snow  
President, PCHRS

# Port Clements Housing Needs Assessment

## Project Proposal

**Prepared for:** Port Clements Housing and Restoration Society  
Attn: Kelly Green, Vice President

**Prepared by:** Lindsay Seegmiller of Co+Host

**Name of Primary Contact:**

Lindsay Seegmiller, representing Co+Host Collective, is the primary contact for this work.

**Submission date:** May 15th, 2019



cohostcollective@gmail.com  
www.cohostcollective.ca

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## Purpose

The purpose of this project is to conduct a needs assessment related to housing needs within the community of Port Clements. Specifically, this contract would explore the qualitative aspects of this assessment, engaging with key stakeholders including key organizations, landlords, tenants, the public, to determine the primary opportunities, challenges and available resources related to housing. Qualitative findings will be layered against existing quantitative data.

## Scope of the Project

The proposed project will have two guiding objectives:

### **Objective 1: Understand local housing needs through research and engagement.**

The project team will conduct research and engagement sessions with key stakeholders including but limited to homeowners, landlords, tenants, hard-to-house individuals, and service providers that support individuals in search of housing. This will build an understanding of priorities, opportunities, and barriers related to the provision of safe, high quality, and affordable housing.

### **Objective 2: Develop housing needs assessment for Port Clements.**

Based on the research and engagement findings, the project team will develop a housing needs assessment that considers the housing-related needs, opportunities, gaps and trends in Port Clements. This report will be congruent with the report format established by BC Housing.

## Methodology

This engagement process will use multiple methodologies in order to appropriately access different stakeholder groups and triangulate community needs. One-on-one interviews will be conducted with key stakeholders and gatekeepers. Focus groups will be used to gather together individuals with similar experiences (e.g. service providers, people who are inadequately housed, etc) to discuss gaps and challenges in housing from their perspectives. A community survey may be employed to provide an opportunity for the general community to voice their concerns about housing in Port Clements. Site visits throughout the community may also be included.

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## Budget

Below is a breakdown of the estimated fee for each phase of the project.

Phase	Number of Hours	Rate	Cost Estimate
<b>Planning Phase</b>			
Deliverables will include communications plan, stakeholder analysis, literature review and project plan. Planning will occur in collaboration with a Port Clements-based contractor.	134	\$65	<b>\$8,710.00</b>
<b>Engagement Phase</b>			
Methods may include surveys (key informant and community), focus groups, site visits, and/or interviews. Engagement may include a Port Clements-based contractor.	63	\$65	<b>\$4,095.00</b>
<b>Analysis of Findings</b>	45	\$65	<b>\$2,925.00</b>
<b>Deliverable</b>			
Deliverables will include a Needs Assessment, congruent with BC Housing requirements, based on the qualitative data gathered throughout the engagement process. Two revisions included in quote.	60	\$65	<b>\$3,900.00</b>
<b>Sharing Report with Community</b>	25	\$65	<b>\$1,625.00</b>
<b>Room Bookings, Catering</b>			<b>\$2,500.00</b>
<b>Incidentals &amp; Mileage</b>			<b>\$1,200.00</b>
		<b>SUBTOTAL</b>	<b>\$24,955.00</b>
		<b>GST (5%)</b>	<b>\$1,247.75</b>
		<b>TOTAL</b>	<b>\$26,202.75</b>

## Roles

### Co+Host

- Design of needs assessment process, in collaboration with Village of Port Clements
- Conduct community engagement process
- Prepare required materials

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- Create a revised final Needs Assessment document, with review and revisions from Village of Port Clements

### ***Village of Port Clements***

- Secure venue and coordinate setup logistics, including any catering
- Provide facilitation team with relevant background information
- Meet with facilitation team to answer questions, review and finalize session agenda
- Finalize needs assessment with facilitation team

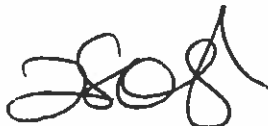
## **Project Lead: Co+Host**

Co+Host brings together a diverse network of professionals interested in facilitation and serious about real outcomes. We often practice co-facilitation because we believe it offers the most effective results for our clients, and the greatest opportunities for skill sharing between our members. As a group, we have a basket of tools that help us build a productive space that your group fills with knowledge, experience and ideas. Some of these tools include collaborative conversational processes, group decision making techniques, collaborative conflict resolution, graphic recording, and visual summaries. We then help you turn these conversations into change, action and resolutions. Co+Host is based on Haida Gwaii, traditional Haida territory, and our work extends throughout Northern British Columbia.

## **Samples of Previous Work**

- 1) Queen Charlotte Housing Needs Assessment prepared for the Queen Charlotte Heritage Housing Society in 2017. Purpose of the needs assessment, which employed a series of interviews, focus groups and a community survey, was to better understand local housing needs in the Village of Queen Charlotte. The final report is attached.
- 2) Haida Gwaii Public Transportation Feasibility Study prepared for the Village of Port Clements in 2016. Purpose of the study, which employed a series of public surveys and key stakeholder interviews, was to examine school bus service options for SD50 and to explore synergies between SD50 service needs and public transportation needs on Haida Gwaii. The final report is attached.

**Submitted:**



Lindsay Seegmiller  
Co+Host  
Date: May 15, 2019

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# **Bylaws of the Port Clements Housing and Restoration Society (the "Society")**

## **Part 1 — Definitions and Interpretation**

### **Definitions**

#### **1.1 In these Bylaws:**

"Act" means the Societies Act of British Columbia as amended from time to time.

"Board" means the directors of the Society.

"Bylaws" means these Bylaws as altered from time to time.

Definitions in Act apply

#### **1.2 The definitions in the Act apply to these Bylaws.**

### **Conflict with Act or regulations**

 **1.3 If there is a conflict between these Bylaws and the Act or the regulations under the Act, the Act or the regulations, as the case may be, prevail.**

## **Part 2 — Members**

### **Application for membership**

**2.1 A person may apply to the Board for membership in the Society and the person becomes a member on the Board's acceptance of the application.**

### **Duties of members**

**2.2 Every member must uphold the constitution of the Society and must comply with these Bylaws.**

### **Amount of membership dues**

**2.3 The amount of the annual membership dues, if any, must be determined by the Board.**



Member not in good standing

2.4 A member is not in good standing if:

- (a) the member fails to pay the member's annual membership dues, if any, and the member is not in good standing for so long as those dues remain unpaid;
- (b) the member fails to uphold the constitution of the Society;
- (c) the member fails to comply with these bylaws.

Member not in good standing may not vote

2.5 A voting member who is not in good standing

- (a) may not vote at a general meeting, and
- (b) is deemed not to be a voting member for the purpose of consenting to a resolution of the voting members.

Termination of membership if member not in good standing

2.6 A person's membership in the Society is terminated if the person is not in good standing for 6 consecutive months.

### **Part 3 — General Meetings of Members**

Time and place of general meeting

3.1 A general meeting must be held at the time and place the Board determines.

Ordinary business at general meeting

3.2 At a general meeting, the following business is ordinary business:

- (a) adoption of rules of order;
- (b) consideration of any financial statements of the Society presented to the meeting;
- (c) consideration of the reports, if any, of the directors or auditor;
- (d) election or appointment of directors;
- (e) appointment of an auditor, if any;
- (f) business arising out of a report of the directors not requiring the passing of a special resolution.

Notice of special business

3.3 A notice of a general meeting must state the nature of any business, other than ordinary business, to be transacted at the meeting in sufficient detail to permit a member receiving the notice to form a reasoned judgment concerning that business.

#### Chair of general meeting

3.4 The following individual is entitled to preside as the chair of a general meeting:

- (a) the individual, if any, appointed by the Board to preside as the chair;
- (b) if the Board has not appointed an individual to preside as the chair or the individual appointed by the Board is unable to preside as the chair,
  - (i) the president,
  - (ii) the vice-president, if the president is unable to preside as the chair, or
  - (iii) one of the other directors present at the meeting, if both the president and vice-president are unable to preside as the chair.

#### Alternate chair of general meeting

3.5 If there is no individual entitled under these Bylaws who is able to preside as the chair of a general meeting within 15 minutes from the time set for holding the meeting, the voting members who are present must elect an individual present at the meeting to preside as the chair.

#### Quorum required

3.6 Business, other than the election of the chair of the meeting and the adjournment or termination of the meeting, must not be transacted at a general meeting unless a quorum of voting members is present.

#### Quorum for general meetings

3.7 The quorum for the transaction of business at a general meeting is 3 voting members or 10% of the voting members, whichever is greater.

#### Lack of quorum at commencement of meeting

3.8 If, within 30 minutes from the time set for holding a general meeting, a quorum of voting members is not present,

- (a) in the case of a meeting convened on the requisition of members, the meeting is terminated, and
- (b) in any other case, the meeting stands adjourned to the same day in the next week, at the same time and place, and if, at the continuation of the adjourned meeting, a quorum is not present within 30 minutes from the time set for holding the continuation of the adjourned meeting, the voting members who are present constitute a quorum for that meeting.

If quorum ceases to be present

3.9 If, at any time during a general meeting, there ceases to be a quorum of voting members present, business then in progress must be suspended until there is a quorum present or until the meeting is adjourned or terminated.

Adjournments by chair

3.10 The chair of a general meeting may, or, if so directed by the voting members at the meeting, must, adjourn the meeting from time to time and from place to place, but no business may be transacted at the continuation of the adjourned meeting other than business left unfinished at the adjourned meeting.

Notice of continuation of adjourned general meeting

3.11 It is not necessary to give notice of a continuation of an adjourned general meeting or of the business to be transacted at a continuation of an adjourned general meeting except that, when a general meeting is adjourned for 30 days or more, notice of the continuation of the adjourned meeting must be given.

Order of business at general meeting

3.12 The order of business at a general meeting is as follows:

- (a) elect an individual to chair the meeting, if necessary;
- (b) determine that there is a quorum;
- (c) approve the agenda;
- (d) approve the minutes from the last general meeting;
- (e) deal with unfinished business from the last general meeting;
- (f) if the meeting is an annual general meeting,
  - (i) receive the directors' report on the financial statements of the Society for the previous financial year, and the auditor's report, if any, on those statements,
  - (ii) receive any other reports of directors' activities and decisions since the previous annual general meeting,
  - (iii) elect or appoint directors, and
  - (iv) appoint an auditor, if any;
- (g) deal with new business, including any matters about which notice has been given to the members in the notice of meeting;
- (h) terminate the meeting.

### Methods of voting

3.13 At a general meeting, voting must be by a show of hands, an oral vote or another method that adequately discloses the intention of the voting members, except that if, before or after such a vote, 2 or more voting members request a secret ballot or a secret ballot is directed by the chair of the meeting, voting must be by a secret ballot.

### Announcement of result

3.14 The chair of a general meeting must announce the outcome of each vote and that outcome must be recorded in the minutes of the meeting.

### Proxy voting not permitted

3.15 Voting by proxy is not permitted.

### Matters decided at general meeting by ordinary resolution

3.16 A matter to be decided at a general meeting must be decided by ordinary resolution unless the matter is required by the Act or these Bylaws to be decided by special resolution or by another resolution having a higher voting threshold than the threshold for an ordinary resolution.

## Part 4 — Directors

### Number of directors on Board

4.1 The Society must have no fewer than 3 and no more than 11 directors.

### Election or appointment of directors

4.2 At each annual general meeting, the voting members entitled to vote for the election or appointment of directors must elect or appoint the Board.

### Directors may fill casual vacancy on Board

4.3 The Board may, at any time, appoint a member as a director to fill a vacancy that arises on the Board as a result of the resignation, death or incapacity of a director during the director's term of office.

Term of appointment of director filling casual vacancy

4.4 A director appointed by the Board to fill a vacancy ceases to be a director at the end of the unexpired portion of the term of office of the individual whose departure from office created the vacancy.

## **Part 5 — Directors' Meetings**

Calling directors' meeting

5.1 A directors' meeting may be called by the president or by any 2 other directors.

Notice of directors' meeting

5.2 At least 2 days' notice of a directors' meeting must be given unless all the directors agree to a shorter notice period.

Proceedings valid despite omission to give notice

5.3 The accidental omission to give notice of a directors' meeting to a director, or the non-receipt of a notice by a director, does not invalidate proceedings at the meeting.

Conduct of directors' meetings

5.4 The directors will regulate their meetings and proceedings according to the PCHRS Consensus Process Policy.

Quorum of directors

5.5 The quorum for the transaction of business at a directors' meeting is a majority of the directors.

## **Part 6 — Board Positions**

Election or appointment to Board positions

6.1 Directors must be elected or appointed to the following Board positions, and a director, other than the president, may hold more than one position:

- (a) president;
- (b) vice-president;
- (c) secretary;
- (d) treasurer.

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#### Directors at large

6.2 Directors who are elected or appointed to positions on the Board in addition to the positions described in these Bylaws are elected or appointed as directors at large.

#### Role of president

6.3 The president is the chair of the Board and is responsible for supervising the other directors in the execution of their duties.

#### Role of vice-president

6.4 The vice-president is the vice-chair of the Board and is responsible for carrying out the duties of the president if the president is unable to act.

#### Role of secretary

6.5 The secretary is responsible for doing, or making the necessary arrangements for, the following:

- (a) issuing notices of general meetings and directors' meetings;
- (b) taking minutes of general meetings and directors' meetings;
- (c) keeping the records of the Society in accordance with the Act;
- (d) conducting the correspondence of the Board;
- (e) filing the annual report of the Society and making any other filings with the registrar under the Act.

#### Absence of secretary from meeting

6.6 In the absence of the secretary from a meeting, the Board must appoint another individual to act as secretary at the meeting.

#### Role of treasurer

6.7 The treasurer is responsible for doing, or making the necessary arrangements for, the following:

- (a) receiving and banking monies collected from the members or other sources;
- (b) keeping accounting records in respect of the Society's financial transactions;
- (c) preparing the Society's financial statements;
- (d) making the Society's filings respecting taxes.

## **Part 7 — Remuneration of Directors and Signing Authority**

### **Remuneration of directors**

7.1 These Bylaws do not permit the Society to pay to a director remuneration for being a director, but the Society may, subject to the Act, pay remuneration to a director for services provided by the director to the Society in another capacity.

### **Signing authority**

7.2 A contract or other record to be signed by the Society must be signed on behalf of the Society

- (a) by the president, together with one other director,
- (b) if the president is unable to provide a signature, by the vice-president together with one other director,
- (c) if the president and vice-president are both unable to provide signatures, by any 2 other directors, or
- (d) in any case, by one or more individuals authorized by the Board to sign the record on behalf of the Society.

## **PORT CLEMENTS HOUSING AND RESTORATION SOCIETY CONSENSUS PROCESS POLICY**

### **Introduction**

Consensus is a cooperative process in which group members develop and agree to support a decision in the best interest of the whole. It embraces individual perspectives, honoring each person's piece of the truth, while emphasizing the sense of the meeting through a creative search for unity. All newcomers must read and commit to following the guidelines presented in the PCHRS Consensus Process Policy before they can be vested as fully empowered decision-making members. By choosing to use consensus as our primary decision-making method, we recognize that we are pledging to do the hard, patient work of bringing our best selves forward and listening from the heart. We encourage participants to share ideas, feelings, needs, and concerns, in a spirit of honesty, kindness, and mutual respect, giving all viewpoints a fair hearing. We recognize we are sometimes called to accept with good grace a decision of the meeting with which we are not entirely in agreement. We affirm our willingness to listen with an open mind to the truths of others, and to work in good faith toward decisions that reflect the whole group intention and serve its greatest good.

### **Agenda Planning**

Items to be considered for the monthly meeting agenda are expected to be received by the agenda planner(s) no later than 10 days before the meeting, including any associated documentation. Agenda planners aim to publish the proposed agenda 5-7 days before the meeting, along with the background materials (reports, research, survey results, proposals, etc.). Members are asked to please read this and come prepared to discuss the issues.

There are often more potential items for the agenda than time in the meeting. We support our agenda planners in prioritizing, recognizing that the group usually finds it more satisfying to do a thorough job on a few items than to take a quick pass at many. Agenda planners may also assist members in finding alternate ways to address issues without taking full group time. The planner makes sure there are facilitators and minute-takers signed up for each meeting, as well as the next agenda planner.

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Every agenda includes time at the beginning for short personal check-ins and group confirmation and approval of the agenda, at least one break if time allows, and time at the end for evaluations (specific feedback on what went well and how things could have been improved) and appreciations. Each item on the agenda is assigned a time allocation and labeled with a clear goal, such as: Information, Discussion, or Decision.

We use the following matrix in determining whether an item comes first as an issue discussion or an official proposal:

*Is the issue ...*

	SIMPLE	COMPLEX
SMALL	Proposal may pass with relative ease.	Main work likely to happen in committee.
LARGE	Might be ok to start with proposal, and might take a few more meetings, possibly with committee work in between.	Start with issue discussion not proposal and expect it to take a series of meetings, almost always with committee or individual work in between.

## Minutes

We appreciate everyone who signs up to take notes at meetings. We ask our minute-takers to avoid verbatim-style minutes (recording in order who said what) because we find it over-personalizes the issues and because it's hard later to find the particular information we need. Instead, we ask for summary minutes covering the following:

*Essential minimum:*

- Date of meeting
- Decisions reached

*The following are also important:*

- Who was present
- For each item discussed:
  - Main points of discussion, such as questions and answers, concerns raised, new ideas
  - "Sense of the meeting"
  - Outcome of that item (tabled until next meeting, sent to committee, etc.)

- If a decision was reached, the reasons and intentions for that decision
- Name and reason of anyone standing aside
- Next steps, including any tasks assigned and if so to who and any deadlines for completion

Our minute-takers function as part of the meeting team, sometimes reading out a final statement of the proposal before the facilitator checks for consensus or reminding us to get clear on who is doing what next. Minutes will be recorded and distributed to attendees within five days of the meeting. A copy of all minutes will be printed and retained in the Meeting Minutes Binder for the official Society records. If someone thinks a mistake was made in the minutes, they will notify the minute-taker who will make any necessary corrections. Any changes to the minutes must be initialled by the current facilitator and minute taker. If there is a conflict regarding the need for a correction, it will be referred to the next meeting for clarification with the group.

At least 3 times a year, the Secretary goes through the minutes and gathers all the final decisions into the Decision Log, which is kept in its own spot in the back of the Meeting Minutes Binder. The Decision Log is organized by topic rather than date, which makes it much easier to find what is needed.

## **Facilitator Roles**

We ask everyone present to share responsibility for creating a constructive conversation. Our facilitators take special responsibility to support us by managing our meeting process so the rest of us can focus on the content. The facilitator acts as a servant of the group. In order to do this, facilitators need to remain as neutral as possible—in word, deed, and appearance—and avoid stating or implying your opinion on the agenda items in the meeting. This includes not being the official presenter of any items at the meeting you are facilitating, and finding a replacement facilitator if something gets put onto the agenda that you have especially strong feelings about. If at any time your neutrality becomes an issue (for you personally or in someone else's perception), a co-facilitator and the rest of the team can support you by stepping in and giving you a break.

The facilitator job includes working with, or acting as, the agenda planner beforehand. The facilitator position is filled on a rotating basis and all directors are encouraged to participate to the best of their ability when taking personal strengths and schedules into account. Each meeting has a lead facilitator with an assistant facilitator as

required. Additional assistance may be recruited if needed to cover all the work, which includes:

- Contacting presenters to discuss format and how the item may unfold at the meeting
- Getting the room ready, including setting up chairs, flipchart, markers, and tape
- Posting agenda clearly so everyone can read it
- Welcoming the group and opening the meeting
- Making it clear which step of the process we are on when
- Keeping "stack" and deciding who speaks in what order, including ensuring that quieter voices are heard
- Doing reflective listening to individual participants, especially those holding concerns
- Weaving and summarizing input to the meeting
- Scribing comments and lists onto the flipchart
- Suggesting formats, "light & lively" exercises, or breaks to help improve the energy
- Taking "temperature checks" if needed to get feedback from the group
- "Vibes-watching," that is, keeping an eye out for emotional dynamics and responding appropriately
- Running the call for consensus on each item that reaches the decision point
- Ensuring that extraneous issues which arise mid-meeting and get put onto the "bike rack" make it onto the agenda list afterward to get considered for future meetings
- Time-keeping

### Steps of the Consensus Process

Each item requiring a decision goes through the following steps. Some items may not need a decision, in which case they might not go through the full sequence. We expect substantive items to take multiple meetings, in which case we start each time with step #1, and then pick up where it makes sense based on what happened last time. Because we prefer to give power to people who are present in a meeting more than those who are absent, proposals can be modified on the floor and adopted; indeed, changing a proposal in response to new wisdom emerging is at the heart of the consensus process.

## 1. Introduction

Typically takes less than 5 minutes, and covers the following:

- Why are we talking about this, why does it matter?
- History of the issue (including results of any previous meetings on it).
- Goal for this item at this particular meeting (report, decision, committee gather input, etc.).

At the end of the initial presentation, others who have factual knowledge of the issue are sometimes invited to add in further bits about the history and so on, as long as it doesn't go on at too much length.

## 2. Clarifying Questions

These are simple questions just to make sure everyone in the room fully understands what has been presented or proposed.

## 3. Discussion

This is the exploratory phase, where people are invited to ask further questions, show the full diversity of perspectives, raise challenges and concerns, and so on. Agreements and disagreements on general direction are noticed, and the reasons for them examined—not just what the positions are, but why, and any underlying values conflicts brought out.

## 4. Establish Basic Direction

What is the sense of the meeting, in terms of basic direction on this issue? Here we seek general or philosophical agreement, an agreement in principle.

## 5. Synthesize or Modify Proposal (as needed)

Integrate what's been shared so far and make it as specific as needed, recognizing that some details will always be left to implementation and real life experimentation. Again, we notice agreements and disagreements (this time on the specifics of the proposal), and work with the underlying reasons, then generate ideas for addressing and resolving concerns, emerging with a proposal that has substantial group support. Periodically the facilitator may ask, "Are there any remaining unresolved concerns?"

## 6. Call for Consensus

The facilitator clearly restates the proposal and then asks people to indicate where they are, using the options listed below.

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## 7. Record

The note taker reads back the decision to the group. In addition, they record any implementation information needed (tasks, who's responsible, timelines, etc.).

Once a decision has been reached, it may be revisited if any of the following conditions apply:

- a) Something relevant and significant has changed since the decision was reached
- b) More than two years have passed
- c) Three or more members request a revisit.

## Decision Point Options

**At the point that the facilitator calls for consensus (step #6 above), participants have the following options:**

**1. Agreement:** "I support this proposal, and am willing to abide by and implement it."

**2. Consent with Reservations:** "I support the basic thrust of this proposal, and have one or more minor unresolved concerns."

**3. Stand Aside:** "I have major concerns with the proposal, and agree to stand aside and let the group proceed with it." The choice to stand aside may be based on (but is not limited to) any of the following:

- Disagreement with the proposal, or the process used to reach the decision;
- Personal values or principles;
  - Personal impact or need, e.g. "I can't afford this" or "I'd have to leave the group." If someone stands aside, their name and reason is recorded in the minutes. That person is relieved of any lead implementation responsibilities, yet is still bound to follow the decision.

**4. Blocking:** "I believe this proposal would be majorly detrimental to our group, because either it goes against our fundamental principles or it would lead to a disastrous outcome." Note that none of the following are appropriate reasons to block:

- To get your way or because you prefer a different proposal, or no proposal;
- To fulfill your personal moral values or how you want to live;
- Tradition: because things have always been done this way;
- Because the proposed action doesn't fit your personal needs (or finances);



- Because you would need to leave the group if the proposal passed.

In order to protect against inappropriate use of blocking, the group has the option to evaluate blocks: If group members, minus the person blocking, believe that a block is being applied inappropriately, then the block is invalidated. This power must be used carefully in order to avoid simply overruling those we disagree with.

5. **Abstain:** "I choose not to participate in the making of this decision." Typically used because a participant feels uninformed or not ready to participate.

If we've done a good job during the discussion period, there should not be any surprises at the call for consensus. If anyone has reservations, stands aside, or blocks, the group will pause to ensure that the reasons are clearly known, and consider whether the proposal might be modified to address the concerns. If more than three people have minor reservations, or more than one person stands aside, we will ask whether or not the decision at hand requires higher support in order to fulfill the goals of our consensus process (high quality decisions, effective implementation, and connection among the group), in which case we may hold the decision over to a future meeting. Most decisions don't need to be made in a rush; at the same time, we recognize that there is a cost to inaction, so we seek to move things along in order to respect people's time, energy, and morale.

If a decision is time-sensitive due to external factors and consensus is not reached, the group may elect to invoke a voting fallback. In order for that to happen all those present, minus one, must agree it is called for. If a vote takes place, decisions may pass by a unanimity minus one of those voting. Options at that decision point are: Yes, No, Abstain. (Abstentions do not count toward the total.)

\* \* \*

Finally, a quotation from Mark Shep:

"Consensus makes special demands on all. You must respect and consider each other. You must have a sense of common searching, instead of wanting to 'win.' You must be sensitive and open to each others' ideas and feelings, and honestly try to accommodate them. Finally, you must be dedicated to uncovering and pursuing truth—even if it leads where you never expected. Ignore these guidelines, and consensus can frustrate, divide, and fail. Follow them, and it can energize, unify, and succeed beyond your expectations."

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## ACTION ITEMS

<u>#</u>	<u>Date</u>	<u>Description</u>	<u>Lead</u>	<u>Follow up</u>
A30	06-09-2016	Weight Room Upgrades	Administration	<p>Questionnaire distributed on equipment use - Several Turned in.</p> <p>Grant Writer to look for opportunities</p> <p>Ruth Bellamy &amp; CAO toured facilities to determine what improvements should be made.</p> <p>Grant Writer searching out funding.</p>
	14-03-2019			<p>Councillor Kish contacted Grant Writer about grants. She also spoke to Ruth Bellamy about equipment and removal of non-essential items. Plan to dispose of these items during free tipping day</p>
A31	03-04-2017	Health Clinic Ventilation	Administration	<p>Sullivan Mechanical has completed a site visit and will present a plan for a fitting for a HRV &amp; quote. Still in Progress. CAO to write a letter to company requesting a deadline for install</p> <p>Sullivan Mechanical submitted a quote and Council will discuss.</p>
A36	08-08-2017	Sunset Park Mgmt. Plan	Council	<p>Review recently adopted Management plan in Nov/Dec 2017 and again in Nov/Dec 2018.</p> <p>Draft plan circulated to Council for review.</p>
	16-04-2019			
A-41	2018-09-260	Amend the Campground Bylaw fees		<p>Still in Progress - Still needs to be reviewed</p>
A-42	01-03-2019	Website updates		<p>Still in progress. There were technical issues with the website designer.</p>
	14-03-2019			<p>Website being transferred.</p>
	26-03-2019			<p>Website live, further content &amp; bug check in progress</p>
	12-04-2019			<p>Issues with payment portal, portal down for repairs</p>

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