



## Board of Directors Meeting Minutes

Wednesday, November 23, 2011

Sea Island A Room, Delta Vancouver Airport Hotel

### Attendees:

Denise Turner  
Ken Crump  
Norah Flaherty  
Darryl Harand  
Elizabeth Hunt

Roberta Kjelson  
Ernie Malone  
Jan Marston  
Don Rowlatt

Absent: Mark Duncan, Arn Van Iersel

### Presentations:

Dr. Michael Shoop, PhD., The Shoop Group

### Staff:

Doug Woollard (Interim CEO)  
Carol Goozh (VP, Policy & Program Development)  
Brian Salisbury (Director of Strategic Planning)  
Joyce Hemingway (Manager Corporate Reporting & Accountability)  
David Toone (Manager, Audit & Risk Management)  
Penny Johnson (Recorder)  
Erin Greenlay (Audio/Visual)

The Board chair introduced the Board and Management, and then explained the format of CLBC Board meeting. As no questions or presentations from the public were submitted to the Board, the Public Q&A and Presentation portion of the meeting was closed at 1:15 p.m.

### Call to Order:

The Chair called the Open Board Meeting to order at 1:15 p.m.

### 1. Agenda

The Agenda was reviewed.

### Motion:

It was **MOVED** and **SECONDED** that the Board approve the Agenda as presented.

**CARRIED**

## 2. Minutes of the September 28<sup>th</sup> Meeting of the Board of Directors

The Minutes of the September 28, 2011 meeting were reviewed.

### Motion:

It was **MOVED** and **SECONDED** that the Board approve the Minutes of the September 28, 2011 meeting of the Board of Directors as presented.

**CARRIED**

## 3. Strategic Issues/Board Education

### a. Light the Way Video

Brian Salisbury introduced the video – an initiative of the South Island Community Council – as a compilation of best practices which includes the voices of people on Community Councils. In order to help other Community Councils share best practices in their home communities, CLBC has re-produced the video and sent it to all of the Community Councils so they can use it to help explain what the Councils do, and to encourage people to serve on the Councils.

The Board Members were impressed with the video and the Chair will send a card on behalf of the Board to congratulate and thank the South Island Community Council for their efforts in producing the video.

### b. Strategic Plan

The Board received the final draft of CLBC's 2012-2015 Strategic Plan. Brian Salisbury introduced Michael Shoop who recounted his activities since the last Board meeting with regard to CLBC's Strategic Plan. He incorporated feedback received by the Board at the last meeting, and from others including the Ministry of Social Development. He also reviewed the plan with staff and other stakeholders across the province and in general, all people consulted appreciated the overview and information given to them. CLBC staff liked the direction of the plan but added that it will be a significant task to communicate and implement the new directions. Discussion ensued among the Board and management with respect to emphasis (real or perceived) in certain sections and with respect to fine-tuning the wording of the mission. Management and Michael Shoop will incorporate the Board's suggestions and circulate revised wording for the mission to the Board.

### Motion:

It was **MOVED** and **SECONDED** to approve the November 23, 2011 final draft of the 2012-2015 Strategic Plan to include Management's incorporation of suggestions offered by the Board today, pending receipt of the Internal Audit Service review, the Deputy Minister's working group report, and a possible revision of the Plan based on the new information received.

**CARRIED**

### c. Strategic Plan Risk Analysis

David Toone summarized the briefing note for this item and explained that a risk analysis of the draft Strategic Plan has been conducted in order to assess and develop mitigation for the risks associated with the Strategic Plan. The process included collaboration early on with Michael Shoop and Brian Salisbury, then examined the draft Plan, to identify risks which were not

already in the risk register. Discussion ensued among Board and Management with respect to reputational risk and the organization's approach to identifying and mitigating this risk. It was agreed that reputational risk should be discussed thoroughly at the annual half-day Board/Management risk assessment session in January.

#### 4. Other Business

##### a. Q2 Operational Plan Status Report

Brian Salisbury presented a status report on the Q2 Operational Plan. Doug Woollard explained that there are 120 objectives in the Operational Plan, and out of that, there are only a handful which are currently tracking off-plan at the moment. Discussion ensued around mitigation strategies for the off-plan objectives. The Board also requested that future Operational Plans be organized in a way so as to clearly identify objectives in terms of level of urgency as it relates to the organization meeting strategic and operational objectives. This will help put a perspective lens on objectives that may start to track off-plan, and will allow the organization to more effectively decide to shift resources (or not) toward getting the objective back on-plan.

##### b. CEO Report

Doug Woollard presented his first CEO Report as Interim CEO of CLBC and pointed out that he added a section called CEO's Direction and Actions. As the CEO Report can be the catalyst for discussion regarding the most current and pressing issues facing CLBC, the Board agreed that the CEO Report should be the first item on subsequent Board meeting agendas so that the Board is able to conduct the meeting having had the benefit of this report first.

##### c. Community Council Appointments

Brian Salisbury reported that he had been given responsibility for Community Councils in July of this year, and acknowledged the assistance of Erin Greenlay for her assistance with Community Council recruitment and membership requirements. There were some vacancies on Councils and Erin worked with local administrative staff throughout the province to develop processes to track the Council vacancies and requirements for new members. Brian also noted that some Councils are challenged with respect to recruiting new members to Councils and this will be addressed by the Chair of Quality and Service Committee in her report to the Board, along with other highlights with respect to Community Councils.

Brian presented the biographical information and the names of individuals for appointment or reappointment to Community Councils.

##### Motion:

It was **MOVED** and **SECONDED** that the Board appoint or reappoint the individuals to the Community Council for the recommended terms of two or three years, as presented and recommended by Management.

**CARRIED**

#### **d. Provincial Advisory Committee Appointments**

Brian presented information and made recommendation of two individuals for appointment to the Provincial Advisory Committee.

##### **Motion:**

It was **MOVED** and **SECONDED** that the Board appoint the individuals to the Provincial Advisory Committee, as presented and recommended by Management.

**CARRIED**

The Chair acknowledged the tremendous support of the PAC. The Board and Management rely on their advice and support and we are committed to continuing to work together to find ways of ensuring that the vast knowledge and experience that the individuals who serve on the PAC is captured and used to the best advantage of individuals and families which CLBC serves. A great example recently was the involvement of all Community Councils in CLBC's strategic planning session, followed up with a meeting with the PAC to get feedback on draft strategic objectives. The feedback that was offered during those sessions not only shaped the strategic plan, but also provides a valuable ongoing backdrop to the day-to-day work of CLBC in terms of what we are doing well and where we can do better.

#### **5. Board Committee Reports**

##### **a. Finance & Audit Committee Report**

Ken Crump gave a verbal report on the Finance & Audit Committee and responded to questions and comments raised by the Board.

##### **Motion:**

It was **MOVED** and **SECONDED** that the Board approve the financial statements for the six months ended September 30, 2011, as recommended by the F&A Committee.

**CARRIED**

##### **b. G&HR Committee Report**

Jan Marston gave a verbal report on the Governance & HR Committee and responded to questions and comments raised by the Board.

##### **c. Q&S Committee Report**

Norah Flaherty gave a verbal report on the Quality & Service Committee and responded to questions and comments raised by the Board.

As one of two Board representatives to the PAC (with Darryl Harand being the second), Ms Flaherty also took a moment to reconfirm the vital role that Community Councils and the PAC play in helping CLBC achieve its vision. Community Councils are CLBC's and the Board's "eyes, ears, hands, feet and voices on the ground" – in communities all around the province. Their annual reports outline the tremendous work that is being done and, in some cases, challenges faced. One of the challenges is with respect to recruitment to the Councils, and the Board and CLBC have devised a plan to try to assist in this regard. On behalf of the Quality and Service Committee of the Board, Ms Flaherty reconfirmed a commitment to constantly look

for ways to support the PAC and Community Councils and to enhance communication and engagement between the PAC/Councils and the Board (primarily through the Quality and Service Committee).

The Chair thanked Ms Flaherty for very relevant comments with respect to Community Councils and the PAC. The entire Board agreed that the PAC and Councils' work is invaluable and the Board is fully committed to supporting that work to the fullest extent possible. As part of that commitment, the Board will hold two of six board meetings per year in regions around the province and, if desired by the local Community Council, a meeting will be arranged between the Council and the Board while the Board is in the Council's home region to discuss any item of interest to the Community Council. Community Council members will also be welcomed at an evening reception where they can have one-on-one conversations with Board members.

There being no further questions or comments of Ms Flaherty's report, the Chair requested that the Q&S Committee report to be the first of the committee reports at the next Board meeting.

### **Adjournment**

There being no further business to discuss, the Chair asked for a motion to adjourn the meeting.

### **Motion:**

It was **MOVED** and **SECONDED** that the Board meeting be adjourned.

**CARRIED**

The meeting adjourned at 3:20 p.m.