

DATE: November 27, 2018**FILE:** 0530-20**TO:** Chair and Directors
Committee of the Whole**FROM:** Russell Dyson
Chief Administrative OfficerSupported by Russell Dyson
Chief Administrative Officer*R. Dyson***RE: External Board Appointments**

Purpose

The purpose of this report is to recommend regional district representatives be appointed to those external organizations that have requested representation from the Comox Valley Regional District (CVRD) Board.

Recommendation from the Chief Administrative Officer:

THAT appointments be made to the following external organizations for the 2018-2022 term and that remuneration and expenses are paid for each, provided remuneration and/or expenses are not paid directly by the external organization:

- Community Justice Centre of the Comox Valley: _____ (appointee); and _____ (alternate);
- Comox Valley Community Health Network Coordinating Circle: _____ (appointee); and _____ (alternate);
- Comox Valley Social Planning Council: _____ (appointee); and _____ (alternate);
- Forbidden Plateau Reclamation Society: _____ (appointee); and _____ (alternate);
- Ministry of Aboriginal Relations and Reconciliation for the K'ómoks First Nation treaty negotiation: Rod Nichol (appointee); and _____ (alternate);
- Municipal Finance Authority: _____ (appointee); and _____ (alternate); and
- Island Corridor Foundation: _____ (appointee); and _____ (alternate).

Executive Summary

In response to requests and certain statutory requirements, the CVRD regularly appoints regional district representation to external organizations. CVRD policy provides guidance regarding appointments to external organizations, such as clear expectations, compliance with board bylaws and policies as well as being relevant to the CVRD board strategic plan and objectives.

Some organization representation is mandatory, including the Municipal Finance Authority, North Island 9-1-1 Corporation and Vancouver Island Regional Library board. The Community Justice Centre is an organization that provides a service under a function of the CVRD, therefore should also have regional district representation. All other organizations are optional and at the discretion of the board. Where an organization has requested a specific appointment, the individual's name has been included in the recommendation above.

Note that the CVRD Board appointed Director Arbour to the Vancouver Island Regional Library Board and Director Swift to North Island 9-1-1 at its inaugural meeting on November 20, 2018.

Prepared by:

Concurrence:

J. Martens

J. Warren

Jake Martens
 Manager of Legislative Services

James Warren
 General Manager of Corporate Services

Stakeholder Distribution (Upon Agenda Publication)

None.	
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Background/Current Situation

As noted above, board policies allow for the appointment of regional district representatives to external organizations. This representation can be beneficial to the board as it allows for connectivity between the board and the community as well as to local government agencies. Regional representation is important to many of these organizations because it strengthens the working relationship between the organization and the board as well as creates a liaison for the organizations and residents it represents.

Staff have requested confirmation of regional district representation from the proposed external organization appointments. All but the Comox Valley Community Health Network Coordinating Circle represent pre-existing appointments and as such, the request, guidelines, terms of reference and governance framework have been provided in Appendix B. The K’ómoks First Nation has requested that former director Rod Nichol remain as the appointee to the treaty negotiation process. As such, his name is included in the recommendation.

CVRD policy indicates that a director who is appointed to an external organization is expected to reflect a regional perspective on issues before the external organization to which they are appointed. Any policy issues where a CVRD board policy is not clearly articulated or in cases where a change is being requested, directors are encouraged to report back to the board and request direction.

Policy Analysis

Historically the CVRD receives requests from external organizations for a regional district representative from the board to be appointed to their organization. The external organizations consist of a number of provincial and local working groups, advisory groups, registered societies, foundations, volunteer associations and community organizations. The CVRD governance strategic policy supports the appointment of regional district representation to ensure that the board is able to make community decisions based on environmental responsibility, fiscal accountability, social equality and cultural diversity. The CVRD’s principles of an effective board structure policy (Appendix A) supports board appointments, as it meets the objective of becoming an effective and efficient governing body.

Options

The board may choose to make appointments of directors to the suggested external organizations or limit the number of appointments to those that are only required. The board may also make such appointments for one or multiple years. If endorsed, the recommendation for such appointments for the 2018-2022 term of office may be amended at any time by board resolution.

Financial Factors

Remuneration and expenses will need to be considered as a financial factor. Not all external organizations provide remuneration to directors for attendance nor do all of the organizations pay travel costs. Known information regarding which external organizations do not cover director travel costs or pay remuneration is detailed on the table below.

Name of Organization	Frequency of Meetings	Meeting Location	Remuneration
Community Justice Centre of the Comox Valley	Not specified	Comox Valley	No
Comox Valley Community Health Network Coordinating Circle (Request and guidelines attached in Appendix B)	Monthly	Comox Valley	No
Comox Valley Social Planning Council	Not specified	Comox Valley	No
Forbidden Plateau Reclamation Society	Not specified	Comox Valley	No
Ministry of Indigenous Relations and Reconciliation for the K'ómoks First Nations treaty negotiation process	Not specified	Comox Valley	No
Municipal Finance Authority	Twice a year	Victoria/ Vancouver	Remuneration and expenses
Island Corridor Foundation	Monthly	Nanaimo	Expenses

Legal Factors

Board appointments to external organizations are at the discretion of the board, with the exception of certain groups such as the North Island 9-1-1 Corporation, the Vancouver Island Regional Library and Municipal Finance Authority. Board policy enables such appointments.

In 2016, the Province enacted the *Conflict of Interest Exceptions Regulations* in response to a court decision that found “divided loyalty” was inherent when a local elected official served simultaneously as a director on a society/corporate board that receives financial benefit from the local government. Under the new regulations, when elected representatives are officially appointed by their respective local governments, they are not in a pecuniary conflict simply by virtue of their appointment when discussing and voting on matters concerning the society or corporation at their respective meetings. Board appointments to external organizations should still be considered with caution to avoid potential legal issues.

Regional Growth Strategy Implications

None.

Intergovernmental Factors

Regional district policy states that all appointments to external organizations must be made by board resolution.

The external organizations have noted that regional district representatives have and will continue to play an important role for their groups. Their participation identifies the interest of local government and provides an opportunity to work cooperatively, ensuring the connectivity between community groups and local government.

Interdepartmental Involvement

Corporate Services Branch supports external board appointments with the assistance of the Executive Management Branch.

Citizen/Public Relations

None.

Attachments: Appendix A – Principles of an Effective Board Structure – Board Appointments to External Organizations Policy

Appendix B – Comox Valley Community Health Network Coordinating Circle background documents

Subject: Principles of an Effective Board Structure – Board Appointments to External Organizations	
Category: Governance	Policy Reference: 0530-00

Policy Statement: To meet the Comox Valley Regional District Board’s objective of becoming an effective and efficient governing body, the regional board structure for board appointments to external organizations will be based on the following principles:

Committee appointment

1. (a) For the CVRD Board to appoint a director to an external organization:
 - (i) Clear expectations must be articulated;
 - (ii) Be in compliance with board bylaws and board policies;
 - (iii) Shall be relevant to the CVRD Board’s strategic plan and annual objectives; and
 - (iv) It must be perceived by the CVRD Board to add value to the governance of the entity.
- (b) External organization appointments may be on an annual or multi-year basis.

Terms of reference

2. In the case of an external organization appointment, the external organization’s terms of reference may be received and accepted by the board prior to the appointment.

Reporting

3. (a) The CVRD Board must receive all minutes of external organizations to which the CVRD Board appoints a representative;
- (b) A regular process of reporting to the CVRD Board must be established; and
- (c) Any recommendations requiring action or approval for action by the CVRD Board must first be considered by the CVRD Board.

Staffing

4. The Chief Administrative Officer may assign a staff person to act as a key contact between the CVRD and all external organizations to which the board has appointed a representative

Role of board representative

5. (a) The Chair of the CVRD Board shall recommend the representative of the CVRD Board to any external organizations. The representative shall be expected to act in a liaison capacity only and will not be expected to advocate on behalf of the external organization;
- (b) The CVRD Board’s representative will be expected to always reflect a regional perspective on all issues before an external organization to which that director has been appointed;
- (c) On any policy issues wherein a CVRD Board policy has not been articulated, or a change has been requested, the board’s representative will report back to the CVRD Board and request direction;

- (d) The CVRD Board’s representative will be expected to function within the policies and resolutions of the CVRD board.

Role of external organization chair

- 6. Shall provide a request in writing supported by a resolution of the external organization to seek support from the regional board on matters.

Legal requirements

- 7. All committees of the CVRD Board shall be established and operate in compliance with all applicable legislation including the *Local Government Act*.

Approval History

Policy adopted:	September 30, 2008
Policy amended:	November 28, 2017

November 8, 2018

Attn: Comox Valley Regional District

Re: Comox Valley Regional District representative on the Comox Valley Community Health Network Coordinating Circle

The Comox Valley Community Health Network brings together people with wide ranging identities, perspectives, skills and experiences to take action on issues that impact health and well being in the Comox Valley. The Comox Valley Regional District is the fiscal host for funds provided to the network by Island Health.

We are currently in the process of recruiting our Coordinating Circle which will serve as a steering group to provide leadership and support the work and priorities of the network. We are writing to you today to ask that you designate a member of the CVRD Board to fill one of the designated seats on our Coordinating Circle.

The Coordinating Circle will be made up of 12-20 people, and three are designated seats while the rest will be chosen through an application process that is currently underway. The designated seats are for Island Health, K'ómoks First Nation and the Comox Valley Regional District.

The work of the CVCHN is focused on the Determinants of Health, these determinants of health are closely aligned with the regional issues outlined in the CVRD Regional Growth Strategy: affordable housing, environmental protection, economy and work, transportation, food security, climate change and more. CVRD involvement in the early phases of the network's development will help to align the work both organizations are undertaking in these areas. Aligning the work of the network with the priorities of the CVRD Regional Growth Strategy will increase the capacity of both of our organizations to reach their goals more quickly and effectively.

As the Community Health Network is a new organization in the region, this will be our first Coordinating Circle. We cannot yet confirm the amount of time required for this position, but we anticipate there will be a monthly meeting to attend. Please see our attached network Governance Framework and Guidelines for the Coordinating Circle.

We look forward to hearing from you about our request and would be happy to provide a presentation to the Board about our work at a time that is convenient for you.

Sincerely,

Lindsay McGinn
CVCHN Facilitator, on behalf of the Transition Team
Comox Valley Community Health Network
cvcommunityhealthnetwork@gmail.com
250-650-5819

Comox Valley Community Health Network Coordinating Circle Guidelines

PURPOSE:

The Coordinating Circle is intended to:

1. Serve as a steering group to provide leadership in support of the work and priorities of the Comox Valley Community Health Network (the Network);
2. Provide accountability for network priorities and funding agreements;
3. Promote community engagement in the Network and ensure feedback is collected from network participants and community members;
4. Act as the coordinating group for the Network to support the work of Action Teams and collaborate with community partner organizations;
5. Maintain network values and guiding principles, including working together collaboratively to ensure progress on identified network priorities and agreed upon actions; and
6. Look at evidence, facilitate network planning and seek resources as needed.

MEMBERSHIP:

Network participants apply and are selected for the Coordinating Circle through an open transparent process. A founding principle of all activities of the Network is one of diversity and inclusion and recruitment to the Coordinating Circle is committed to reflecting the full diversity of the Comox Valley. Selection is made initially by the Transition Team, and subsequently by a network sub-committee, based on the following criteria:

1. Lives and/or works in the Comox Valley Regional District;
2. Committed to addressing Determinants of Health and honouring network purpose, values and guiding principles;
3. Enthusiastic and forward thinking, with skills in communication, leadership, advocacy, community development, teamwork and collaboration;
4. Ability to think broadly to champion and engage varied identities, perspectives, lived experiences, skills and communities within the Comox Valley
5. Committed to collaboratively address identified priorities.

THE COORDINATING CIRCLE IS RESPONSIBLE FOR:

1. The overall governance of the Network;
2. Coordinating ongoing community engagement activities such as:
 - a. Community meetings at least twice yearly that may include discussion on community health related topics, guest speakers, reports on network activities, and opportunities for community input to address Determinants of Health;
 - b. Seeking community organizations as partners for co-hosting network meetings;
 - c. Communicating through presentations, newsletters, Facebook, website, etc;
 - d. Partnering on community events and opportunities that align with network priorities.

3. Convening and supporting Action Teams around network priorities, or providing resources to people and groups already working on identified priorities;
4. Liaising with the Regional District and Island Health on matters pertaining to contract responsibilities (including budget, reporting, evaluation) and with other funding bodies as needed.
5. Reviewing and approving invoices and requisitions regarding network expenditures and preparing these for submission to the CVRD and/or other funders as required.
6. Working collaboratively with the Regional District and Island Health on the hiring of the Network coordinator/facilitator.
7. Providing guidance, direction and oversight of the Network Coordinator and other service providers (event planners etc.) as required.
8. In collaboration, the Co-Chairs and Facilitator act as network spokespersons to the public and media.

HOW THE COORDINATING CIRCLE FUNCTIONS:

1. The Coordinating Circle will have 12 to 20 members, depending on the ability to recruit members reflecting the diversity of the Comox Valley.
2. Half the initial members will be appointed for one-year terms, with the remaining half appointed for two-year terms. All subsequent terms will be for two years.
3. Meetings are held monthly (except July and August) and members are committed to full attendance.
4. Some members may be required to chair action teams or subcommittees of the network and to report back on those activities.
5. Two Co-Chairs are elected annually from within the Circle, with preference to include an Indigenous member as a Co-Chair
6. Other roles will be developed and adjusted by the Coordinating Circle as experience informs the work.
7. Decisions are made through a collaborative approach, seeking full or modified consensus (as described below).

CONFLICT OF INTEREST

1. When a member of the Coordinating Circle has a material interest in a matter before the CC, the member must declare that there is a potential conflict of interest.
2. A material interest shall include but not be limited to any possibility of financial gain for the member or their organization or business.
3. Members are required to use good judgment and openness about personal dealings to ensure that any conflict or perception of a conflict between personal interest and Coordinating Circle membership is declared.
4. When a conflict is determined the member will leave the meeting while the matter is discussed, and not participate in any discussions or any decisions taken on that matter.

Appendix A: Gradients of Agreement for Modified Consensus Decision Making

Gradients of Agreement:

- A. Whole-hearted Agreement
- B. Agree with minor concern
- C. Don't like but will support
- D. More discussion needed
- E. Serious disagreement

This process can be used with IClicker technology with large groups or with numbered cards in smaller groups.

The gradient of agreement scale is explained to participants. After discussion on a topic for a decision and airing of any concerns, the facilitator takes a “**pulse check**” on a proposal for decision using the gradients of agreement. If everyone is a 3-6, the decision is made by full consensus and the group moves on.

If any participant expresses a 1 or a 2 on the scale, they are given the opportunity to explain their concerns and suggest alternatives. Once those have been heard, the facilitator works with group to re-phrase a revised proposal for decision that attempts to address concerns. Making the revised proposal, the facilitator calls for a **decision**. Participants at the meeting are asked to use clickers **again** to communicate their level of agreement with the strengthened proposal. In smaller meetings (CT/AT), clickers may not be required. People can show fingers or place a dot on a paper version of the gradient to register their level of agreement.

If all participants fall within #3-6 full consensus is reached.

If fewer than 10% of participants express a 1-2, the group will proceed on the basis of a modified consensus.

If more than 10% of the participants at the meeting fall within # 1-2, the decision requires more discussion (and may be further discussed or delayed). At any point in the decision making process, people who express a #1-2 must be willing to work with the group to develop a compromise proposal.

Comox Valley Community Health Network Vision, Purpose, Values, Guiding Principles and Structure

The Comox Valley Community Health Network respectfully acknowledges that we are standing on the unceded traditional territory of the K'ómoks First Nation.

Our Vision (Hopes and Inspiration)

The Comox Valley is a thriving, connected community of people and places promoting health and wellness so all generations flourish.

The vision translated into the language of the K'ómoks First Nation will be added here.

Our Purpose (Why We Exist)

We are a community-driven network that facilitates collective action to positively impact the determinants of health in the Comox Valley. We believe a healthy, sustainable, accessible, equitable and resilient community is a shared responsibility.

The Purpose translated into the language of the K'ómoks First Nation will be added here.

Our Values (Ethical Foundations)

- **Compassion and Respect:** We have compassion for all people with whom we interact and are mindful and respectful of differing perspectives.
- **Diversity:** We embrace diversity and listen to the unique needs of the varied people, cultures and communities in our region.
- **Inclusion:** We welcome the participation of everyone in the Comox Valley.
- **Connection, Collaboration and Sharing:** We nurture relationships, connect people to each other, promote a culture of participation and sharing of resources. Together we are better.
- **Learning:** We share knowledge, listen to each other, explore new ideas and generate new understanding and solutions to build capacity and strengthen our community.
- **Innovation:** We strive to find new and better ways to support health and wellness in our community.
- **Cultural Safety/Cultural Humility:** We promote emotionally, spiritually, physically and culturally safe environments and are open to everyone's individual identity.
- **Accountability:** We are responsible for the resources entrusted to us and strive for effective and efficient solutions and initiatives.
- **Equity:** We recognize inequity affects health and strive to reduce social, political and financial inequities

Our Guiding Principles (How We Work)

In all that we do, we:

- **Recognize** that the network exists within the **unceded traditional territory of K'ómoks First Nations**. We strive to incorporate **decolonizing work** in our activities and find new and better ways to utilize traditional knowledge and collaborate, plan and work together.
- **Focus** on improving the **health and well being** across the lifespan of the **entire population**
- **Address** the **determinants of health** and issues of **equity** related to vulnerable populations
- **Recognize** the diversity of cultures in the Comox Valley and seek **culturally appropriate** ways to engage everyone.
- **Work together** on changes that can only be accomplished through multiple groups collaborating.
- **Value** all **participants** as **important and equal voices** in determining community priorities and actions.

Comox Valley Community Health Network Vision, Purpose, Values, Guiding Principles and Structure

- **Are transparent and utilize clear accessible language** to describe our work.
- **Work to break down barriers** that interfere with individual and community **collaboration**.
- **Build on existing strengths, assets and opportunities** in our region.
- **Use adaptive, responsive and solution oriented** approaches.
- **Are Evidence - informed**, balancing the best available data with local knowledge.

Network Participants

Participation in the Comox Valley Community Health Network is open to everyone within the Comox Valley Regional District boundaries. Some examples of potential participants are:

- People who live and/or work in the Comox Valley
- Networks and Coalitions
- First Nation Health Authority
- K'ómoks First Nation Council
- Other First Nations organizations
- Multi-cultural groups
- Representatives of specific population groups (e.g. early years, youth, seniors, elders, Metis etc.)
- Health and Human Service agencies and professionals
- Non-profits and service groups
- Island Health
- CV Division of Family Practice
- Municipalities and Comox Valley Regional District
- Government Ministries
- School District #71, North Island College and other educational organizations
- Economic Development/ Business groups and owners
- Spiritual groups
- RCMP

Community Engagement

The network is committed to transparency and ongoing community engagement that may include, but is not limited to:

- Community meetings at least twice a year that could include presentations / discussions on community health related 'topics', guest speakers, reports on network activities, and opportunities for community participants to provide input into key priorities to address Determinants of Health (SDoH).
- Seeking community organizations/s as partners for co-hosting network meetings.
- Communicating through presentations, newsletters, Facebook, website and updates.
- Partnering on community events and opportunities that align with identified network priorities.
- Making meetings accessible by conference (webinar or teleconference) so people who cannot travel or be in large group settings can attend and participate.

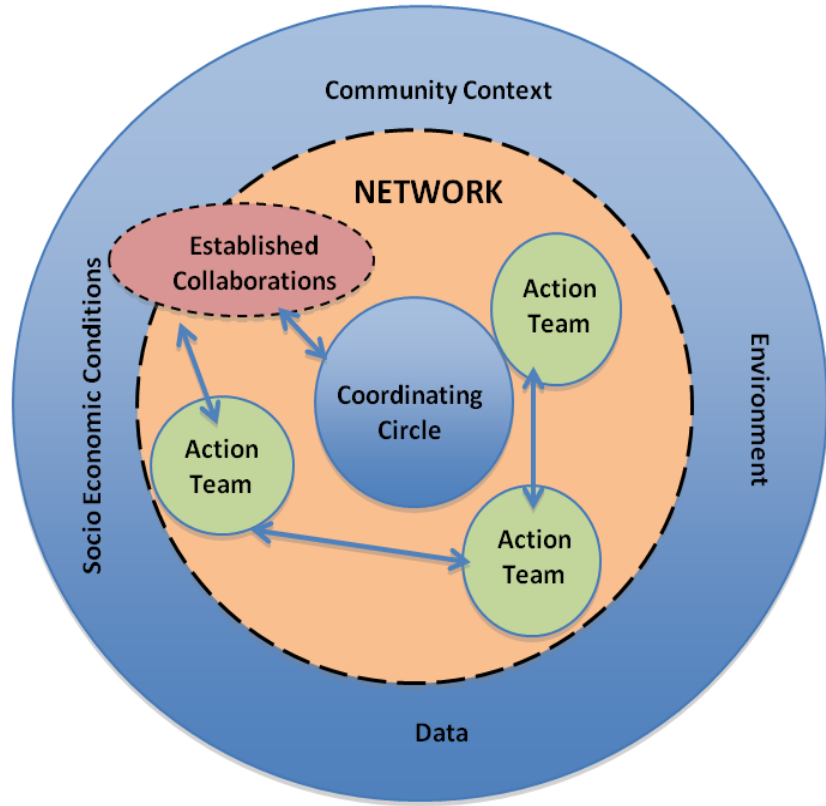
The Comox Valley Community Health Network Terms of Reference are attached.

Comox Valley Community Health Network Vision, Purpose, Values, Guiding Principles and Structure

Our Structure

Outer Circle
represents
influences on
network

**Network, Action
Team,
Coordinating
Circle and
Established
Collaborations**
participants and
roles are broadly
described below.



	Network	Action Teams (AT)	Coordinating Circle (CC)	Established Collaborations (EC)
Participants	Anyone who lives or works within CVRD boundaries and is interested and wants to contribute	Individuals, organizations, existing networks/ coalitions who come together to work on a network priority	Diverse group of Comox Valley people/leaders who have interest in the work of the network and are committed to network purpose, values, guiding principles and addressing determinants of health	Established collaborations in the community who are essential to addressing determinants of health and want to have an association with the network.
Role	<ul style="list-style-type: none"> Share information Bring forward priorities for action Capture the voice of community participants Build relationships to take action Connect people with information and resources 	<ul style="list-style-type: none"> Develop action and advocacy plans to address network priority areas through lens of vision, purpose, values and guiding principles Move work forward on identified issues and actions Ensure network and Coordinating Circle are informed as action plans are developed 	<ul style="list-style-type: none"> Ensure engagement of network participants Support the work of the network and Action Teams Facilitate collaboration and planning Seek evidence/data/ resources as needed 	<ul style="list-style-type: none"> May join/become an Action Team Continue work they are doing to address determinants of health Become affiliates to the network if they wish Collaborate with network and participate in network activities to share information about their work

Comox Valley Community Health Network Vision, Purpose, Values, Guiding Principles and Structure

Decision – Making Process

Decisions of network, Action Teams and Coordinating Circle are made through a collaborative approach, first seeking full consensus. If full consensus can't be reached, the group will seek modified consensus.

Facilitator

A contracted facilitator will support the network. This position assists to develop network capacity to move towards collective action to addresses the determinants of health.

We acknowledge and thank the other CHNs on the island who generously shared their work with as – we have borrowed and built on their work to develop our vision, mission, values, guiding principles and structure.

Governance Task Group

Kim Black – Island Health, Dietitian

Norm Carruthers – CV Community Foundation

Reg Crone – Citizen

David Frisch – City of Courtenay, Councillor

Brett Hodson – Island Health, Public Health

Jerry Mundi – CV Global Awarenessn

Sarai Racey - Citizen

Sally Richardson – NIC BSN Student

Vanessa Scott – Citizen

Linda Swanton – Citizen

Keith Wallace – Citizen

Analisa Blake – Island Health, Project Manager, CHNs

Nick Chowdhury – First Nation Health Council

Angela Fletcher – Citizen

Edwin Grieve – CVRD Board, Electoral C Director

Tanille Johnston – Kwakiutl District Council (KDC) Health

Pam Munroe – CV Social Planning Society

Mark Richardson – CV Division of Family Practice

Kyle Scott – NIC BSN Student

Ryan Sidorchuk – Patient Voices Network

Betty Tate – CV Association of Registered Nurses

Comox Valley Community Health Network Vision, Purpose, Values, Guiding Principles and Structure

NETWORK TERMS OF REFERENCE

PURPOSE

We are a community-driven network that facilitates collective action to positively impact the determinants of health in the Comox Valley. We believe a healthy, sustainable, accessible, equitable and resilient community is a shared responsibility.

PARTICIPATION

The Comox Valley Community Health Network (CVCHN) includes individuals, organizations and existing groups/coalitions who have an interest and willingness in improving community health and wellness. Participation is voluntary and there are no participation fees.

BENEFITS OF PARTICIPATION

- Influence change on issues affecting community health and wellness.
- Provide input into the network's priority areas
- Join the community and develop new relationships
- Raise your voice on the issues that matter most to you

ROLES AND RESPONSIBILITIES

Participants are expected to respect the Values and Principles of the network and are invited to:

- Attend events and meetings hosted by the network
- Join an Action Team or an established community group who will be planning action on a network priority
- Participate on the Coordinating Circle

Participants do not speak on behalf of the network.

Participants provide current contact information to enable the network to inform them of network activities and opportunities to contribute. Coordinating Circle will use participant names and email addresses only to communicate directly with them.

COMMUNITY ENGAGEMENT

The network is committed to transparency and ongoing community engagement that may include but is not limited to:

- Community meetings at least twice a year that could include presentations / discussions on community health related 'topics', guest speakers, reports on network activities, and opportunities for community participants to provide input into key priorities to address determinants of health.
- Seeking community organizations/networks as partners for co-hosting network meetings.
- Communication through presentations, newsletters, Facebook, website and updates.
- Partnering on community events and opportunities that align with identified network priorities.
- Making meetings accessible by conference (webinar or teleconference) so people who cannot travel or be in large group settings can attend and participate.

Minutes from the network meetings will be public, and posted on network's website.

With Thanks to Oceanside Health and Wellness Network for sharing their work

Oct 3 2018