



Parks, Recreation & Cultural Services Committee

Date: Tuesday, July 24, 2007
Place: Anderson Room
Richmond City Hall
Present: Councillor Linda Barnes, Chair
Councillor Cynthia Chen
Councillor Bill McNulty
Councillor Harold Steves
Mayor Malcolm Brodie
Absent: Councillor Sue Halsey-Brandt, Vice-Chair
Also Present: Councillor Rob Howard
Call to Order: The Chair called the meeting to order at 4:00 p.m.

MINUTES

1. It was moved and seconded
That the minutes of the meeting of the Parks, Recreation and Cultural Services Committee held on Tuesday, June 26, 2007, be adopted as circulated.

CARRIED

NEXT COMMITTEE MEETING DATE

2. Tuesday, September 25, 2007 (tentative date) at 4:00 p.m. in the Anderson Room.

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- annual review of clear written standards of the Gateway Governance Directives; and
- the relationship and support between the professional theatre and community;

Discussion ensued amongst Board members and the Committee about the Board's Mission Statement; the difference of opinion between the Board and the Consultant regarding recommendation No. 17 " *Provide more resources and emphasis on the community aspects of the Theatre and operations programs*"; and recommendation No. 21 " *Establish a Parent Advisory Committee for the Academy with a clearly defined set of roles*".

It was moved and seconded

That the report (dated July 24, 2007, from the Richmond Gateway Theatre Society, to the PRCS Committee of the City of Richmond, regarding the Response to Consultant Recommendations) be received for information, and be referred to staff for review and comment to the Park's Recreation and Cultural Services Committee.

CARRIED

Discussion continued, during which Members of the Board of the Richmond Gateway Theatre Society and City staff agreed to engage in further conversation with the Consultant regarding the community program at Gateway Theatre. City staff indicated that they would attempt to report back to the Committee in September 2007.

COUNCILLOR LINDA BARNES

4. **B.C. HEALTHY COMMUNITIES COMMITMENT** (File No.: 01-0060-20-BCHC1)

It was moved and seconded

That the City confirm its commitment to participate on the Steering Committee of the B.C. Healthy Communities Coalition for a further two year term.

CARRIED

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6. RRDOG REFERRAL AND DOGS IN PARKS WORKING COMMITTEE PROPOSAL

(Report: July 12, 2007, File No.: 06-2345-00/Vol 01) (REDMS No. 2243283)

Dave Semple, Director of Parks and Public Works Operations advised the Committee that the City is collaboratively consulting with the Richmond Responsible Dog Owners Group (RRDOG). Mr. Semple then drew the Committee's attention to his memo, dated July 23, 2007, and the attachment "*RRDOG's Three Pillar Approach to Dog Management Strategy For Richmond*" (Schedule 3), which had been circulated to members of Council prior to the meeting.

Discussion took place among Committee members and staff on:

- the establishment of a Dogs in Parks Working Committee that would be responsible for development of a Dog Management Strategy;
- implementing suggestions outlined by RRDOG by creating a Dog Management Strategy;
- the need to outline the role of the Bylaw Department, RCMP, and other groups within the Dog Management Strategy as a guideline for addressing dog related complaints and handling confrontations with sensitivity;
- City staff's intentions to continue along the lines of RRDOG's philosophy of "*The 7 C's*", which includes consultation, compromise, cooperation, collaboration, culture of compliance, and cost effectiveness;
- the establishment of a Dogs in Parks Working Committee and Dog Management Strategy will lead to an in depth financial review, which will provide clarity regarding disbursement of operating funds to groups such as RRDOG;
- the feasibility of designating a portion of Railway Avenue as an off-leash area;
- the feasibility of banning dogs on the West Dyke during nesting season, which is approximately two months a year;
- promotion of the City of Richmond's dog licensing program as an educational tool for dog owners; and
- RRDOG's participation in the annual Animal Wellness Expo on July 21, 2007.

Mr. Semple advised that staff's first step will be to prepare a report regarding the establishment of a Dogs in Parks Working Committee, with information about possible members, including veterinarians, SPCA, RRDOG and other groups to be presented to the PRCS Committee at the end of fall 2007. The second step includes a public process with the anticipation of presenting the finalized report to Committee, including the results of the public process by December 2007.

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- (4) *That staff investigate the feasibility of designating a portion of Railway Avenue as a potential off-leash area; and*
- (5) *That staff investigate the feasibility of banning dogs on the West Dyke during nesting season.*

The question on the motion was not called as advice was provided that the earliest a report could be presented to Committee would be December 2007, taking into consideration time required to conduct the public process and contact agencies such as environmental and wild life groups.

In conclusion, the Chair commented that this issue is a very complex and emotional subject, and encouraged the members of RRDOG who were present at the meeting to advise other members of the group of the City's intentions to work collaboratively with RRDOG.

The question on the motion was then called, and it was **CARRIED**.

7. **STEVESTON MUSEUM**

(Report: July 10, 2007, File No.: 11-7140-01/2007-Vol 01) (REDMS No. 2253011)

Connie Baxter, Supervisor, Richmond Museum and Heritage Services, and Jane Fernyhough, Manager of Heritage and Cultural Services were available to answer questions. Discussion ensued among Committee members and staff about:

- the feasibility of having the Post Office, Museum and Steveston Visitor Centre operate in the same building;
- the loss of a major aspect of Steveston's history as a result of closing the Post Office;
- the conceptual design of the proposed Steveston Visitor's Centre which will be in conformity with Heritage Character, and will provide visitor information;
- the approximate cost of \$200,000 to upgrade the current exhibits in the Museum;
- how the Museum building could provide a permanent, all year round, and central operating location for the Steveston Visitor's Centre (which is currently a seasonal operation) without having to remove significant exhibit space;
- Canada Post's intention to pursue an additional site for the Post Office in Steveston, while allowing the current Post Office to operate as per status quo;
- the historical aspect of the Post Office in Steveston due to the neighbourhood improvement program, resulting in the establishment of the Steveston Historical Society to run the Post Office.

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Jim Kojima #29 – 7611 Moffat Road spoke about the identity of the Steveston Post Office, sharing his sentiment that he does not wish to see the Post Office go. He advised the Committee that he planned to bring attention to this issue at the next Steveston Community Centre Society meeting to discuss how they could offer support to the Post Office.

Discussion continued about several issues, including the following:

- the current investigation regarding the feasibility of using another Heritage House to accommodate one of the three operations;
- funding for refurbishing the Museum building to accommodate Tourism Richmond's Steveston Visitor's Centre;
- the allocation of proceeds from sales of stamps;
- the retention of the Bank Manager's Office within the Museum building as a heritage aspect, and the feasibility of using the office for the Steveston Visitor's Centre;
- the possible time line of Spring 2008 to renovate and have the Visitor's Centre operating, if approved; and
- City staff's understanding that Tourism Richmond intends to hire and train the existing Steveston Museum and Post Office staff.

In answer to a question about costs to renovate a Post Office for a location such as Supergrocer, Mr. Turnbull advised that 7-11 had indicated that it cost approximately \$75,000.

As a result of the discussion, the following **referral** motion was introduced:

It was moved and seconded

- (1) *That staff continue to work with the Steveston Historical Society to explore all viable options for continuing the operation of the post office as it is;*
- (2) *That information containing precise details of the Tourism Richmond's proposal for the Steveston Museum building be provided to the Parks, Recreation and Cultural Services Committee;*
- (3) *That staff explore the feasibility of a tri-party agreement, for operation of the Steveston Museum, Post Office and Visitor's Center from the same location, including details regarding size and necessary modifications to the building;*
- (4) *That staff further investigate the option of keeping the building open as a Museum without the Post Office;*

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Terra Nova Slough

Mr. Redpath provided an update on the status of the Terra Nova Slough construction, which is currently underway.

Garden City Community Park Play Environment

Mike Redpath provided an update on the status of the Garden City Community Park Play Environment, advising that construction is underway at the park site.

Nature Comes to Light event at the Richmond Nature Park

Mr. Redpath updated the Committee on the status of the Nature Comes to Light event at the Richmond Nature Park. He advised that mainly due to volunteer shortages, both the Richmond Kinsmen Club and Richmond Fire Rescue will be unable to sponsor the winter event. Discussion took place about other community organizations that could possibly host the event, and staff indicated that they would look for opportunities for the light show to proceed with other groups.

ADJOURNMENT

It was moved and seconded
That the meeting adjourn (7:00 p.m.).

CARRIED

Certified a true and correct copy of the
Minutes of the meeting of the Parks,
Recreation & Cultural Services Committee
of the Council of the City of Richmond held
on Tuesday, July 24, 2007.

Councillor Linda Barnes
Chair

Shanan Dhaliwal
Committee Clerk

SCHEDULE 1 TO THE MINUTES OF THE
PARKS, RECREATION AND CULTURAL
SERVICES COMMITTEE, HELD ON
TUESDAY, JULY 24, 2007

From: Richmond Gateway Theatre Society

To: PRCS Committee of the City of Richmond

Re: Response to Consultant Recommendations

Date: July 24th, 2007

Pages: 53 (including cover)

- 1) Recommendation** *Identify all possible roles within the City plans and prioritize*

ACTION. The Gateway Board agrees such action will greatly benefit our relationship with the City and so will implement an annual review of the Master Plan and Arts Strategy for the purpose of ensuring the Theatre contributions to the community are well integrated and enhancements to City plans.

- 2) Recommendation** *Seek clarity from the City regarding their expectations annually.*

ACTION. The Gateway Board agrees this will benefit both the City and the Theatre. The 22 year old, month-to-month operating agreement with the City is overdue for modernization. We expect the combination of the City's Master Plan process, and, the Theatre's strategic planning will lead to clarity and a sound basis for annual review by both.

- 3) Recommendation** *The Richmond Gateway Theatre Society (RGTS) should work with the City to establish annual performance measures prior to development of the budget. The following year, the RGTS should report out on these performance measures as part of the annual report.*

ACTION. The Theatre and the City annually discuss and ultimately establish an administration budget, and the Board agrees that budget should have explicit standards and the audited financial statements will be included in the annual report to Council.

- 4) Recommendation** *Create and report on a function budget that captures all costs/revenues (inclusive of City funds).*

ACTION. The Gateway Board is ensuring that the budget is developed in a manner consistent with generally accepted principles and is transparent to the satisfaction of the Board and the City.

- 5) Recommendation** *Identify cost / visit (by function)*

ACTION. See Recommendation and Response #4

- 6) Recommendation** *Involve more staff in budget development and establish targets for each group.*

ACTION. The Gateway management team has a long history of involving full-time employees in budget development. This practice has been formalized by inclusion in the Gateway Governance Directions (the "GGD" – a manual recently prepared to ensure all relevant policies and procedures for governance of RGTS, are set out in one place, to be reviewed annually by the Board).

- 7) Recommendation** *Focus on revenue opportunities – build plan*

ACTION. Previous and current practice is to identify and develop all possible revenue streams. Board and staff from all areas of the operation have been and continue to be involved in increasing revenues and finding new sources - examples include the "Clink" event this fall and a major push on Richmond based corporations.

- 8) Recommendation** *Establish roles for the finance committee and board regarding financial related policies such as budget approvals, purchasing and spending authorities.*

ACTION. Agreed and done: Terms of Reference for the Finance and Audit Committee and signing Authority delegations are set out in the Gateway Governance Directions.

- 9) Recommendation** *Clarify the relationship between the Gateway and the Executive Director with regard to intellectual property.*

ACTION. Agreed and done: The Artistic and Executive Director's contribution, stature and qualifications are enhanced by the fact he is an accomplished playwright whose work is showcased at the Gateway. The Artistic and Executive Director recommends the works that are produced at the theatre because of his unique knowledge and responsibilities and approval rests with the Board of Directors. Any potential perception of a conflict of interest is handled through the Conflict of Interest Policy set out in the GGD. It should also be noted that the Artistic and Executive Director has waived royalties and directors' fees for his participation at the Gateway Theatre and in turn, the Gateway declines any future participation rights in favour of the Artistic and Executive Director.

- 10) Recommendation** *Create a Human Resource consultant role to assist the organization with the development of policies and practices in areas such as: job expectations, evaluation, recruitment, training, supervision, etc.*

ACTION. Currently the General Manager and the Artistic and Executive Director deal with human resource issues. Although staff training programs have been enhanced, given limited financial resources, the theatre is exploring formalizing access to the City of Richmond HR department for assistance of the kind described in the recommendation.

11) Recommendation *Develop a policy that requires all staff and volunteers to go through a criminal check prior to being hired at the Gateway.*

ACTION. Academy instructors have for many years been required to present a criminal record check. Additionally, all staff works in tandem whenever minors are present. This complies with insurance requirements. The Board accepts that new full time employees should also be subject to a criminal record check. Volunteers are not entrusted with money, nor are permitted to be alone with minors. The Board does not consider a criminal record check for all new volunteers to be practical.

12) Recommendation *Adopt a set of principles for governance.*

ACTION. Agreed and done: the Gateway Governance Directions.

13) Recommendation *Consider a process to improve the reporting and decision-making functions for the board meetings.*

ACTION. Agreed and done: Since the consultants report, agendas and all relevant information are distributed to all Board members before monthly meetings. Additionally, minutes are now taken at all regular monthly meetings of committees. These and other improvements are set forth in the Gateway Governance Directions.

14) Recommendation *Take necessary steps to become a policy governance board.*

ACTION. Agreed and done: much consideration has been given to this recommendation and the result is visible at meetings, and, best shown by the adoption of the Gateway Governance Directions.

15) Recommendation *Complete a board/staff workshop to clarify roles and responsibilities with new Board in early 2007*

ACTION. Agreed and done: there is an established practice of annual workshops and clarification of roles and responsibilities will receive a greater emphasis. It should also be noted there is an established practice of orientation of new Board directors which deals, in part, with roles and responsibilities.

- 16) Recommendation** *Eliminate Human Resource and Long Range Planning Committee and refresh the mandate of the other committees to include recording, reporting and decision making functions supported by designated staff.*

ACTION. Agreed and done: The Human Resources and Long Range Planning Committees have been eliminated. The Executive Committee has assumed the responsibilities of the Human Resources Committee and terms of reference for the Board Committees are contained in the Gateway Governance Directions.

- 17) Recommendation** *Provide more resources and emphasis on the community aspects of the Theatre and operations programs.*

ACTION. The consultant wrote "We believe that RGTS has established itself on the profession [sic] theatre side, and can now focus more on supporting community related actions." The Board was unable to find the consultants basis for that belief. Fully two thirds of Gateway time is devoted to community aspects including facility rental, sponsorship, volunteers, eyeGO, youth academy, SceneFirst, Sea of Stories, mentorships and satellite companies. Professional theatre productions represent the remaining one-third. The Gateway Board is keen to expand the Gateway in all areas, but the Theatre is operating to the utmost of its present capacity and would require a new building to expand programs. We envision a single facility of approximately twice the size of the current Gateway Facility to achieve the vision of Performing Arts at the Centre of Richmond.

- 18) Recommendation** *Provide support to other arts organizations in Richmond.*

ACTION. See recommendation and response to #17.

- 19) Recommendation** *Initiate a membership drive to build the size of the society.*

ACTION. There have been substantial efforts made annually to achieve this end. With more than 100 arts organizations in Richmond, competition for society membership is fierce. Given that landscape, Gateway will continue to drive and measure success through all avenues, including patron attendance, rentals, sponsorships, donors and facility use.

20) Recommendation *Approve a policy restricting society membership to those persons not receiving remuneration from the Gateway.*

ACTION. The unique requirements of arts organizations have caused the Board, upon reflection, to respectfully disagree with this recommendation. All arts organizations known to this Board, and our own experience tell us it is preferable to encourage such memberships, while revising the by-laws such that theatre employees will not be permitted to serve on the Board of Directors.

21) Recommendation *Establish a Parent Advisory Committee for the Academy with a clearly defined set of roles.*

ACTION. The Board shares the consultant's hopes for parents assisting "in such areas as fund raising, corporate sponsorships, advertising, promotions, and communication with [other] parents". However, the Board respectfully disagrees such would be best achieved by the simple formulation of "establishing a Parent Advisory Committee" with a role to be defined later. The Board considers the Academy to be an integral part of the Gateway Theatre, not a separate entity. As such, it should be governed and managed within, and benefit from, the overall structure of the Theatre -- including receiving and responding to stakeholder and general community input and receiving assistance through volunteer support. As examples of the effectiveness of this approach, the Academy has implemented a number of initiatives including a parent/teacher night, a welcome night, an open house and parent surveys. At the first class, parents are also invited to discuss all matters concerning the academy with the instructors, the General Manager or the Artistic and Executive Director.

22) Recommendation *Include the Gateway staff in any training programs related to public process.*

ACTION. This and any other relevant training done by the City that would be of benefit to the employees of Gateway Theatre will be incorporated into the training and development plans of employees.

23) Recommendation *Adopt a public engagement process at the Gateway board.*

ACTION. The intent of the recommendation is supported completely, and, the Board considers that it does engage the public in the manner appropriate to the governance model of the Gateway Theatre, and, it considers that the employees are engaging the public and reporting to the Board thereon.

And if the Board may be permitted once more to enunciate its vision to take the success in art and community contribution of the Gateway Theatre to a new level – one well suited to the City's vision of the new City Centre – may we say that the best form of "public engagement" would be for all of us to move swiftly to mobilize the whole community in the establishment of a Performing Arts Centre at the Centre of Richmond.

We would like to thank the City Council for considering these matters, we express our appreciation to Councillor Evelina Halsey-Brandt's faithful discharge of her duties as liaison, and we look forward to seeing you all at the Gateway.

The Board of Directors

Gateway Governance Directives

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Gateway Governance Directives

This G.G.D. in its entirety was adopted in whole by unanimous resolution of the Board at its meeting of June 26th, 2007, this placing in a single volume existing policies, terms of reference and directives. All will be deemed effective as of that date and any amendment made from this date forward shall show the date of such amendment.

MISSION STATEMENT

Gateway Theatre is a welcoming and inclusive regional theatre for Richmond and its surrounding communities. Encouraging participation and cultural diversity, we strive for excellence and leadership in the development and production of live professional theatre and programs that connect the community.

CORE VALUES

LEADERSHIP

- Sustainability
- Relationships with community
- Proactive

RESPECT

- Treatment of each other
- Positive attitude
- Dignity

INCLUSIVE

- Participation
- Diversity - cultural
- social
- ethnic
- Responsiveness

QUALITY

- Unique
- Artistic Excellence
- Innovation

IMPLEMENTATION: PROGRAMS

A: Live Professional Theatre

- Main Stage Productions
- New Play Productions
- Play Development
 - Commissions
 - Readings
 - Workshops
 - Dramaturgy
- Gateway Academy

B: Community Connections

- Partnerships
 - City of Richmond
 - Corporate
- Volunteer Program
- Special Events
- Rentals Program
- Mentorship
- eyeGO

CONSTITUTION
AND
BY-LAWS
OF
RICHMOND GATEWAY THEATRE SOCIETY

REVISED NOVEMBER 2003

SOCEITY ACT

CONSTITUTION

- 1.00 The name of the Society is RICHMOND GATEWAY THEATRE SOCIETY.
- 2.00 The purposes of the Society are:
 - 2.01 To promote interest in, and the study of the arts generally, and literature, drama, music and dance in particular;
 - 2.02 To advance knowledge and appreciation of, and to stimulate interest in, dramatic culture and tradition by theatrical performances, film productions and otherwise;
 - 2.03 To provide facilities for education and instruction in the arts of the theatre;
 - 2.04 To provide improved opportunities for artistic talent;
 - 2.05 To advance the development of the arts of the theatre;
 - 2.06 To establish, maintain, and operate a repertory theatrical company;
 - 2.07 To promote interest and skill in the arts of the theatre, and to promote the establishment of a living theatre by such means as may be expedient, and in particular, without limitation:
 - 2.07.01 by the presentation of plays, film productions, music, dance and other performances;
 - 2.07.02 by undertaking public educational projects in furtherance of the objects of the Society;
 - 2.07.03 by giving instruction in and demonstrating the arts of the theatre;
 - 2.07.04 by encouraging writing for the theatre, and providing opportunities for production, publication, and distribution of plays, films, and other works;
 - 2.07.05 by encouraging national and international cooperation in the theatre, drama, music and dance;

- 2.07.06 to promote interest in, and encourage the use of films, videotapes, and other recordings in the arts of the theatre, and in television and radio performances;
- 2.08 For the objects aforesaid, to acquire, construct, lease, or rent such property as may be required, and to operate a theatre, and to purchase, lease, or otherwise dispose of shares, stocks, rights, warrants, options, and other securities, lands, buildings, and/or other property, movable or immovable, real or personal, or any right or interest therein owned by the Society;
- 2.09 To collect and raise funds to apply for grants, to accept gifts, grants, legacies, devises and bequests, and to collect moneys by ways of fees, donations, or otherwise, and to hold, invest, expend, or deal with such gifts, grants, legacies, devises, bequests, and moneys in furtherance of the purposes of the Society;
- 2.10 To advertise presentations and productions made through or under the auspices of the Society, and to solicit funds for the Society through the medium of television, radio, the mail, and otherwise.
- 3.00 Upon the winding up or dissolution of the Society, none of the assets of the Society shall be available to the members and any assets of the Society remaining after the satisfaction of its debts and liabilities and the costs of dissolution shall be given to the City of Richmond for such purposes as Council may by resolution consider to promote interest in and the study of the arts generally in Richmond, and this cause shall, at all times, remain unalterable.

BY-LAWS

- 1.00 Admission of members, their rights and obligations and when they cease to be in good standing;
- 1.01 The members of the Society are the subscribers of the Constitution and By-Laws, every other person who agrees to become a member by whatever name called;
- 1.02 Membership shall vest in and consist of:
 - 1.02.01 members, who shall be private citizens, and local organizations and local units or branches of national and regional associations and organizations of a benevolent or patriotic character, including, without limitation, professional and trade associations and municipal bodies, or

- 1.02.02 associate members, who shall be industrial and commercial corporations, other business organizations and provincial and federal agencies;
- 1.03 Each such association, organization, agency or commercial corporation shall appoint one representative to act as member of its behalf;
- 1.04 All applications for membership shall be submitted to the Board of Directors and, upon approval by the Board and upon payment of all designated membership fee and dues, the applicant shall be a member;
- 1.05 A member shall be deemed to be in good standing when he has paid his annual membership fee;
- 1.06 The Board of Directors shall set the annual membership fee for members and associate members;
- 1.07 The City of Richmond shall be an ex officio member of the Society without annual membership fees;
- 1.08 All membership fees shall be payable initially upon application for membership and thereafter before the Annual General Meeting;
- 1.09 Member includes members referred to in paragraph 1.02.01 and associate members referred in paragraph 1.02.02 for all purposes except paragraph 1.07;
- 2.00 Conditions under which membership ceases and the manner, (if any), in which a member may be expelled;
- 2.01 Any member who desires to withdraw from membership in the Society may notify the Board of Directors in writing to that effect and, upon receipt by the Board of Directors of such notice, the member shall cease to be a member;
- 2.02 Upon the failure of any member to pay the annual membership fee within the time required, any subscription or indebtedness due to the Society, the Directors may cause the name of such member to be removed from the register of members, but such member may be re-admitted to membership by the Directors upon such evidence as they consider satisfactory;

- 2.03 The Chairperson of the Board of Directors shall have the power to suspend any member upon receipt of a written charge that the conduct of such member has been improper, unbecoming or likely to endanger the interest or reputation of the Society, or who willfully committed a breach of the Constitution or By-Laws of the Society. The Directors shall have the power, by a vote of the majority of the Board, to expel any member whose conduct shall have been determined by the Directors to be improper, unbecoming or likely to endanger the interest or reputation of the Society or who willfully commits a breach of the Constitution or By-Laws of the Society. No member shall be expelled without having first been notified of the charge or complaint against him or without having first been given an opportunity to be heard by the Directors at a meeting called for the purpose;
- 2.04 Any member who resigns, withdraws or is expelled from the Society shall forthwith forfeit all right, claim and interest arising from or associated with membership in the Society;
- 3.00 Procedure for calling general meetings:
- 3.01 Any special or general meeting of the members may be held at such place in British Columbia as the Directors may determine and on such a day as the Directors shall appoint;
- 3.02 The annual meeting of the members shall be held within 180 days of the fiscal year end in each year;
- 3.03 The Chairperson or the Vice Chairperson or any two (2) Directors shall have power to call at any time a special meeting of the Society and a special meeting of the Society shall be called upon the written request of ten percent (10%) of the voting members;
- 3.04 At every annual meeting, in addition to any other business that may be transacted, the report of the Directors, the financial statement and the report of the auditors shall be presented and a Board of Directors elected and auditors appointed for the ensuing year and the remuneration of the auditors shall be fixed. Except where the Society Act otherwise provides or the law otherwise requires, the members may consider and transact any business, either special or general, without any notice thereof at any meeting of the members;

- 3.05 No public notice or advertisement of any annual general meeting, general meeting or special meeting of the Society shall be required, but notice of the time and place of every such meeting shall be given to each member by sending the notice by prepaid post, facsimile transmission, or personal delivery not less than fourteen (14) days before the time fixed for the holding of such meeting;
- 3.06 Whenever under the provisions of these By-Laws of the Society notice is required to be given, such notice may be given either personally or by facsimile transmission or by depositing the same in a post office or public letter box in a prepaid, sealed wrapper addressed to the director, officer or member at his address as the same appears on the books of the Society. A notice shall be deemed to have been received when delivered or transmitted, or if mailed, 48 hours after 12:01 am on the day following the day of the mailing thereof. For the purpose of sending any notice or otherwise, the address of any member, director or officer shall be his last address as recorded in the books of the Society;
- 3.07 No error or omission in giving notice of any annual general meeting, general meeting or special meeting or any such meeting or any such adjourned meeting shall invalidate such meeting or make void any proceedings taken thereat and any member may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat;
- 3.08 Thirty (30) members of the Society in good standing present in person shall constitute a quorum at any general meeting of the Society, and in the event that a quorum is not present within thirty (30) minutes after the time called for the meeting, the meeting shall stand adjourned to a time and place determined by the Chairperson, and a quorum at any such adjourned meeting shall be those members who shall be present in person or by proxy at such adjourned meeting: provided that in no case can any meeting be held unless there are ten (10) members present in person:
- 3.09 Any meetings of the Society or of the Directors may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. No notice shall be required of any such adjournment. Such adjournment may be made notwithstanding that no quorum is present.

- 4.00 Rights of voting at general meetings;
- 4.01 Each member of the Society, in good standing, shall at all meetings of the Society be entitled to one (1) vote;
- 4.02 At all meetings of the Society every question shall be decided by a majority of the votes of the members present in person, unless otherwise required by law. Every question shall be decided in the first instance by a show of hands, every member having voting rights shall have one (1) vote, and unless a poll be demanded, a declaration by the Chairperson that a resolution has been carried or not carried and an entry to that effect in the minutes of the Society shall be sufficient evidence of the fact without proof of the number or proportion of the votes accorded in favour of or against such resolution. A demand for a poll may be withdrawn, but if a poll be demanded and not withdrawn, the question shall be decided by a majority of votes given by the members present in person, and such poll shall be taken in such manner as the Chairperson shall direct and the result of such poll shall be deemed the decision of the Society in general meeting upon the matter in question.
- 5.00 Appointment and removal of Directors and officers and their duties, powers and remuneration, if any:
- 5.01 Effective November 1, 1997, the Board of Directors shall consist of thirteen (13) Directors. Eight (8) of the Directors shall be elected by the membership at large at the Annual General Meeting and their term of office shall be effective from the date of the Annual General Meeting. Four (4) Directors shall be appointed by the City of Richmond and their term of office shall be effective from the date of notice in writing of the appointment is received by the Chairperson or Vice-Chairperson. Any vacancy of a Director nominated by the membership may be filled by the Directors and any vacancy of a Director nominated by the City of Richmond may be filled by the City of Richmond. All terms shall be for two (2) years. No Director may hold office for more than four consecutive two year terms. The terms shall be alternating. A City of Richmond Councillor shall be appointed every year as a Director. Nominations shall be received from the floor of the ANNUAL GENERAL MEETING at the call of the Chairperson.

- 5.02 The Director of the Society may administer the affairs of the Society in all things and make or cause to be made for the Society in its name, any kind of contract which the Society may lawfully enter into and save as hereinafter provided, generally, may exercise all such other powers and do all such other acts and things as the Society is by its Constitution or otherwise authorized to exercise and do;
- 5.03 A Director shall cease to be a Director at the time he ceases to be a member of the Society;
- 5.04 If any member of the Board of Directors shall resign his office, or without reasonable excuse, absent himself from three (3) consecutive Directors' meetings, or be suspended or expelled from the Society, the Directors shall declare his office vacated and may appoint a successor in his place from among the members of the Society to hold office during the remainder of the term for which the Director whose office had been declared vacant was originally elected;
- 5.05 Seven (7) Directors shall constitute a quorum for the transaction of business. Directors' meetings may be held at such times and at such places as the Directors may from time to time determine. A meeting of the Directors may be convened by the Chairperson or Vice-Chairperson or any two (2) Directors at any time. Notice of such meeting shall be communicated to each Director not less than two (2) days (exclusive of the day on which the notice is communicated but inclusive of the day for which notice is given) before the meeting is to take place: provided that meetings of the Directors may be held at any time without formal notice if all the Directors are present or those absent have waived notice or have signified their consent in writing to the meeting being held in their absence. Notice of the meeting or of any irregularity in any meeting or notice thereof any be waived by any Director;
- 5.06 Questions arising at any meeting of Directors shall be decided by a majority of votes:
- 5.07 A resolution in writing signed by all the Directors personally shall be as valid and effectual as if it had been passed at a meeting of Directors duly called and constituted;
- 5.08 The members of the Board of Directors shall receive no Remuneration for acting as such;

- 5.09 Subject to the Society Act, every Director of the Society shall be deemed to have assumed office on the express understanding and agreement and condition that every Director of the Society and his heirs, executors and administrators and estate and effects, respectively, shall from time to time and at all times be indemnified and saved harmless out of the funds of the Society from and against all costs, charges and expenses whatsoever which such Director sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against him for or in respect of any act, deed, matter or thing whatsoever made, done or permitted by him or any other Director or Directors in or about the Execution of the duties of his or their office, and also from and against all other costs, charges and expenses which he sustains or incurs in or about or in relation to the affairs thereof except such costs, charges or expenses as are occasioned by his own willful neglect or default;
- 5.10 The Board of Directors may from time to time appoint such officers and agents and authorize the employment of such other persons as they deem necessary to carry out the objects of the Society, and such officers, agents and employees shall have such authority and shall perform such duties as from time to time may be prescribed by the Board;
- 5.11 Without prejudice to the generality of the foregoing, there shall be A Chairperson, a Vice-Chairperson, a Secretary and a Treasurer. One person may hold more than one office except the office of the Chairperson. The Chairperson and a Vice-Chairperson shall be elected by the Board of Directors from among their number at the first board meeting of the Board after the annual election of such Board of Directors, provided that in default of such election, the then incumbent, being a member of the Board, shall hold office until his successor is elected. The other officers of the Society need not be members of the Board and the employment of all officers shall be settled from time to time by the Board;

- 5.12 The Chairperson shall, when present, preside at all meetings of the members of the Society and of the Board of Directors. The Chairperson with the Secretary or other officer appointed by the Board for the purpose shall sign all resolutions and membership certificates. During the absence or inability of the Chairperson, his duties and powers may be exercised by the Vice-Chairperson. The Chairperson shall be ex officio member of all committees of the Society except the nomination committee.
- 5.13 The Vice-Chairperson shall in the absence of the Chairperson fulfill all the duties of the Chairperson and shall perform such other duties as the Chairperson or the Board of Directors may assign to him;
- 5.14 The Secretary shall be ex officio clerk of the Board of Directors. He shall attend all meetings of the members and of the Board of Directors and record or cause to be recorded all facts and minutes of all proceedings in the books kept for that purpose. He shall give or cause to be given all notices required to be given to members and to Directors. He shall keep or cause to be kept the seal of the Society and of all books, papers, records, correspondence, contracts and other documents belonging to the Society, which he shall deliver up or cause to be delivered up only when authorized by a resolution of the Board of Directors to do so and to such person or persons as may be named in the resolution, and he shall also perform or cause to be performed such other duties as may from time to time be determined by the Board of Directors;
- 5.15 The Treasurer shall keep or cause to be kept full and accurate accounts of all receipts and disbursements of the Society in proper books of accounts and shall deposit or cause to be deposited all moneys or other valuable effects in the name and to the credit of the Society in such chartered bank or credit union within the City of Richmond as may from time to time be designated by the Board of Directors. He shall disburse or cause to be disbursed the funds of the Society under the direction of the Board of Directors, taking proper vouchers therefor, and shall render or cause to be rendered to the Board of Directors no less than monthly, an account of all his transactions as Treasurer and of other financial position of the Society. He shall also perform or cause to be performed such other duties as may from time to time be determined by the Board of Directors;
- 5.15A The offices of the Secretary and Treasurer may be combined at the direction of the Board of Directors to form the office of Secretary-Treasurer.”

- 5.16 All officers, agents and employees shall be subject to removal from office or employment by the Board of Directors at any time with or without cause and with or without notice to the person so removed;
- 5.17 A director may be removed from office by special resolution as defined in Clause 9.02 and another director may be elected, or by ordinary resolution of the members appointed, to serve during the balance of the term;
- 5.18 In case of the absence or inability of any officer, agent or employee of the Society or for any reason that the Board may deem sufficient, the Board may delegate all or any of the powers of such person or persons to any other person or persons;
- 5.19 Deeds, transfers, licenses, contracts and engagements on behalf of the Society shall be signed by either the Chairperson or Vice-Chairperson and by the Secretary, and the Secretary shall affix the seal of the Society to such instruments as require the same. Notwithstanding any provisions to the contrary contained in the By-Laws of the Society, the Board of Directors may at any time by resolution direct the manner in which, and the person or persons by whom, any particular instrument, contract or obligation of the Society may or shall be executed;
- 5.20 All cheques, bills of exchange or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Society, shall be signed by the Chairperson or the Vice-Chairperson and by the Treasurer, or by such officer or officers, agent or agents of the Society and in such manner as shall from time to time be determined by resolution of the Board of Directors;
- 5.21 Prior to each annual meeting of the Society, the Board of Directors shall appoint a nominating committee which shall prepare and propose to the annual meeting a list of names of members who have consented to serve, in an elective capacity, on the Board of Directors. Such members whose names are so proposed by the nominating committee shall be deemed to have been nominated by the members at large pursuant to Clause 5.01 of the By-Laws;"

- 5.22 The Board of Directors shall appoint such sub-committees as it shall deem necessary. The Board of Directors shall arrange such meetings as it deems necessary between the Board or sub-committees of the Board and the standing or appointed sub-committees, to ensure that the aims and objects of the Society are achieved;
- 6.00 Exercise of borrowing powers:-
- 6.01 The Directors may, for the purpose of carrying out the objects of the Society, borrow or raise or secure the payment of money in such manner as they think fit, subject to the Act.
- 6.02 The Society shall not issue a Debenture unless the issuance of the Debenture is authorized by a special resolution as defined in Clause 9.02;
- 7.00 Audits of accounts:-
- 7.01 The first auditor of the Society shall be appointed by the Directors and any auditors so appointed shall hold office until the first annual general meeting unless previously removed by resolution, in which case the members shall at the time when the resolution is passed appoint another auditor. The members shall at each annual general meeting appoint an auditor or auditors to hold office until the next annual general meeting. The directors may fill any casual vacancy in the office of auditor, but while any such vacancy continues the surviving or continuing auditor or auditors (if any) may act. The remuneration of the auditors of the Society shall be fixed by resolution of the members or, if the members to resolve, by the Directors, except that the remuneration of any auditors appointed before the first annual general meeting, or to fill any casual vacancy, may be fixed by the Directors;
- 7.02 The auditors shall make a report to the members and Directors on the accounts examined by them and on every balance sheet and statement of income and expenditures laid before the Society at any annual meeting during their tenure of office, and the report shall state:-
- 7.02.01 Whether or not they have obtained all the information and explanations they have required, and

- 7.02.02 Whether, in their opinion, the balance sheet referred to in that report is properly drawn up so as to exhibit a true and correct view of the state of the Society's affairs as at the date of the balance sheet and the result of its operations for the year ended on that date according to the best of their information and the explanations given to them, as shown by the books of the Society;
- 7.03 Every auditor of the Society shall have a right of access at all times to all records, documents, books, accounts and vouchers of the Society, and is entitled to require from the Directors and officers of the Society such information and explanations as may be necessary for the performance of the duties of auditor;
- 7.04 The auditors of the Society are entitled to attend any meeting of members of the Society at which any accounts that have been examined or reported on by them are to be laid before the members for the purpose of making any statement or explanation they desire with respect to the accounts;
- 7.05 The rights and duties of an auditor of the Society shall extend back to the date up to which the last audit of the Society's books, accounts and vouchers was made or, where no audit has been made, to the date on which the Society was incorporated.
- 8.00 Custody and use of the seal of the Society:
- 8.01 The Board of Directors may adopt a seal which shall be the common seal of the Society;
- 8.02 The common seal of the Society shall be under the control of the Directors, and the responsibility for its custody and use from time to time shall be determined by the Directors.
- 9.00 Alteration of By-Laws by special resolution, stating requisite majority:
- 9.01 The By-Laws of the Society shall not be altered or added to except by a special resolution of the Society;

- 9.02 For all purposes of the Society, “special resolution” shall mean a resolution passed by a majority of such members entitled to vote as are present in person or by proxy at a general meeting of which not less than two (2) weeks’ notice specifying the intention to propose the resolution as a special resolution has been duly given, such majority being three-quarters (3/4).
- 10.00 Preparation and custody of minutes of meetings of the Society and of the Directors, and other books and records of the Society:
- 10.01 The Directors shall see that all necessary books and records of the Society required by the By-Laws of the Society or by any applicable statute or law are regularly and properly kept;
- 10.02 The Secretary or some other officer specially charged by the Board of Directors with that duty shall maintain and have charge of the minute books of the Society and shall record or cause to be recorded therein minutes of proceedings of all meetings of members and Directors. The Secretary or some other officer specially charged by the Board of Directors with that duty shall keep or cause to be kept a book or books wherein shall be kept properly recorded:
- 10.02.01 a copy of the Constitution of the Society and any special resolutions altering or adding to the same, and a copy of the By-Laws of the Society and any resolutions altering or adding thereto;
- 10.02.02 copies or originals of all documents, registers and resolutions as required by law, including without prejudice to the generality of the foregoing, a register of the names and addresses of all members of the Society;
- 10.02.03 all sums of money received and expended by the Society and the matters in respect of which the receipt and expenditures take place;
- 10.02.04 all revenues and purchases by the Society;
- 10.02.05 all assets and liabilities of the Society;
- 10.02.06 all other transactions affecting the financial position of the Society;
- 10.03 The books of account shall be kept at such place in British Columbia as the Directors think fit, and shall at all times be open to inspection by the Directors;

- 10.04 The fiscal year of the Society shall terminate on the 30th day of June in each year for the periods commencing after June 30, 1989 and the financial statements of the Society's affairs for presentation to the members at the annual meeting shall be made up to that date.
- 11.0 Time and place (if any) at which the books and records of the Society may be inspected by members;
- 11.01 The Directors shall from time to time determine whether and to what extent and at what times and places and under what conditions or regulations the account and books of the Society or any of them shall be open to the inspection of members not being Directors, and no member (not being a Director) shall have any right of inspecting any account or book or document of the Society except as conferred by law or authorized by the Directors or by resolution of the members, whether previous notice thereof has been given or not;"
- 11.02 The register of members of the Society and the contents thereof shall not be confided in whole or part to any person, firm or corporation who could or might use it for personal favour or gain. The membership list may be issued to members of the Society with the approval of a resolution of the Board of Directors, but the misuse of the same by a member may result in immediate action under Clause 2.03 of the By-Laws.
- 12.00 Interpretation:
- 12.01 In these By-Laws, unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice-versa, and reference to persons shall include firms and corporations;
- 12.02 Any procedure or order not covered in these By-Laws shall be governed by the parliamentary procedure of the Canadian House of Commons.

General Principals:

- Board Members must be members of the Society.
- Board Members will sit for a two-year period beginning with the date of the first meeting of the Board following the Annual General Meeting and ending the respective 2nd year's AGM.
- Board Members must be a subscriber of the Gateway Theatre.
- Board Members are encouraged to be donors to the Gateway Theatre Society.

Committee Terms of Reference

General Principals:

- Each Committee will develop, review, evaluate and make recommendations to the Board of Directors on policy within their area of each Committee's responsibility.
- All Committees are advisory to the Board and their activities will be consistent with the Society's Mission Statement.
- All Committee members will sit for a one-year period beginning with the date of the first meeting of the Board following the Annual General Meeting and ending with the following year's AGM.
- There will be no Proxy votes allowed at Committee meetings
- All Committee members shall be Members of the Society except as specified in the individual Terms of Reference.
- The Board of Directors will review all Terms of Reference annually.

1.0 GOAL

As steward to the Board of Directors, The Finance Committee helps it oversee financial responsibilities.

2.0 PURPOSE

The Committee is accountable to the Board of Directors and will:

1. Carry out policies of the Board.
2. Keep the Board informed on the financial status of the Theatre and the adequacy of Theatre resources to meet its long-term goals.
3. Assure that Management develops and maintains adequate controls over all revenues, expenditures, and commitments.
4. Assure the annual budgets, are financially prudent and are consistent with Board plans.
5. Review the audited annual financial statements and the results of the audit with the auditors and with management, and report on same to the Board.
6. Assure that there is a process to identify, tabulate, assess and manage risks.
7. Advise the Board of potential problems.
8. Carry out such other duties as may, from time to time, be delegated by the Board

3.0 FUNCTION

1. Assure that management maintains adequate controls over revenues, expenditures, and commitments.
2. Review actual and forecast revenues and expenditures, and variance reports.
3. Review the recording and use of designated funds.
4. Review the investment of funds.
5. Oversee the development of the annual operating budget, and ensure consistency with Board plans.
6. Review the Auditor's Report and Management Letter and management's response and ensure appropriately acted on.
7. Recommend approval of the audited financial statements and the appointment of auditors.

4.0 TERM

The committee is a standing Committee.

5.0 ACCOUNTABILITY

The Committee is accountable to the Board of Directors.

6.0 MEMBERSHIP

1. Will consist of not fewer than three (3) members, who have been approved by the Board of Directors.
2. Will consist of a staff member from City of Richmond Finance Department
3. The term of office for each member will be four (4) years with a possible extension for two (2) years.
4. May elect a vice chair.
5. May establish a sub-committee.

7.0 FREQUENCY OF MEETINGS

There will be a minimum of ten (10) meetings per year.

8.0 DOCUMENTATION

Committee minutes will be distributed to all members of the Finance Committee and to the Board Chair within three (3) weeks of each meeting.

9.0 DUTIES OF THE CHAIR

1. Will be a member of and act as Treasurer to, the Board of Directors.
2. Is appointed by the Board of Directors.
3. May appoint additional members subject to approval of the Committee.
4. Will preside at all meetings of the Committee.
5. Is a member ex-officio of all sub-committees and is responsible to the Board for all activities of the Committee and its sub-committees.
6. Will take direction from the Board and will report in writing all recommendations of the Committee to the Board of Directors.
7. Will carry out such duties as may from time to time be delegated by the Board of Directors.
8. Is responsible for keeping the activities of the Committee and any sub-committees within the terms of reference, and will seek approval of the Board prior to the Committee taking action outside its terms of reference.
9. Will submit a written report to the Chair prior to the Annual General Meeting.

During an absence of the Chair, a vice-chair may exercise the duties and powers of the chair, or a chair appointed pro tem from among the Committee Members.

The Chair – and/or Designate - is ex-officio a member of the Committee.

10.0 REVIEW

These Terms of Reference are to be reviewed by the Finance Committee once per year.

1.0 GOAL

To enhance the effectiveness of the Board in the discharge of its responsibilities

2.0 PURPOSE

The Committee is accountable to the Board of Directors and will:

1. Carry out the requirements of the Gateway Governance Directives
2. Make and implement such Board decisions as may be necessary between full meetings of the Board provided that such actions are reported to the full Board at the first meeting of the Board after such decisions or actions are taken
3. Consult with former Chairs of the Board – known as Governors – individually or collectively as is in the best interest of the Gateway Theatre
4. Ensure the orientation of new Directors is conducted fully and promptly as contemplated by the Administrative Guidelines in these Directives
5. Implement the Annual Evaluation Process for the Artistic and Executive Director as set out elsewhere in the Directives
6. Carry out such other duties as may, from time to time, be delegated by the Board

3.0 MEMBERSHIP

Will consist of:

1. The Chair of the Board who shall be the Chair of this Committee
2. The Vice-Chair of the Board
3. The Treasurer of the Board
4. The Secretary of the Board
5. The City Council Liaison to the Board

4.0 TERM

The committee is a standing Committee.

1. GOAL

To conduct a variety of fundraising events that will help assist the Development Department in meeting its annual fundraising goals.

2. PURPOSE

The Committee is responsible to the Board of Directors and will:

1. Plan, develop and organize a variety of fundraising events each season (July – June) to meet fundraising committee goal passed by the Board of Directors
2. Work with staff on various components of events
3. Participate in the operation of events where required
4. Report to the Board on fundraising progress throughout the year and elicit support from the Board for these activities
5. Participate in the organization of other fundraising campaigns as required, as well as helping to solicit individual and corporate donations when requested
6. Carry out such other duties as may, from time to time, be delegated by the Board

3. TERM

The committee is a standing Committee.

4. ACCOUNTABILITY

The Committee is accountable to the Board of Directors.

5. MEMBERSHIP

1. Will include a minimum of two (2) Board members
2. Will consist of not fewer than three (3) members, who have been approved by the Board of Directors.
3. The term of office for each member will be two (2) years with a possible extension for two (2) years
4. May establish a sub-committee
5. The Board Chair is an ex-officio member of the Committee

6. FREQUENCY OF MEETINGS

There will be a minimum of ten (10) meetings per year.

7. DUTIES OF THE CHAIR

1. Will be a member of the Board of Directors
2. Is appointed by the Board of Directors
3. Will recruit members from the community
4. Will preside at all meetings of the Committee
5. Will take direction from the Board and will report in writing all recommendations of the Committee to the Board of Directors.
6. Will carry out such duties as may from time to time be delegated by the Board of Directors.
7. Is responsible for keeping the activities of the Committee and any sub-committees within the terms of reference, and will seek approval of the Board prior to the Committee taking action outside its terms of reference.
8. Will submit a written report to the Chair prior to the Annual General Meeting

During an absence of the Chair, a chair appointed pro tem from among the Committee members may exercise the duties and powers of the chair.

The Chair – and/or Designate - is ex-officio a member of the Committee.

8. REVIEW

The Terms of Reference are to be reviewed by the Fundraising Committee once per year.

MANDATE

The Mandate of the Committee is to oversee the recruitment and nominating of new members of the Board of Directors in accordance with the Strategic plan and Constitution of the Society and to recommend to the Membership any changes in bylaws of the Society's Constitution.

TERMS OF REFERENCE: NON-STANDING COMMITTEE

- Determine the number of Board of Directors positions that will become vacant as of the Annual General Meeting, based on the number of members and City appointees who are leaving the Board of Directors.
- Determine a recruitment strategy for new members and develop a list of skill areas (ie: fundraising, planning, marketing etc.) required by the Board of Directors.
- Interview all prospective Board of Directors members and make recommendations to the Board of Directors of the Society at the October Board of Directors meeting and Membership at the Annual General Meeting.
- Work in consultation with the City of Richmond City Clerk to ensure that applications are solicited from Richmond residents wishing to become City appointees to the Society Board of Directors and that these applications, as well as applications for elected positions, are presented to City Council for review and recommendation in a timely manner in accordance with City policy.
- Ensure that bylaw/constitutional changes are circulated to Members prior to the Annual General Meeting in accordance with the Society's Constitution and applicable legislation.
- Determine a recruitment strategy for new members that recruits knowledgeable Board Members that reflect the ethnic, cultural, and artistic diversity of the community.

MEMBERSHIP

- The Committee will consist, at a minimum, of a member of the Executive, a member of the Board of Directors who is a City of Richmond appointee, and a member of the Membership – elected by the membership at the previous Annual General Meeting.
- The Board of Directors Chair will not be a member of this committee.

STAFF LIAISON

- General Manager

GOAL

The Committee members will liaise with the community organizations from as far and as wide as is possible to raise awareness of the productions at Gateway Theatre with the purpose of increasing the audience numbers for each production.

To facilitate the above purpose, the Committee members will:

- ❖ Initially, research or obtain, from the staff, a list of community organizations specifically within the Richmond area, and then as appropriate procure lists of community organizations from the wider community;
- ❖ On an annual basis, create a schedule for the mini presentations to the community organizations;
- ❖ Make the mini presentations as outlined in the schedule;
- ❖ On a monthly basis, present a progress report to the Board of Directors.
- ❖ On an annual basis, determine the impact of this outreach to the community;
- ❖ On an annual basis, measure the outcomes of this process;
- ❖ On an annual basis, review the process and lists of the community organizations for changes or continuance of the process and use of the existing lists of the community organizations;
- ❖ On an annual basis, present the year's activities to the Board of Directors.

*Please also see Draft Revised

Mandate:

- The Mandate of the Endowment Grants Committee is to review applications for funding from Endowment Grants and to make grants to groups and individuals judged to be worthy by the Committee.

Terms of Reference: Non-Standing Committee

- The Committee reviews applications for Endowment Grant funding based on the submitted applications and in accordance with the Objectives and Policies of the Endowment Fund.
- The Committee makes grants based on the amount of available funds for each application year.
- The Committee may review objectives and policies of the Fund and make recommendations to the Board of Directors for their consideration. The Board of Directors may review the policies and amend them annually or when necessary.

Membership:

- The Committee shall consist of five members:
 - One member of the Board of Directors appointed by the Board of Directors (this being the only member of this committee who must be a member of the Richmond Gateway Theatre Society.)
 - One member appointed by the City of Richmond.
 - One member appointed by the Richmond Community Arts Council.
 - Two members appointed by the previous three.
- All appointments are for two years with the member of the Society providing continuity between change of members (ie. alternate years of appointment).
- Detailed procedures relating to membership can be reviewed in the Endowment Fund Proposal.

Staff Liaison:

- General Manager and Manager of Rentals

*Pending Board approval April 2007

Mandate:

The Mandate of the Endowment Grants Committee is to review applications for funding from Endowment Grants and to make grants to groups and individuals judged to be worthy by the Committee.

Terms of Reference: Non-Standing Committee

- The Committee reviews applications for Endowment Grant funding based on the submitted applications and in accordance with the Objectives and Policies of the Endowment Fund.
- The Committee makes grants based on the amount of available funds for each application year.
- The Committee may review objectives and policies of the Fund and make recommendations to the Board of Directors for their consideration. The Board of Directors may review the policies and amend them annually or when necessary.

Membership:

- The Committee shall consist of five members.
- All members will be appointed by the Board of Directors
- One member shall be a member of the Board of Directors (this being the only member of this committee who must be a member of the Richmond Gateway Theatre Society.)
- One member shall be a staff member from Gateway Theatre
- The other three members shall be representative of the Richmond performing arts community (Music, Dance and Theatre)
- All appointments are for two years with the member of the Society providing continuity between change of members (ie. alternate years of appointment).

Staff Liaison:

- Secretary to the committee: Manager of Rentals

The following points outline the key guidelines governing how the Board will operate to carry out its duties of stewardship and accountability.

1. Best Interests of the Gateway Theatre

The Board of Directors is responsible, under law, for the management of the Gateway Theatre's business and its affairs. The Board oversees the conduct of business of the Gateway Theatre and supervises management, which is responsible for the day-to-day conduct of business. Although some directors are appointed to bring special expertise or a point of view to Board deliberations, the best interests of the Gateway Theatre must be paramount at all times.

2. Gateway Governance Directives

These Directives shall be reviewed annually the Board.

3. The Chair of the Board

The Board supports the concept that the role of Chair is separate from that of Artistic and Executive Director. The Board is able to function independently of management when necessary and the Chair's role is to manage and provide leadership to the Board.

4. Committees

The Board has developed General Principals for Committees: the current Committees are:

1. Finance and Audit Committee;
2. Executive Committee;
3. Fundraising Committee;
4. Nominating Committee;
5. Community Connections Committee;
6. Endowment Grants Committee.

This structure is subject to change from time to time as the Board considers which of its responsibilities will best be fulfilled through more detailed review of matters in a committee.

5. Committee Chairs and Committee Members

The Board Chair is responsible to the Board for annually proposing the leadership and membership of each committee.

In preparing membership recommendations, the Board Chair will consult with the the Artistic and Executive Director and take into account the preferences, skills and experience of each director. Committee Chairs and members are appointed by the Board at the first Board meeting after the annual general meeting, or as needed to fill vacancies during the year.

6. Committee Meetings

Each committee's meeting schedule will be determined by its Chair and members based on the committee's work plan and terms of reference. The committee Chair will develop the agenda for each committee meeting. Each committee will report in a timely manner to the Board on the results of its meetings.

7. Board Meetings and Agendas

The Board Chair and the Artistic and Executive Director, will develop the agenda for each Board meeting. Under normal circumstances, the agenda and the material will be distributed to directors not less than two business days before the meeting.

8. Board Relations with Management

Board policies and guidelines are issued to management for their adherence. Directors who have questions or concerns on management performance may direct these to the Chair, to the Artistic and Executive Director, or through Board and committee meetings.

Directors must respect the organizational structure of management. An individual director has no authority to direct any staff member.

9. Budget Preparation

The Artistic and Executive Director is responsible for preparing the draft annual budget for consideration and approval by the Board. In preparing such a draft there will be full consultation with all employees of the Gateway Theatre. The draft will be reviewed by the Executive Committee and Finance and Audit Committee before it is submitted to the full Board.

10. New Director Orientation

New directors will be provided with an orientation and education program which will include written information about the duties and obligations of directors and about the business and operations of the Gateway Theatre, documents from recent Board meetings and opportunities for meetings and discussion with other directors and the Artistic and Executive Director. This orientation will include a review of these Governance Directives.

11. Evaluation of the Artistic and Executive Director

The Executive Committee will conduct an annual Evaluation of the Artistic and Executive Director, measured against objectives and other relevant criteria established in the previous year by the Board and the Artistic and Executive Director all as set out elsewhere in these Governance Directives.

This performance evaluation will be communicated to the Artistic and Executive Director by the Board Chair. The evaluation also will be used by the Executive Committee in its deliberations concerning the Artistic and Executive Director's annual compensation.

12. Levels of authority for Management and the Board

Directors have no authority to make financial commitments for the Gateway Theatre other than as a secondary approval as set out in the document entitled "signing authorities" elsewhere in these Governance Directives.

1. PURPOSE

- 1.1. The primary responsibility of the Board of Directors (the “Board”) is to foster the long-term success of the Gateway Theatre consistent with the Board’s responsibilities to the community it serves
- 1.2. The Board has the responsibility to oversee the conduct of the business of the Gateway Theatre and to supervise management, which is responsible for the day-to-day conduct of business. In performing its functions, the Board also considers the legitimate interests which others such as employees, contractors, suppliers, patrons, other artistic organizations and the City of Richmond have in the Gateway Theatre. In supervising the conduct of the business, the Board, through the Artistic and Executive Director, will set the standards of conduct for the Gateway Theatre and ensure the safety of its operations.

2. PROCEDURES AND ORGANIZATION

- 2.1. The Board operates by delegating to management certain of its authorities, including spending authorizations, and by reserving certain powers to itself. The current signing authorizations are set out elsewhere in these Directives.

3. DUTIES AND RESPONSIBILITIES

Selection of Management

- 3.1. The Board has the responsibility:
 - 3.1.1. to appoint and replace the Artistic and Executive Director; to monitor the Artistic and Executive Director’s performance; to approve the Artistic and Executive Director’s compensation and to provide advice and counsel to the Artistic and Executive Director in the execution of the Artistic and Executive Director’s duties;
 - 3.1.2. to ensure that plans are made for management succession and development.

Monitoring and Acting

3.2. The Board has the responsibility:

- 3.2.1. to monitor the Gateway Theatre's progress towards its goals, and to revise and alter its direction through management in light of changing circumstances;
- 3.2.2. to identify the principal risks of the Gateway Theatre's business and take all reasonable steps to ensure the implementation of appropriate systems to manage these risks; and,
- 3.2.3. to direct management to ensure that systems are in place for maintaining the integrity of and implementing the Gateway Theatre's internal financial control and management information systems;
- 3.2.4. to review, with management, the mission of the Gateway Theatre, its objectives and goals, and the strategies by which it proposes to reach those goals; and,
- 3.2.5. to review progress in achieving the goals established in the strategic plans;
- 3.2.6. to approve and monitor compliance with all major policies and procedures which govern the Gateway Theatre's operations; and
- 3.2.7. to direct management to implement systems designed to ensure that the Gateway Theatre operates at all times within applicable laws and regulations, and to the highest ethical and moral standards.
- 3.2.8. to ensure that the financial performance of the Gateway Theatre is adequately and promptly reported to the Society, the City and the public,
- 3.2.9. to ensure that the financial results are reported fairly and in accordance with generally accepted accounting principles;

4. GENERAL LEGAL OBLIGATIONS OF THE BOARD OF DIRECTORS

- 4.1. Legal duties are imposed on directors.
- 4.2. Directors are under a fiduciary¹ duty to the Gateway Theatre to carry out the duties of their office:
 - 4.2.1. honestly and in good faith;
 - 4.2.2. in the best interests of the Gateway Theatre; and,
 - 4.2.3. with the care, diligence, and skill of a reasonably prudent person.
- 4.3. Directors have specific statutory duties and obligations under employment, environmental, and financial reporting law as well as under the withholding provisions of taxation law.

¹ Without being legally precise, a fiduciary duty is duty to act for the benefit of another, like a trustee.

GOALS AND OBJECTIVES

1. As a member of the Board, each director will:
 - 1.1 fulfill the legal requirements and obligations of a director, which includes a comprehensive understanding of the statutory and fiduciary roles;
 - 1.2 consider the interests of the community the Gateway Theatre serves,
 - 1.3 and participate in the review and approval of Gateway Theatre policies and strategy and in monitoring their implementation.

DUTIES AND RESPONSIBILITIES

Board Activity

2. As a member of the Board, each director will:
 - 2.1 exercise good judgment and act with integrity;
 - 2.2 use his or her ability, experience and influence constructively;
 - 2.3 be available as a resource to management and the Board;
 - 2.4 respect confidentiality;
 - 2.5 understand the difference between governing and managing, and not encroach on management's area of responsibility;
 - 2.6 identify potential conflict areas - real or perceived - and ensure that they are appropriately reviewed;
 - 2.7 demonstrate a willingness and availability for individual consultation with the Chair or Artistic and Executive Director;
3. To enhance the effectiveness of Board and committee meetings, each director will:
 - 3.1 prepare for each Board and committee meeting by reading the reports and background materials provided for the meeting;
 - 3.2 maintain an excellent Board and committee meeting attendance record
 - 3.3 acquire adequate information necessary for decision making.

Communication

4. Communication is fundamental to Board effectiveness and therefore each director will:
 - 4.1 participate fully and frankly in the deliberations and discussions of the Board;
 - 4.2 encourage free and open discussion of the affairs of the Gateway Theatre by the Board;
 - 4.3 ask probing questions, in an appropriate manner and at proper times; and,
 - 4.4 focus enquiries on issues related to strategy, policy, implementation and results rather than issues relating to the day-to-day management of the Gateway Theatre.

Committee Work

5. In order to assist Board committees in being effective and productive each director will:
 - 5.1 participate on committees and become knowledgeable about the purpose and goals of the committee; and,
 - 5.2 understand the process of committee work, and the role of management and staff supporting the committee.

The Chair, as the presiding director, provides leadership in guiding the Board and coordinating its activities. In performing this role, the Chair works with the Artistic and Executive Director, manages the Board, and together with the Artistic and Executive Director fosters effective relations with the communities served by the Gateway Theatre.

The Chair, while working closely with the Artistic and Executive Director, retains an independent perspective to best represent the interests of the Society, and the citizens of Richmond.

The Chair will:

- a. Act as a sounding board and counselor for the Artistic and Executive Director, including helping to identify problems, reviewing strategy, maintaining accountability, building relationships and ensuring that the Artistic and Executive Director is aware of concerns of the Board and the communities the Gateway Theatre serves.
- b. Lead the Board in monitoring and evaluating the performance of the Artistic and Executive Director.
- c. Ensure that corporate strategy, plans and performance are presented to the Board.
- d. Foster a constructive and harmonious relationship between the Board and management.
- e. Ensure that the By-laws are adhered to.
- f. Ensure that the Board has full governance of the Gateway Theatre's business and affairs and that the Board is alert to its obligations to the Gateway Theatre, to the communities it serves, to management, and under the law.

- g. Provide leadership to the Board, assist the Board in reviewing and monitoring the strategy, policy and directions of the Gateway Theatre and the achievement of its objectives.
- h. Build consensus and develop teamwork within the Board.
- i. Co-ordinate the agenda, information packages and related events for Board meetings with the Artistic and Executive Director.
- j. Review minutes of Board meetings for accuracy and edit as appropriate.
- k. Chair the Executive Committee.
- l. Ensure that Board and committee meetings are conducted in an efficient, effective and focused manner.
- m. In coordination with the Artistic and Executive Director, ensure that the Gateway Theatre's management and, where applicable, the Board are appropriately represented at official functions and meetings.

The Artistic and Executive Director is a dual position reporting to the Board of Directors of the Richmond Gateway Theatre Society (RGTS). The Artistic & Executive Director is the chief operating officer of the RGTS and an employee of the Board of Directors.

This position is responsible to:

- A. Lead all aspects of Gateway Theatre's operation
- B. Lead and manage the Gateway Theatre within the parameters established by the Constitution and By-Laws, the Board and its committees.
- C. Lead and manage the overall direction of the theatre by ensuring that the outcomes of its operation accurately express the Vision, Mandate, Values and Core Programs of the RGTS. (Attached)
- D. Maintain contact and good relations with City of Richmond representatives, Board Members, Union and Association representatives as well as members of a cross section of arts and cultural groups, the general public and members of the RGTS.
- E. Report to the Board and ensure Board directives and policies are implemented
Develop and recommend the strategic plan to the Board and successfully implement the corresponding operational plans, capital plans and other supporting initiatives.
- F. Ensure the integrity of the Gateway Theatre's internal control and management systems
- G. Manage and oversee the communication between the Gateway Theatre and the public and act as the principal spokesperson for the Gateway Theatre
- H. Meet regularly and as required with the Chair and other directors to review material issues and to ensure that the Chair and other directors are provided with relevant and timely information

- I. The planning and execution of all artistic aspects and programs of the theatre that support the Vision, Mandate, Values and Core Programs of the RGTS such as but not limited to the main stage series, the studio series, scene first play development program, the academy, satellite companies, community connections, mentorships and rentals
- J. Assign responsibilities for programs to existing and additional staff members subject to budgetary considerations.
- K. To direct and collaborate with Gateway's General Manager to support the Vision, Mandate, Values and Core Programs of the RGTS

I. OBJECTIVES

The following four documents constitute the benchmarks against which the review takes place:

- A. A written statement of goals or primary objectives for the year under review. These goals have been agreed to by the Artistic and Executive Director and the Board the year before.
- B. The budget for the previous year.
- C. The strategic plan.
- D. Board approved terms of reference for the Artistic and Executive Director.

II. THE ARTISTIC AND EXECUTIVE DIRECTOR'S SELF-APPRAISAL

- A. The members of the Executive Committee are best equipped to undertake their assessment of the Artistic and Executive Director if they know: (i) the Artistic and Executive Director's own evaluation of his or her performance against the agreed upon objectives for the previous year; and, (ii) the Artistic and Executive Director's opinion of the goals and priorities for the coming year.
- B. This self-appraisal is in written form.
- C. The self-appraisal is discussed by the Artistic and Executive Director with the Executive Committee in advance of their ensuing evaluation of the Artistic and Executive Director.

III. DIRECTOR INVOLVEMENT

- A. The Executive Committee sets down its written assessment of the Artistic and Executive Director's performance.
- B. The Board Chair discusses the assessment with the full Board before meeting with the Artistic and Executive Director.
- C. The Board Chair discusses the statement with the Artistic and Executive Director.

IV. ARTISTIC AND EXECUTIVE DIRECTOR FEEDBACK

The Artistic and Executive Director may provide a written response to the review to the Board through the Board Chair.

V. TIMING AND RESPONSIBILITIES

The Artistic and Executive Director shall submit the self-evaluation within 30 days of the end of the fiscal year and the Executive Committee shall complete the evaluation within 90 days of the end of the fiscal year.

**CONFLICT OF INTEREST GUIDELINES FOR
ALL DIRECTORS AND EMPLOYEES**

1. **Object**

The object of these Guidelines is to ensure public confidence in the integrity of the Society by establishing clear rules of conduct respecting Conflict of Interest for all Directors and Employees and by minimizing the possibility of perceived, potential or actual conflicts arising between the private interests of individuals and the duties and responsibilities of Directors and Employees and providing for the resolution of such possible or actual conflicts should they arise.

2. **Principles**

Every Director and Employee shall:

- 2.1 act in a manner that will bear the closest scrutiny, an obligation that is not fully discharged by simply acting within the law;
- 2.2 not have private interests, other than those permitted pursuant to these guidelines, that would be benefited by actions or decisions of the Society in which the employee participates;
- 2.3 not knowingly take advantage of, or benefit from, information that is obtained in the course of his or her employment that is not generally available to the public; and
- 2.4 not directly or indirectly use, or allow the use of, Society or City property of any kind, for anything other than officially approved activities.

3. **Interpretation**

- 3.1 "Associate" shall mean spouse or child of the Employee, or any relative that lives with the Employee, a company of which 10% or more of the shares are owned by the Employee, or a partner of the Employee or any trust or estate of which the Employee is a substantial beneficiary;

- 3.2 "Confidential Report" means a report in such form as shall be determined from time to time by the Designated Officer;
- 3.3 "Designated Officer" means the Chairman of the Board of Directors of the Society or such other Director as may be designated from time to time by the Chairman of the Board of Directors;

4. **Private Interests**

An Employee or Director shall make a Confidential Report to the Designated Officer of any asset and any direct or indirect liability, where such assets or liabilities could give rise to a Conflict of Interest in respect of the Employee's duties and responsibilities.

A Director or Employee may be involved in outside employment and other activities provided that such activities do not place demands on the Employee inconsistent with his or her duties and responsibilities. The Designated Officer may order that such activity be curtailed, modified or discontinued if the Designated Officer determines that a real or potential Conflict of Interest exists.

5. **Reporting of Private Interests**

The Designated Officer will offer guidance and assistance as to the necessity of the filing of a Confidential Report by a Director or Employee, using as his or her primary guideline the maintenance of the integrity of the Society.

Upon receipt of a Confidential Report, and within 30 days thereafter, the Designated Officer shall determine if the private interest subject to reporting constitutes a real or potential Conflict of Interest for the Director or Employee. The Designated Officer will order divestiture or other appropriate action to the Employee. An example of other appropriate action would be to remove the Director or Employee from specific discussions or decisions.

All communications between the Designated Officer and a Director or Employee preparing and submitting a Confidential Report shall be confidential, unless the private interest is deemed by the Designated Officer to constitute a Conflict of Interest, real or apparent, and the Director or Employee refuses or fails to comply with an action satisfactory to the Designated Officer.

6. **Avoidance of Preferential Treatment**

No Director or Employee shall accord preferential treatment in connection with any Society matter to family members or friends or to an organization in which the Director or Employee is an office holder or has an interest or in which his or her family members have an interest.

7. **Compliance**

When a Director or Employee does not comply with the provisions of this policy, the Designated Officer, if not the Chair of the Board; shall make a report to the Chair who, in consultation with Board of Directors, shall determine what further action is required, including disciplinary action, suspension or termination of membership in the Society or employment by the Society.

BE IT RESOLVED THAT the following table comprise the Signing Authorities¹ of the Richmond Gateway Theatre Society, PROVIDED THAT; in all circumstances the Annual Budget must be approved by a Resolution of the Board of Directors,

Amount in Issue	Circumstance	Any one of the following	Plus	Any one of the following
Less than \$ 1,500	Any expenditure within the line item set out therefore in the Annual Budget	General Manager	Plus	Finance Officer
Less than \$25,000	Any expenditure within the line item set out therefore in the Annual Budget	Artistic & Executive Director	Plus	General Manager
\$25,000 Or greater	Any expenditure within the line item set out therefore in the Annual Budget	Member of the Board	Plus	Artistic & Executive Director General Manager
Budget re-allocation Less than 5% of the budget's forecast gross revenues	Any reallocation within the Annual Budget	Chair of the Board	Plus	Artistic & Executive Director
Budget re-allocation Greater than 5% of the budget's forecast gross revenues	Any reallocation within the Annual Budget	Resolution of the Board		

¹ "Signing Authorities" means that the named office holders have the power to make financial commitments such as contracts, licenses and purchase orders, and to sign any cheques consequent to those commitments. In all cases, two signatures are required, and, compliance with these Signing Authorities will be a specific task upon which the independent auditor will be asked to report annually to the Board of Directors.

SCHEDULE 2 TO THE MINUTES OF THE
PARKS, RECREATION AND CULTURAL
SERVICES COMMITTEE, HELD ON
TUESDAY, JULY 24, 2007

6. GATEWAY THEATRE REVIEW

(Report: October 6, 2006, File No.: 11-7025-01) (REDMS No. 2028257, 2028745)

A brief discussion ensued among Committee members, during which the suggestion was made that Part (1) of the staff recommendation should be amended to read *'That the consultant's report (Attachment 1) on the Gateway Theatre Review be forwarded to the Richmond Gateway Theatre Society Board of Directors for their consideration and analysis, and the possible implementation of some of the recommendations.'*

Ms. Janice Chapman came forward and expressed her appreciation that the concerns which had been expressed about the operation of the Gateway Theatre had been taken seriously. She noted that a majority of the concerns which had been raised were investigated and answered in the report, and she urged the Committee to accept the report as presented.

Discussion then ensued among Committee members and Ms. Chapman on the role of the City and the Gateway Theatre Board with respect to the operation of the theatre. Also addressed with Ms. Chapman was the need to determine at the end of the twelve month period, whether all of the recommendations had been implemented and had addressed the concerns which had been raised.

At the conclusion of the discussion, the following **amended** motion was introduced:

It was moved and seconded

- (1) *That the consultant's report (Attachment 1) on the Gateway Theatre Review be forwarded to the Richmond Gateway Theatre Society Board of Directors for their consideration and analysis, and the possible implementation of some of the recommendations;*
- (2) *The City identifies its expectations of the Richmond Gateway Theatre Society and forward them to the Society; and*
- (3) *That the Committee request the Richmond Gateway Theatre Board to report on their progress regarding these recommendations in 12 months.*

The question on the motion was not called, as discussion ensued on the recommendations contained in the consultant's report, and in particular, the meaning of the recommendation that clarification be sought from the City regarding its annual expectations. Also addressed was the question of whether the new operating agreement with the Theatre could form the basis for the new operating agreements with other City boards.

Reference was made to those recommendations which had budget implications, and the comment was made that the budget would have to be reviewed and the appropriate increase made, otherwise volunteers would be fund-raising for personnel rather than programs. A further comment was made that the Gateway Theatre Society Board would need to consider budgetary constraints as it reviewed the consultant's recommendations.

During the discussion Committee members commented on the positive nature of the consultant's report.

The question on the motion was then called, and it was **CARRIED**.



SCHEDULE 3 TO THE MINUTES OF THE
PARKS, RECREATION AND CULTURAL
SERVICES COMMITTEE, HELD ON
TUESDAY, JULY 24, 2007

City of Richmond
Parks, Recreation & Cultural Services

Copied & distributed
to all.
Date: July 23/07
By: [Signature]

Memorandum

To: Mayor and Councillors Date: July 23, 2007
From: Dave Semple File: 11-7200-01/2007-Vol 01
Director of Parks and Public Works Operations

Re: Richmond Responsible Dog Owners Group (RRDOG)

Attached for your perusal is the Three Pillar Approach to a Dog Management Strategy which was recently received from the Richmond Responsible Dog Owners Group. The framework in the document is designed by the group to provide additional information to the RRDOG referral and the Dogs in Parks Working Committee proposal at the Parks, Recreation and Cultural Services Committee meeting Tuesday, July 24, 2007.

If you have any comments or questions please do not hesitate to contact me at 604-787-3331.

Dave Semple
Director of Parks and Public Works Operations

DCS:mh

cc: Cathryn Volkering Carlile, GM - Parks, Recreation & Cultural Services

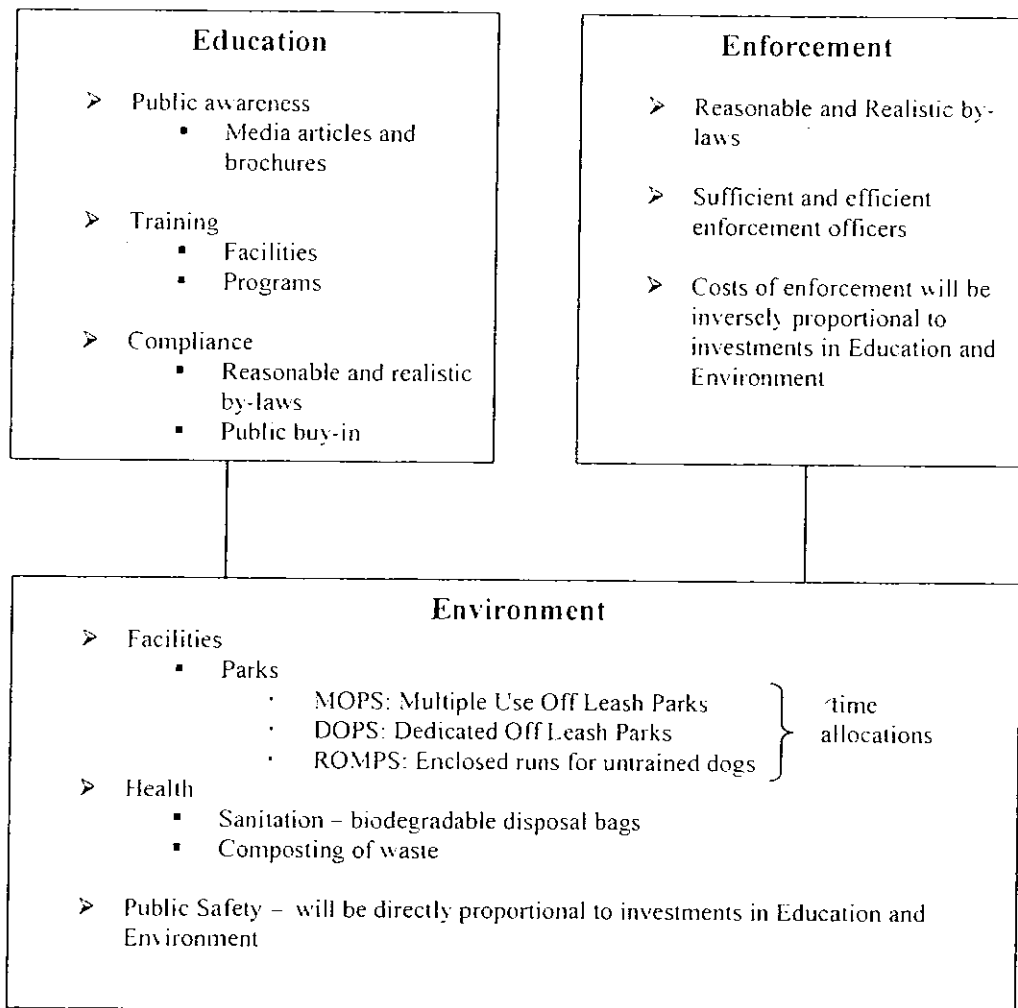
Att. 1



RRDOG'S THREE PILLAR APPROACH TO DOG MANAGEMENT STRATEGY FOR RICHMOND

The following is a framework for the information developed and proposed to City of Richmond Staff in May 2007 as part of RRDOG's consultative process with the City. The Three Pillar Approach concentrates on Environment, Education, and Enforcement.

RRDOG encouraged the City of Richmond to meet its obligations to the community by adopting a Three Pillar Approach and providing adequate investments in those pillars. While all three pillars are essential to a successful dog management strategy, adequate leadership and investment in the Education and Environment pillars should lead to a reduced need for investment in the Enforcement pillar.



RICHMOND RESPONSIBLE DOG OWNERS GROUP RRDOG Mission Statement

RRDOG is a registered, non-profit, volunteer, democratic, multi-cultural advocacy group of Richmond residents and dog-related business operators dedicated to making our communities friendlier, safer, and environmentally better for everyone by proactively addressing dog issues.

RRDOG membership crosses all demographic, age, gender and ethnic boundaries. RRDOG is inclusive, not exclusive. Membership is not restricted to dog handlers, owners and guardians. It is open to anyone who wants to make Richmond a better place by joining us in our mission and having fun doing it.

RRDOG Philosophy and Factoids

- RRDOG was established in September of 2005.
- RRDOG promotes a culture of compliance with principles of responsible dog handling, obedience and etiquette protocols.
- RRDOG advocates for education, adequate facilities, fair laws, and enforcement with discretion in the context of the whole community. Unless everyone wins, no one really wins.
- RRDOG has approximately fifty members and supporters. Each contributes according to their individual ability. For some this is simply being a member and adding to our political strength. For the most active, it has become a major commitment. There is a place for everyone.
- RRDOG's core group is extremely dedicated, with impressive skill sets in a wide variety of fields.
- RRDOG has monthly membership meetings, except July and August, on the fourth Wednesday of the month, usually at Cambie Community Centre, a dog friendly venue.
- RRDOG has frequent impromptu, committee, telephone and social meetings.
- RRDOG communicates with members by email, telephone, fax and media announcements.
- RRDOG consults with the City of Richmond through our elected City Councillors; and Parks, Recreation, and Cultural Services Staff CityDog Liaison.
- RRDOG is funded by a combination of membership fees, member contributions, corporate donors and supporters, fundraising activities, the sale of RRDOG logo gear and a municipal grant.
- RRDOG elects directors and officers at our annual general meeting in October. As our community, political, financial, educational, environmental and social activities have increased, our Board of Directors has increased.
- RRDOG subscribes to a casual democratic model. We are goal and fun oriented.
- RRDOG has developed several unique initiatives to make Richmond a template for dog friendly communities that other municipalities will emulate. We are already ahead of the curve.
- RRDOG recognizes the enhanced quality of life dogs bring to a community in social, safety and health benefits.
- Join RRDOG, make a difference, have fun! Your membership cost will be quickly refunded in supplier discounts.

- Support RRDOG: enjoy the publicity and patronage we provide in return.
- RRDOG encourages members to patronize RRDOG Financial Supporters and Discounters.
- RRDOG Helps those who help us!

RRDOG Initiatives:

CityDog

- RRDOG gives dog handlers, owners and guardians a voice in the City Richmond through CityDog Liaison.
- RRDOG 7-C's PowerPoint Presentation to City Council: Communication, Consultation, Compromise, Cooperation, Collaboration, Culture of Compliance and Cost Effectiveness provides a framework, and is on both the City of Richmond and RRDOG websites.
- RRDOG's Three Pillar Approach to Dog Management: Education, Environment and Enforcement was submitted to City Staff through our CityDog Liaison.
- RRDOG advocates for adequate facilities in return for our tax and licensing revenue:
 - MOPS, multiple use off-leash privilege public parks
 - DOPS, dedicated off-leash parks
 - ROMPS, enclosed play areas for safely socializing untrained dogs and puppies
- RRDOG advocates for fair animal control bylaws and enforcement with discretion.
- RRDOG's and the City of Richmond's relationship has evolved into one based on the 7-C's as a result of the leadership of City Councillors who recognize the benefits which RRDOG can contribute.

DogWatch

- RRDOG encourages a canine culture of compliance with socially acceptable standards of obedience, etiquette and dog handling.
- RRDOG influences dog handlers, owners and guardians by being politely persuasive and respectfully instructive.
- RRDOG members will observe, record, report and witness to City Bylaw Enforcement and the RCMP if necessary, to achieve compliance by those who give us all a bad reputation. Targeted enforcement will increase effectiveness and save tax dollars.
- RRDOG supports Bylaw Enforcement, RCMP, Blockwatch, Richmond Animal Protection Society (RAPS), and the SPCA in our common goals.
- RRDOG works with individual schools to address the problems dogs create on school grounds.
- RRDOG promotes its agenda through frequent media articles like the Richmond News' Pet Page, which was itself an RRDOG initiative, its website, surveys, the City hosted Animal Wellness Expo, distribution of brochures via dog related businesses and community centers, and its public presence.

DogEduc

- RRDOG is working with the City of Richmond to promote affordable obedience and etiquette education in community centres.
- RRDOG Master Dog Trainer provides discounts to members, free tips at meetings and advice on behavioural problems.
- RRDOG Associate Veterinarian provides health care information and free seminars to members.
- Guest speakers on a variety of dog-related topics are invited to meetings.
- RRDOG members write articles on RRDOG initiatives, including training issues, for The Richmond News Pet Page.
- RRDOG promotes Good Canine Citizen Certification for all dog handlers, owners and guardians.

DisabilityDog

- RRDOG advocates for Bylaw exemptions for disabled dog owners with obedience trained dogs.
- RRDOG assists disabled RRDOG members. We understand not all disabilities are visible.
- RRDOG recognizes and encourages the substantial health benefits dogs bring to everyone, especially persons with challenging disabilities.

EnviroDog

- RRDOG encourages all DogHogs (handlers, owners, guardians) to bag, pick up, stoop n' scoop and "do the doo" so our environment is cleaner for everyone. Be a GOOD DogHog!
- RRDOG members, including our commercial dog walker members, conduct both daily and group event poop patrols to clean up the waste irresponsible BAD DogHogs leave behind in public parks and school grounds.
- RRDOG advocates for the use of biodegradable poop bags by City Dog Bag Dispenser Sponsors and individuals.
- RRDOG promotes both backyard and City Parks dog waste composting. With approximately 12,000 dogs in Richmond producing more than 700 metric tonnes of poop, trucking it to a landfill is environmentally irresponsible and a waste of tax dollars.
- RRDOG encourages, supports, patronizes and applauds corporate sponsors of City of Richmond Dog Bag Dispenser and Adopt-a-Park initiatives. We also "doo" our part with poop patrols.

RRDOG Membership

- RRDOG Regular Membership \$20/year
- RRDOG Family Membership (one vote) \$30/year
- RRDOG Seniors Membership (65+) \$15/year
- Fees payable by January 1st for calendar year
- RRDOG reserves the right to waive fees or cancel membership
- RRDOG Membership meetings held 4th Wednesday of the month, except July and August.
- Phone for location. Agenda and Minutes by email to membership list.

RRDOG Financial Supporters

RRDOG thanks the following for their contributions and donations:

The City of Richmond	Bashir's Auto Cosmetics
Tisol Pet Food Supermarkets	Bare Basics Lingerie
The Dear Animal Hospital	Candy Bouquet
WOOF' N' IT Pet Services	Colour-Time Printing
George's Taverna	A Monkey Tree
Sassy Lulu Boutique	Elves Embroidery

RRDOG Supplier Discounts to Members

Thank you to the following suppliers who support our organization by offering discounts on products and services to RRDOG members. Members must present their RRDOG Membership Card to the vendors to qualify.

- Tisol Pet Food Supermarket--#3 Road
- Bark Avenue Boutique
- BC Canine Training Centre
- The Dear Animal Hospital
- Shelley Smith Dog Training Services
- Elves Embroidery (RRDOG logo gear)

RRDOG Contacts

Ryan Lake Tel/Fax: 604-275-4005

Or

Deborah Packer Tel/Fax: 604-278-0510

Mailing address:

RRDOG
3780 Georgia St., Richmond, BC V7E 2S2

Email: rrdog@stevemopolis.com

Website: www.richmondrrdog.com

News

KEVIN HULL/RICHMOND NEWS

Top dog ... Lydia Francescutti and her canine companion Ali put on a show at the annual Animal Wellness Expo at Garry Point Park Saturday.

A dog's life



Third annual Animal Wellness Expo
July 21 attracts a canine crowd



CHRISTINE DURGO/SPECIAL TO THE NEWS

He wore his wings, but this pooped pooch wasn't using them as he took a break in the grass.



CHRISTINE DURGO/SPECIAL TO THE NEWS

Another happy visitor to the Animal Wellness Expo, this one an ambassador for the Richmond Responsible Dog Owners Group.

To: Corry Anderson-Fennell, Editor, The Richmond News
From: Jill Seymour, Treasurer, RRDOG
Date: July 23, 2007
Re: Group surveys public about dog park use The Richmond News Friday July 20, 2007 page 15

The Editor,

First, congratulations to Tamara Bissett and Paul Brar, City of Richmond Staff, for staging such a successful Animal Wellness Expo at Garry Point on Saturday. We are in A.W.E.!

We are also exhausted! The Richmond News article about the RRDOG survey had visitors lining up at the RRDOG exhibit all day in spite of the wet weather. We had approximately 150 survey questionnaires completed and signed up many new members. Best of all we talked to hundreds of citizens about dog related issues, what RRDOG is doing about them, and what they can do themselves to make our community safer, friendlier, and cleaner for everyone. By the way, not all RRDOG members and directors are dog owners. While I like dogs, I am not a dog owner, I got involved with RRDOG because they address the issues I am concerned about as someone who loves being outdoors in beautiful Richmond! I am vitally interested in making Richmond's green spaces clean and safe for everyone to enjoy.

Secondly, here are the prize winners from our survey draw: (they are also being notified by telephone that their names were drawn)

Name	Prize	Donated By
Liz Padgett	Doggie Gift Basket	Woof N-IT Pet Services
Tom Hopper	Biodegradable Doggie Bags	Tisol Pet Food Supermarket
Heather Szabo	Biodegradable Doggie Bags	Tisol Pet Food Supermarket
Chantal Dagerais	Gift Certificate	Sassy Lulu Boutique
Janice Levy	Biodegradable Doggie Bags	Tisol Pet Food Supermarket
Darlene Kubeska	Gift Bag	Candy Bouquet
Neil Klompas	Biodegradable Doggie Bags	Petrenz

Finally, as soon as we have recovered from the A.W.E. (and dried out the survey forms) we will begin to process the responses through our data base and offer the results to The News for publication. Our website is going through a construction renovation right now, as soon as it is completed we will also put the survey on the website (www.richmondrdog.com) so that everyone can participate. Later this year we will present the data to the City of Richmond through our City Dog Liaison.

Thank you, again, to the City of Richmond, the Richmond News, all the RRDOG volunteers, our sponsors, and everyone who came to talk to us and participated in the survey.

Yours sincerely,

Jill Seymour
Treasurer, RRDOG

cc (by email):
Mayor and Council
Paul Brar
Tamara Bissett
Dave Semple
RRDOG Members

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News

ANIMAL WELLNESS EXPO

Group surveys public about dog park use

RRDOG asking visitors to share views

A group of Richmond dog owners wants to know what you think.

The Richmond Responsible Dog Owner's Group is conducting a survey on the use of Garry Point Park for an off-leash area during Saturday's Animal Wellness Expo.

The group — whose members themselves have widely differing views on the subject — is seeking public input in order to put together a dog-management strategy for the city.

"We really need this to be as scientific as possible and to reflect the views of the entire city," said RRDOG's Ryan Lake.

Lake says of all the issues concerning dogs in Richmond, few have been more controversial than off-leash dogs at Garry Point Park.

Lake stresses the survey is not a petition, but a serious attempt to gauge public opinion.

The survey will ask participants how to best manage use of Garry Point Park by dogs by choosing one or more of the following:

- Do nothing, status quo, de facto MOPS (multiple use off-leash park);

Ban dogs altogether;

Enforce bylaws and charge, prosecute and fine lawbreakers;

Make Garry Point Park a legal MOP;

MOP at certain times only;

DOP (dedicated off-leash area) within Garry Point Park;

DOP at certain times only;

Enclosed area for puppies and untrained dogs to play and socialize;

Dog beach;

Dog beach at certain times only;

Adopt RRDOG's Three Pillar Approach (Education, Environment, Enforcement); and

Other suggestions.

RRDOG members will be present at the event to provide survey forms and information and to discuss relevant issues with visitors.

RRDOG corporate sponsors will also provide draw prizes for survey participants. Survey results will be given to the city and continued on RRDOG's website.

The annual Animal Wellness Expo takes place at Garry Point Park in Steveston on Saturday, July 21 from 10 a.m. to 2 p.m.



RICHMOND RESPONSIBLE DOG OWNERS GROUP

Garry Pt. Park Survey Form
Contact Info: 3780 Georgia Street, Richmond, BC V7E 2S2
Tel/Fax: 604.275.4005 email: rrdog@stevemopolis.com
Website: www.richmondrdog.com

Form with fields: First Name, Last Name, Street Address, City, Postal Code, Home Phone, Work, Cell, Email, Are you a Steveston resident?, Frequent User of Garry Point?, Non Dog Owner, Dog Handler/Owner/Guardian, RRDOG Member.

Which of the following do you think will be the best dog management strategy for Garry Pt. Park?

Choose one or more of the following by checking the box(es) and adding your comments:

- Leave it as is, de facto MOPS (multiple use off-leash public park).
Ban dogs altogether.
Enforce bylaw #7932, charge, prosecute and fine lawbreakers.
Make Garry Point Park a legal MOP.
MOP at certain times only:
a) sunrise to 10 a.m.
b) 5 p.m. to sundown
c) other (please specify)

- DOP (dedicated off-lease area) within Garry Point Park.
DOP at certain times only:
a) sunrise to 10 a.m.
b) 5 p.m. to sundown
c) other (please specify)

- ROMP (enclosed area for puppies and untrained dogs to play and socialize safely).
Dog swimming beach.
Dog beach, certain times only:
a) sunrise to 10 a.m.
b) 5 p.m. to sundown
c) other (please specify)

- Adopt RRDOG's Three Pillar Approach (Education, Environment, Enforcement).
Other suggestions:

Opinion

Failure to scoop poop hurts us all

Richmond Responsible Dog Owners Group (RRDOG) congratulates city council for "ordering the city's bylaws department to do its job." Although we sympathize with beleaguered Wayne Mercer, manager of community bylaws, who is between a rock and hard place, we sincerely hope similar enforcement will be mandated for the most common environmental complaint in Richmond: Failure by irresponsible dog owners/guardians and handlers to remove the poop their pups deposit in parks, on private property and public school grounds.

RRDOG regularly conducts poop patrols as part of our EnviroDog initiative. We find the filthy conditions at all of these locations, and particularly at multiple-use, off-leash privilege public parks just as disgusting as non-dog owners do. Twelve thousand dogs; 700 metric tonnes per annum!

We care less about the letter of the law than solving the larger problem. However, our efforts need to be backed up by enforcement when necessary. In spite of our politely persuasive and respectfully instructive approach to non-compliant dog handlers, some continue to flout both the common sense needed to clean up after their dogs and Bylaw 7932, which requires them to stoop n' scoop. This, in spite of the fact that the city has an excellent program for sponsored poop bag dispensers (which EnviroDog is encouraging the city to load with biodegradable bags,

Deborah Packer



GUEST SHOT

brainer!

One city councillor has told us that dog-related issues form the most frequent cause of complaints she receives from her constituents. Failure to stoop n' scoop, or "do the doo," is the most common of these. Yet the department's own data (obtained through a Freedom of Information request), indicates there has never been a ticket (with its \$100 fine plus adjudication fee, now) prosecuted for this violation. RRDOG understands the difficulty bylaw enforcement and their contractors, the Richmond Animal Protection Society, have in cost-effectively monitoring and deterring these doggie miscreants but RRDOG, through its DogWatch initiative, can help bylaw enforcement efforts to be both effective and cost-effective, by targeting the enforcement. We outnumber them.

Over the past few months, RRDOG DogWatch members have been working with one school's principal, PAC, and BlockWatch captain to resolve the messy problem of students soiled with doggie doo. Yuck! Together, they have achieved a substantial culture of compliance by simply encouraging their doggie neighbours to clean up their act and

Unfortunately, there are some stubborn holdouts.

In September, when school starts, we will move to the observe, record, report and witness phase of DogWatch because these individuals tar us all with the "bad dog" brush.

EnviroDog and DogWatch cannot do the job alone, though. We are not cops and we are not vigilantes. Unless the city puts some teeth in its bylaw enforcement and puts the bite on these irresponsible holdouts' back pockets, we will not be able to achieve the culture of compliance we seek. RRDOG currently has a Three Pillar Approach proposal being considered by city staff: education, environment and enforcement. In response to council's mandate, we have provided a comprehensive framework and detailed recommendations for increasing the effectiveness of the Richmond Dog Management Strategy. Staff will present its response to RRDOG's February presentation to councillors at 4 p.m., Tuesday, July 24 at the Parks, Recreation, and Cultural Services committee meeting at City Hall. RRDOG encourages everyone concerned with dog-related issues to attend. In addition to saving taxpayers many thousands of dollars, the Three Pillar Approach will go a long way toward making our communities friendlier, safer and environmentally cleaner, and what is not to like about that? See you on the 24th.

Deborah Packer is a director of RRDOG and

RICHMOND PET PAGE

So you've got a puppy. Now what?

second of two parts on bringing home puppy.

by Shelley Smith

Today is the day your puppy is coming home. If you're a first-time puppy owner, a trip to the pet store can be overwhelming. So many different collars, leashes, toys and house-training paraphernalia: an amazing assortment of things that you don't really need. The essentials should include a cheap, adjustable, nylon or nylon collar, a regular six-foot leash, two flat-

bottomed bowls — the heavier the better — a crate (not a pen) to make house-training easier, and a few chew toys. Avoid the extendable leash, the harness, the puppy house-training pads (unless you live on the third floor and up in an apartment building), the plush expensive stuffed toys and that beautiful dog bed. The bed will not fit into the crate anyway and probably won't make it to adulthood, the puppy house-training pads only make house-training a two-step, confusing process for your pup, the plush toys will have a lifespan of about an hour, and that fancy collar will be outgrown in

less than a month. When your pup is older and finished house-training and growing, you can spend the real money on all those things.

Now that you've got the essentials, it is time to bring home the puppy. Hopefully, your puppy's arrival coincides with your vacation.

When you first bring home the pup, take him directly outside to the place that will be his toilet area before you take him inside. We want to set precedent on where the potty area is — and it is not inside on a puppy pad — but rather outside. If he does go, and if it was a long car ride, he probably will have to, praise him. I am talking really, truly, praise him — get down on the ground and praise him for all that you are worth. It is essential in house-training that the first potty trip is outside and not inside.

When you first bring your pup inside, have him on a leash and walk him through the various rooms in your house, giving him enough time to sniff. This simple act shows your pup that it is your house and you are the leader in your house. It will also prevent him from having an accident because you're there to see him squat and you can quickly pick him up and rush him again to the potty area. This exploration of your house should be a happy, positive experience with no reprimands — just exploration. Once the initial investigation is over, introduce your pup to where his food bowl, crate and toys are.

Resist the urge to invite all your friends and family over to meet your new puppy on this first day, as we don't want him to be overstimulated, and overwhelmed. Throughout this first day, take your pup outside to his potty area frequently. The name of the game in house-training quickly and efficiently is to avoid all accidents inside the home and to do that you must watch your pup like a hawk; always praise him for going outside.

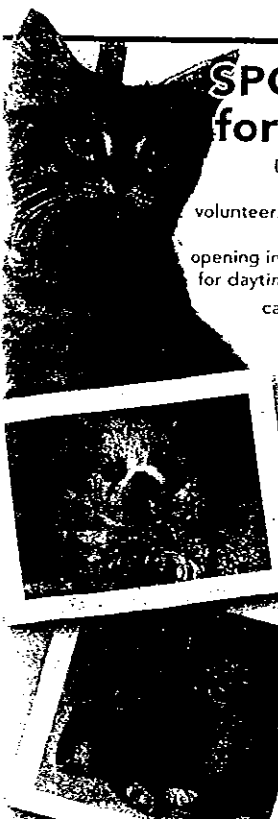
For the first week or two, keep your puppy's crate next to your bed at night. He will probably cry that first night, but a reassuring hand draped over your bed will go a long way in comforting your pup. Depending upon his age, he probably will not be able to go all night without a potty break. If your pup is between eight and 10 weeks of age, take him outside at 8:00 the night and again early in the morning. After 10 weeks of age, most pups can

It is not necessary or advisable to play with your pup all day; in fact giving your pup some down time to sleep and be by himself in his crate during the day is beneficial. Many new puppy owners spend every waking moment with their pup for the first two weeks, then head back to work full time and wonder why their puppy is having a hard time adjusting to them not being around. Spend time with your pup playing and bonding, but put him in his crate for a nap frequently. Whenever your pup wakes up from a nap, as well as after all meals and play sessions, he will need to be taken outside to the potty area.

It is much easier in house-training if you set a feeding schedule. Most vets recommend feeding a growing, young pup three times a day, but check with your vet and breeder to make sure. Do not free-feed (leaving food in his bowl all day long) your pup. Rather, have set meal times, and if the food is not finished, take it away. But always keep water available. The only time your puppy does not need his water is when he is sleeping in his crate at night.

Teach your pup now that jumping up serves no purpose. It may be cute when he puts his front paws up on you and you pick him up now, but it won't be when he gets older. All you are teaching him is that he should put his front paws on you for attention. When he does this, do not give him any attention whatsoever. He only gets attention when all four are on the floor.

It is not too early to start socializing your pup to the outside world on walks, or training your pup. A puppy as early as seven weeks of age can learn simple commands. You will want to wait till your pup has had his second set of shots before taking him around unknown dogs, but you can and should, walk him around your neighbourhood to meet and greet everyone and everything, immediately. Do not keep your pup in isolation, waiting till all his shots are finished. The risk of your pup getting a disease while out on a walk around the neighbourhood is very low in comparison to the risk of your pup becoming fearful. Whatever your pup will be exposed to when he is an adult, he needs to be exposed to now. Raising a great dog starts in puppyhood, and it is a lot of work, but the end result is worth it.



SPCA Seeks Volunteers for New Animal Centre

Do you love animals and want to make a difference in your community? The BC SPCA is looking for volunteers aged 16 years and older to join us at our exciting new SPCA Education and Adoption Centre opening in Richmond in August 2007. Volunteers are needed for daytime and early evening shifts to help care for kittens, cats, puppies, small dogs, rabbits and small animals.

OVERNIGHT FOSTER HOMES ARE ALSO NEEDED FOR PUPPIES AND SMALL DOGS.

Volunteer Orientation Sessions are being held on Saturday, July 28* at the new SPCA Education and Adoption Centre

7791 Steveston Highway (corner of No. 3 Road).

DOG ORIENTATION
10 a.m. to 12 noon

CAT ORIENTATION
12:30 to 2 p.m.

BCSPCA
SUPPORTING THE ANIMALS

To register for an orientation session or for more information

June 11, 2007

Subject: Steveston Post should be modelled after 170 year old Town of York post office.

Mayor & Council:

You may find the attached links about Canada's Oldest working Post Office (Originally opened in Town of YORK ~170 years ago, reopened a little over 20 years ago - York now City of Toronto).

This Post Office has been featured on a Canadian Stamp series; and is (or was 20 years ago) an excellent example of how a historical society and Canada Post can cooperate on an outlet that is both a historical and tourist attraction. (It is in downtown Toronto about 3 blocks east of Union Station, in a tourist /gentrifying area.)

I first came across it 20 years ago when looking for an area near where I lived where I could post letters on SUNDAY.

I feel this is the appropriate template for a post office in Steveston. I mentioned it to Graham Turnbull months ago as a template for discussion with Canada Post, but I'm not sure if he was able to locate information about it. Here are current internet links:

<http://www.townofyork.com/model/legend24.html>

You'll note that unlike the Steveston Post Office desire to close on Sundays and during the day, this post office was a very busy 7 day operation when opened 170 years ago, and again runs 7 days now!

<http://www.townofyork.com/service.html>

The group in Steveston should think of positioning themselves similarly, operating when the tourist and customer market wants them open, add the additional boxes Canada Post wants (but make them historically authentic). Add items like quill pens, cross writing, (a wood burning stove?). Signage should be provided to meet Canada Post requirement - but should be period (The location put out a sign board).

They should play to the tourist town they are in just like other Steveston businesses, which deal with tourists and are open 7 days. The City could help them by offering a little cash help for their noon hour and Sunday open time.

I suspect they could be a profitable Steveston tourist attraction, and another link in a Steveston part of a Richmond Museum destination.

Peter Mitchell