



**RCSAC** | **Richmond Community Services  
Advisory Committee**

## **Operating Policies and Procedures**

Last Updated: November 9, 2017

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## **A. INTRODUCTION**

This Operating Policies and Procedures Manual is an accompanying document to the Council-approved RCSAC Charter, which includes a Mission Statement, Mandate and Roles. The Charter guides the work of the RCSAC. In addition to the Charter, RCSAC work is guided by Council Term Goals and is based on annual Council-approved work programs. This Operating Policies and Procedures Manual describes how the RCSAC Charter and Work Programs are implemented through membership, structure and procedures.

## **B. MEMBERSHIP**

### **1. Categories**

RCSAC membership consists of representatives of:

- Community service organizations;
- Federal, provincial and municipal or government agencies, ministries/departments;
- Individual Members;
- Two (2) Citizens at Large appointed by Richmond City Council;
- City of Richmond Liaisons (non-voting):
  - 1) Richmond City Councillor; and
  - 2) City of Richmond staff member.

Council and Staff Liaisons may participate in the Executive Committee, Standing Committees, Task Forces and/or Action Groups as non-voting members.

There will be a maximum of five (5) City representatives, including the two (2) Citizens at large.

### **2. Application and Fees**

Fees are set by the general membership at the Annual General Meeting. As the City of Richmond is the RCSAC's primary funder, City liaisons, appointees and other City Advisory Committee representatives are exempt from paying membership fees.

Application forms for RCSAC membership are available from the Executive Secretary at [admin@rcsac.ca](mailto:admin@rcsac.ca). Applications must include a brief description of the community services provided or supported by the applying organization/individual and contact information. Where appropriate, a copy of the society's constitution and a list of the current Board of Directors must accompany applications from non-profit organizations.

Completed applications should be sent to [admin@rcsac.ca](mailto:admin@rcsac.ca) or mailed to:  
Richmond Community Services Advisory Committee (RCSAC)  
P.O. Box 97059, Richmond Main PO  
Richmond, B.C. V6X 8H3

### 3. Eligibility Criteria

#### a. Organizational Members:

- Represent a community service organization, community committee or a government agency, ministry or department;
- Have a mandate or constitutional goals and objectives consistent with those of the RCSAC; and
- Have one designated representative (staff or volunteer) and one designated alternate, one of whom will attend meetings regularly.

#### b. Individual Members:

- Must reside in Richmond and have a demonstrated interest/involvement in social policy and community service matters;
- Will be invited to attend one or two general meetings of the RCSAC as a guest to familiarize themselves with the committee; and
- After confirming interest in becoming a member, the individual will have a short interview with two RCSAC members, provide a completed application and, if approved, pay a membership fee and be welcomed to the committee.

#### c. All Members:

- Will uphold and support the RCSAC's goals and objectives and contribute a share of volunteer time and expertise to the work of the RCSAC, its action groups and task forces;
- Will attend meetings regularly;
- Will pay membership dues within six (6) weeks of notice (or otherwise be at risk of losing their membership status);
- Final approval of all applications rests with the RCSAC as a whole, and is guided by the recommendations of the Executive Committee.

#### d. Ineligibility:

- Elected representatives of public bodies may not be voting members or hold office in the RCSAC; and
- Elected representatives of public bodies may attend meetings as non-voting members (e.g., liaisons) and may participate in discussions.
- City liaisons (Council and Staff) are non-voting members and cannot hold office in the RCSAC.

e. Citizens at Large:

The two (2) Citizens at Large, appointed to the RCSAC for two-year terms by Richmond City Council are, by virtue of that appointment, also full (voting) members of the RCSAC. Applications are accepted by the City Clerks Department during an annual call for Advisory Committee appointment applications. Appointments are announced by Council by the end of each year for membership commencing in the coming year. A maximum of four two-year terms may be served. Citizens at Large must reside or work in Richmond and have a demonstrated interest/involvement in social policy and community services matters.

**4. Voting (Full Members only)**

Member organizations only have one (1) designated voting member and one (1) identified alternate, to be identified in writing at the time of application for membership. Each individual member and citizen appointee also has one vote. Council and Staff Liaisons are non-voting members.

**5. Termination of Membership**

a. Voluntary Termination

An organization/individual desiring to terminate membership in the RCSAC shall notify the RCSAC in writing.

b. Involuntary Termination

An organization will be advised in writing when its representative has missed two (2) consecutive regular membership meetings without notice to the Executive Secretary or members of the Executive Committee and that their membership may be terminated if three (3) consecutive regular meetings are missed. The same process applies to individual members.

The RCSAC reserves the right to terminate an organization's or individual's membership at any time for acts of omission or commission found detrimental to the work or reputation of the RCSAC as a whole, or any of its committees, action groups and task forces and/or for failing to meet the requirements of membership, including adherence to the City's "Expected Standards of Conduct" (see p. 7).

Any member or member organization facing termination will be made aware of the concern(s) and be provided the opportunity to address the issue. Following this, the Executive Committee will make a recommendation to the general membership, where a simple majority vote will determine the final decision.

## **6. Non-Member Participation**

Non-members may participate in the following ways:

- Non-members may attend all meetings of the RCSAC as guests and observers but must request permission from the Co-Chairs in advance to participate.
- Interested citizens or groups may make presentations to the RCSAC upon request.
- Interested non-members may request to receive Membership Mailings at a cost.

## **C. STRUCTURE**

### **1. Overview**

The RCSAC will consist of:

- The General Membership Committee;
- The Executive Committee;
- Co-Chairs; and
- Subcommittees (action groups or task forces) as appropriate.

### **2. The General Membership Committee**

The RCSAC General Membership Committee meets once a month except the summer months (July and August), unless additional meetings are deemed necessary by the Co-Chairs. The meeting schedule is determined by the membership at the Annual General Meeting. Responsibilities include:

- Providing advice to Richmond City Council;
- Reviewing and approving Communication Tools, Backgrounders and Reports conveying information and advice to Council;
- Information sharing, identifying and researching primarily unmet needs, service delivery concerns and other service/resource related issues;
- Forming and setting Terms of Reference for specific action groups/task forces; and
- Receiving presentations by any special guests.

To fulfill the work of this Committee, General Members will:

- Regularly attend and participate in all General Meetings;
- Serve on action groups or task forces;
- Become knowledgeable about issues under consideration and provide feedback and input within the scope of the RCSAC;

- Assist with development and preparation of reports going forward to City Council and other policy-making bodies;
- Review and approve reports and recommendations;
- Ensure reports, recommendations and action group/task force undertakings are in line with RCSAC objectives/mandate;
- Implement annual work programs and re-visit during the year to track progress;
- Elect an Executive comprising two (2) Co-Chairs, one (1) Treasurer and a minimum of two (2) to a maximum of four (4) Members at Large; and
- Engage in and uphold professional and respectful conduct during meetings by following “Expected Standards of Conduct” in the City’s Respectful Workplace Policy as follows.

([http://www.richmond.ca/shared/assets/Respectful\\_Workplace\\_Policy22820.pdf](http://www.richmond.ca/shared/assets/Respectful_Workplace_Policy22820.pdf)):

*Expected Standards of Conduct*

*All employees [and, in this case, Advisory Committee members] are expected to promote and maintain a respectful work environment by adhering to the following expected standards of conduct and personally responsible behaviour:*

- *Being courteous, polite, respectful and considerate towards others;*
- *Acting with honesty and integrity, abiding by and upholding all rules and regulations and assisting/encouraging others to do the same;*
- *The inclusion of all people, including those with different strengths and opinions;*
- *Managing workplace conflicts using conflict resolution processes;*
- *Encouraging and supporting individuals to learn and practice personal conflict resolution and respectful workplace skills.*

*Each employee [and, in this case, Advisory Committee Member] of the City of Richmond is responsible for conducting herself/himself within the spirit and intent of this Policy as well as contributing towards a safe, welcoming and inclusive work environment free from Bullying and Harassment, Discrimination, and Sexual Harassment.*

### **3. The Executive Committee**

This Committee is the administrative point of contact for the RCSAC. It is responsible for the overall direction of the RCSAC. The Executive Committee is comprised of two Co-Chairs, a Treasurer, a minimum of two (2) to a maximum of four (4) Members at Large and the City Council and Staff Liaisons. The Executive Committee:

- Meets once a month in advance of the regular General Meetings, summer months exempt (July & August);
- Plans and monitors the work of the RCSAC;
- Provides guidance for committees, sub-committees and action groups;
- Reviews any recommendations coming to the RCSAC to ensure they are compatible with RCSAC goals and objectives;

- Prepares an Annual Report and proposed Work Program and Budget for the coming year for submission to the City of Richmond (and other funding applications as required);
- Ensures that the known or projected fiscal requirements are determined and included in the RCSAC's annual operating budget request;
- Prepares the General Meeting agenda for circulation prior to those meetings;
- Receives and refers requests/referrals from Richmond City Council and its appropriate committees to the appropriate Action Group/Task Force;
- Determines that all requests correspond with the RCSAC's mandate and objectives. Some items may be referred to the general membership for a decision if further discussion is required;
- Ensures that sufficient funds are requested for fulfilling the known and projected commitments and budget requirements of the RCSAC and its current action groups and task forces;
- Approves and monitors all expenditures, reviews reports on financial matters, reviews and approves budgets of special projects when appropriate;
- Reports to the full RCSAC membership on all financial matters deemed appropriate by that membership;
- Attends Executive and General Membership meetings regularly;
- Ensures that annual work programs are followed and re-visited during the year to track progress; and
- Engages in and upholds respectful conduct during meetings by following "Expected Standards of Conduct" in the City's Respectful Workplace Policy, and engage in conflict resolution if necessary.

Term of Office:

With the exception of the City Council Liaison and the City Staff Liaison, and the Co-Chairs who serve two-year terms (see below), members of the RCSAC Executive Committee shall be elected at the Annual General Meeting, for a one-year, renewable term and shall be comprised as stated in the Charter.

#### **4. The Co-Chairs**

- Chair all meetings of the Executive and the General Membership;
- Are ex-officio members of Committee action groups and task forces;
- Prepare Executive and General Meeting agendas in consultation with the Executive Committee;
- Represent the RCSAC at meetings of Richmond City Council and its appropriate committees when required/requested;
- Act as main communication links between the RCSAC and City Council;
- Convey the aims and objectives of the RCSAC to community groups and the public in general;
- Are elected for two (2) years, in alternating years. Terms may be extended for one year in cases where an alternate has not been identified or volunteered for the position;

- Ensure that annual work programs are followed and re-visited during the year to track progress;
- Ensure professional and respectful conduct during meetings by following “Expected Standards of Conduct” in the City’s Respectful Workplace Policy, and engage in conflict resolution if necessary;
- Ensure that the decision-making process follows Robert’s Rules of Order.

## 5. Subcommittees: Action Groups and Task Forces

All subcommittees of the RCSAC are accountable to the RCSAC.

### a. Establishment

Subcommittees are established by a resolution of the General Committee, which will define the Terms of Reference (objectives, time frame and membership) for the group/sub-committee. Unless otherwise determined, all subcommittees will be time-limited action groups or task forces.

### b. Structure and Representation

All subcommittees of the RCSAC are chaired by a RCSAC member, and may include non-member resource persons from government, private agencies and appropriate organizations serving the community.

Unless otherwise directed by the Executive Committee, all subcommittees will automatically dissolve upon acceptance of final reports.

### c. Reports and Reporting Responsibilities

The RCSAC Subcommittees will draft Communication Tools, Backgrounders and Reports to City Council for approval by the General Membership. Reporting responsibilities to the General Membership rests with the Subcommittee Chair or designate. One (1) of the two (2) shall be present to respond to questions at all meetings at which its reports are received for discussion and/or decision. Subcommittees will provide:

- Minutes, notes or appropriate records of meetings and
- A written summary of activities for inclusion in the RCSAC’s annual report.

Written reports requiring a decision shall include:

- Summarized reasons for establishment of the committee;
- Terms of reference (original and amendments, if any);
- Summary of steps leading to findings, conclusions and recommendations;
- Names of members and agencies/organizations participating and those of resource people assisting;
- Chair and Vice-Chair names and contact information; and

- Information outlined in the RCSAC Communication Tool Backgrounder Guidelines.

Communication Tools and related documents will be presented to Planning Committee by the RCSAC Co-Chairs in October, January and May, unless time-sensitive.

Membership of the RCSAC does not preclude member organizations from submitting their own positions and reports directly to Richmond City Council, City Staff or City Committees but such reports must be on behalf of themselves or the organization they represent and not on behalf of the RCSAC.

## **D. PROCEDURES**

### **1. Meetings**

- At a General Meeting of members, each member organization represented by a recognized delegate shall have one vote and follow process (decisions will be made following Robert's Rules of Order).
- A quorum shall be 51% of the membership.
- All meetings of the RCSAC and subcommittees (Action Groups and Task Forces) are open to the public unless closed in accordance with provisions in the Community Charter, Chapter 26, Part 4, Division 3 – Open Meetings (link below).

[http://www.bclaws.ca/Recon/document/ID/freeside/03026\\_04](http://www.bclaws.ca/Recon/document/ID/freeside/03026_04)

### **2. Reports/Recommendations**

Recommendations and reports to Richmond City Council are researched and developed by the RCSAC Executive, action groups or task forces based on annual work programs. Communication Tools will be submitted to the RCSAC Executive for review, approval and distribution to RCSAC members for review and approval at a General Meeting.

Approved Communication Tools will then be forwarded to City Council via the Council Liaison who will forward to the appropriate Planning or General Purposes Committee for addition to the January, May or October agendas, unless time-sensitive.

The Planning or General Purposes Committee may at their discretion mandate that a staff report be completed on the issue before the Communication Tool is forwarded to Council.

If additional information about the issue(s) is requested by City Staff or Council, the RCSAC may undertake such work, subject to the availability of appropriate budget, staff resources and members' time. Should varying opinions arise between the RCSAC and City Staff, the RCSAC may review the issue with their City Council Liaison.

All reports and recommendations to Richmond City Council:

- Are submitted in the name of the RCSAC;
- Must be consistent with the objectives, mandate and annual Work Program of the RCSAC.

### **3. Charter Amendment**

- All amendments to the Charter must be aligned with the RCSAC mandate;
- Proposals for amendments to the Charter shall be submitted in writing to the Executive Committee of the RCSAC;
- Any proposals for amendments to the Charter must be signed by two (2) or more members;
- The Executive Committee shall circulate the Notice of Motion to amend the Charter to the general membership and amendments shall be considered at the Annual General Meeting and/or any General Meeting;
- Charter motions successfully passed by the membership will be presented to Planning Committee in October, January or May, except in cases of time sensitive matters that require more urgent action. At such times, the motion will be forwarded to Council via the Council Liaison for review and approval.

### **4. Operating Policies and Procedures Amendment**

- Operating Policies and Procedures will be in accordance with relevant City standards, policies and procedures and align with the RCSAC mandate;
- Proposals for amendments to the Policies and Procedures shall be submitted in writing to the Executive Committee of the RCSAC;
- Any proposals for amendments to the Policies and Procedures must first be reviewed by the Executive;
- City Liaisons may request amendments based on City standards, policies and procedures; and
- The Executive Committee shall circulate the Notice of Motion to amend the Policies and Procedures to the general membership and amendments shall be considered at the Annual General Meeting and/or any general meeting of the RCSAC membership for approval.

### **5. Administrative Support**

Administrative support is provided by the RCSAC's Executive Secretary. Staffing support for the RCSAC will be reviewed at intervals decided by the Executive Committee. Staff of the RCSAC will receive, at a minimum, an annual

performance evaluation and review. When needed, resource persons may be called in for assistance.

Duties include:

- Coordinating the Council-approved work program and activities of the RCSAC when requested;
- Ensuring all business connected with Annual General, General, Extraordinary and Executive Meetings is attended to;
- Receiving and drafting responses to correspondence, in conjunction with the Co-Chairs; and
- Attending meetings regularly.

Specific responsibilities are identified in the RCSAC Executive Secretary Job Description.

## **6. RCSAC Support and Use of Logo**

### **a. Letters of Support**

The RCSAC believes in promoting the development of community services within Richmond that will benefit residents and may support a proposed program or service by providing a letter of support. The following steps will be taken:

1. Determine that the organization(s) requesting a letter of support is an active and contributing member of the RCSAC in good standing as defined in the Charter and Operating Policies and Procedures.
2. The member requesting support will submit all relevant information regarding the project/proposal three weeks prior to the meeting of the Executive Committee. The request will be added to the Executive Committee agenda.
3. Should the Executive Committee elect by a majority vote to bring the request forward to the General Membership, the organization making the request will make a presentation to the RCSAC to provide an overview, request a motion to write the letter of support and respond to members' questions.
4. A majority vote of members present will determine if a letter of support is written.
5. The letter will clarify that the RCSAC position does not represent that of City Council or Staff.

Exceptions:

The RCSAC will not write a letter of support for RCSAC member organizations when there is a competitive process involving more than one member agency.

If there are time limitations to a request, the RCSAC Executive will decide by majority vote to either support or deny the request, and forward the decision to the next general meeting of the membership.

b. RCSAC Representation and Use of Logo

While member agencies (in good standing) may refer to their involvement with the RCSAC and quote any business discussed and approved in General Meeting minutes, reference to support from RCSAC for promotional, fund development or other purposes may only be done with expressed permission voted on by the RCSAC committee. The RCSAC logo may only be used by the committee itself and the City of Richmond, and may not be used by individual member organizations.

## 7. Nominations

a. Nominating Committee

A Nominating Committee, consisting of two (2) Executive Committee members shall be struck two (2) months prior to the Annual General Meeting to prepare a slate of candidates for the Executive Committee elections at the Annual General Meeting. No agency shall have more than one (1) representative on the Nominating Committee.

The Nominating Committee is responsible for nominating candidates for the following Executive Committee positions:

- Two (2) Co-Chairs;
- Treasurer; and
- A minimum of two (2) to a maximum of four (4) members in good standing.

All categories of voting members, including the two Council-appointed “Citizens-at-large” (see Membership, p. 5), may be nominated to serve on the Executive.

b. Nominations to External Committees

There are two (2) styles of nomination to external committees:

1. Nominations of persons to represent the RCSAC perspective on that committee; and
2. Nominations of persons who are considered by the RCSAC to be appropriate by virtue of their expertise, organizational mandate or interest, and are not limited to represent the RCSAC perspective.

Both types of RCSAC representatives are expected to provide written reports about External Committee actions to the RCSAC General Meeting.

### c. Nomination Process

In all cases in which the RCSAC is asked for nominations to external committees, information about the position will be circulated to the membership and nominations will be requested.

The Executive Committee will consider the nominations received, and the most appropriate candidate will be chosen and nominated. The Executive Committee may interview candidates if deemed necessary.

If no suitable candidates are found using this process, the Executive may call for nominations from the general community. If applications are received from the general community for Style 1 positions, representing the RCSAC perspective (see above), the Executive will interview candidates to determine their general understanding and support of RCSAC principles and goals. For Style 2 positions, not limited to representing the RCSAC perspective (see above), the Executive Committee may interview candidates if deemed necessary.

The Nominating Committee report shall be presented to the membership at the Annual General Meeting. Additional nominations will be accepted from the floor at the Annual General Meeting only if the nominee is present or a letter indicating the Nominee's willingness to stand is filed with the Nominating Committee.

In all cases, details of appointments will be announced at the next General Meeting.

The word "committee" is used in this section but the procedure applies to appointments to any external organization.

## **8. Awarding Contracts**

Periodically, circumstances may require the engagement of individuals or organizations with expertise needed to manage projects/issues.

Contracts of \$3,000 or less may be directly awarded and any contracts over \$3,000 shall be tendered. The Executive Committee will review and process applications and make a recommendation to the membership for a vote at a regular General Meeting of the RCSAC.

Upon selection, a letter of engagement will be prepared that will include:

3. Value of contract
4. Terms of payment
5. Methodology, Deliverables and Timelines
6. Confidentiality
7. Copyright
8. Indemnity
9. Conditions of Work
10. Termination
11. Revenue Canada criteria
12. Provide proof of liability insurance, if required.
13. Contractor(s) will pay own expenses.

Supervision will be provided by the Co-Chairs with resulting work requiring approval by the Executive, then the General Membership by vote at a General Meeting.

## APPENDIX I

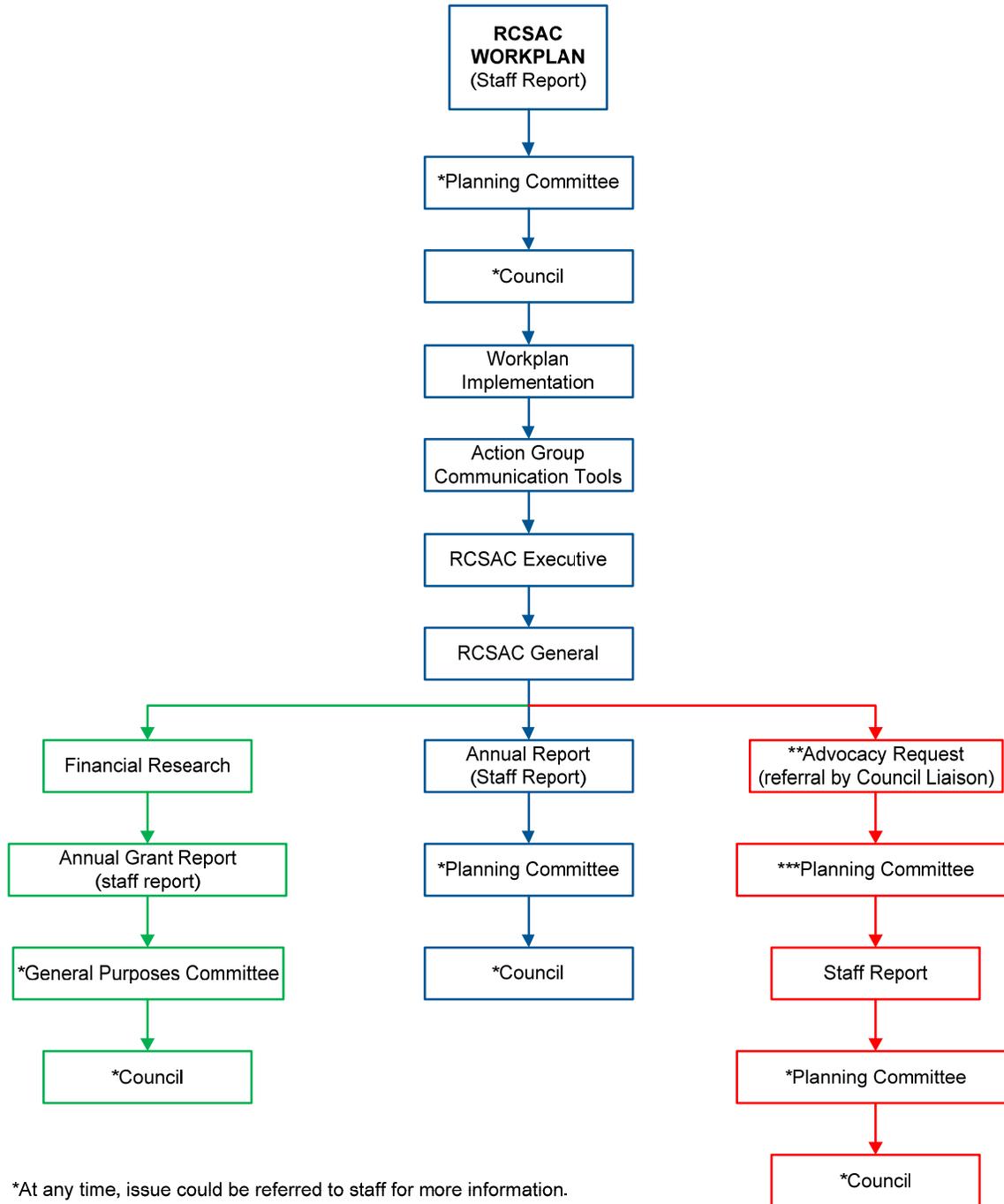
### Job Description for RCSAC Executive Secretary

The Executive Secretary reports to the Executive Committee of the RCSAC. Direction or specific instructions are given through the Co-Chairs. The position is for a maximum average amount of hours over the calendar year of no more than 20 hours per month.

1. Prepare meetings/forums as directed by the Executive Committee.
2. Prepare minutes of Executive and General meetings. Minutes to include:
  1. attendance, absence and regrets
  2. date, location, time held
  3. chair's name
  4. agenda amendments/adoption
  5. previous minutes amendments/adoption
  6. motions, including amendments and adoption
  7. record of any direction given/action to be undertaken
  8. record of committee and financial reports
  9. other items as directed by the meeting Chair or RCSAC Co-Chairs.
3. Distribute minutes to all those who attended the meeting and all members of the RCSAC.
4. Keep membership records (on a database) for the RCSAC, prepare invoices and receipts and notices of membership renewals.
5. Prepare monthly financial statements for the approval of the Treasurer.
6. Retrieve phone messages from voice mail and respond to messages or forward them to the appropriate RCSAC person.
7. Retrieve mail at least once a week from City Hall mailbox and distribute for action or information to the appropriate RCSAC person/committee.
8. Prepare annual general report as directed by the Executive Committee.
9. Undertake follow-up actions to forums and meetings as directed by Co-Chairs of RCSAC.
10. Maintain the minutes of meetings in a binder and other information required for the functioning of the RCSAC (i.e. financial, correspondence sent to Council, etc.).
11. Draft letters, press releases etc. for approval by the RCSAC Executive.

12. Ensure the rooms for Executive and General meetings are booked, refreshments ordered and materials prepared.
13. Assist other RCSAC committees as directed by Co-Chairs.
14. Perform administrative tasks necessary for the functioning of the RCSAC as per the job description.
15. Maintain the RCSAC website, ensure annual renewal of domain name and web hosting.
16. Prepare and distribute e-newsletter.
17. No office equipment or software is provided. The Executive Secretary is responsible for repairs to equipment and for software for word processing, spreadsheet, web-building and file transfer protocol.

## Decision Tree - Richmond City Council/RCSAC



\*At any time, issue could be referred to staff for more information.  
 \*\* Referral by Council Liaison when appropriate.  
 \*\*\*Communication tools scheduled for Planning Committee in  
 January, May, October.

3732711 v3 / June 29, 2017

# Communication Protocol - Richmond City Council/RCSAC



\* Communication tools scheduled for Planning Committee in January, May, October.