

# WEST VANCOUVER SENIORS' ACTIVITY CENTRE



Amended: January 2024

## Our Foundations

The West Vancouver Seniors' Activity Centre (the SAC), established and operated by the District of West Vancouver (the District), opened in 1981. The Mayor and Council are committed to the SAC.

The SAC is a volunteer-driven, membership-based organization welcoming and inclusive of all people aged 55+. The SAC is managed by District staff working closely with volunteers and the Advisory Board (the Board).

### MISSION STATEMENT

The Mission of the Centre is to provide a safe, welcoming place that promotes the well-being of persons aged 55+ through participating in recreational activities, socializing, volunteering, and by providing services to help older adults age in place.

Activities of the SAC can be summarized under the following categories:

- **Recreation:** programming focused on the 55+ community.
- **Socialization:** providing opportunities for social interactions.
- **Volunteers:** giving volunteers opportunities to contribute to the operation of programs and activities of the SAC, providing services to the community and participating on the Board and its committees.
- **Community Service:** reaching beyond the membership to assist and support members of the community 55+.

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# BYLAWS

## MEMBERSHIP

- 55+ years of age OR a partner of a member.
- Yearly membership fee.
- Exceptions to the age restriction may be made in special circumstances with the approval of the Seniors' Services Manager.

## MEETING OF MEMBERS

### Annual General Meeting

- The Annual General Meeting (AGM) will be organized in cooperation with SAC staff and will be convened on the second Wednesday in March.
- The outgoing Chair of the Board will conduct the AGM.
- Notices and Agenda for the AGM will be documented in the Fall Scene Magazine, posted on social media, and by posters placed throughout the SAC.
- Such notification will be posted no less than two (2) weeks in advance of the meeting.
- The quorum for the AGM is ten (10) members at large, plus 50% of the members of the Board.

### Special General Meeting

- A Special General Meeting may be held when the need arises.
- A Special General Meeting can deliberate and decide only those issues for which the meeting has been called.
- A Special General Meeting may be called by the Board or on the petition of one-third (1/3) of the membership of the SAC.
- A Special General Meeting shall be convened by providing notice to members of the SAC at least fourteen (14) days prior to the date of the meeting by regular mail or by electronic mail.
- A quorum for a Special General Meeting shall be 15% of the members of the SAC as of the date of the meeting.

## BYLAW AMENDMENTS

The Board Executive will recommend amendments to Bylaws when and where necessary. The amended Bylaws will be discussed by the Board and will require two-thirds (2/3) of the votes cast by the Board in favour of the amendments to be carried. The membership will be informed of the changes.

## SAC ADVISORY BOARD

The SAC Advisory Board has been given the responsibility and authority by the Mayor and Council to advise and advocate on matters related to older adults in the West Vancouver community. To achieve this, the Board will work closely with the SAC staff.

### RESPONSIBILITIES

- To provide advice and recommendations to District staff regarding the successful operation of the SAC.
- To advocate for seniors in the community to the West Vancouver District Council.
- To advise on how funds should be directed from donations and bequests received.
- To review the annual budget and quarterly financial reports of the SAC, and to make recommendations to staff.

### MEMBERSHIP

The Advisory Board consists of:

- Between six (6) and ten (10) voting members and four (4) non-voting members.
- Members of the Board are appointed from the general membership.
- Four (4) non-voting staff members; the Seniors' Services Manager, a Recording Clerk, the Recreation Services Supervisor, and a member of District Council.
- Appointed Board positions include the Chair, Vice-Chair, Past Chair and Finance Representative. Responsibilities of these roles are detailed in Appendix C.
- The Vice Chair will be elected by and from the Board and will assume the role of Chair when the position of Chair is vacated. Nominations from Board members for the Vice Chair position will take place in January. In February, Board members will vote for the Vice Chair position.

### TERM OF OFFICE

- The Chair of the Board will serve for one (1) year.
- The outgoing Chair of the Board may serve one (1) year as past chair. In the event the Chair of the Board does not want to serve as a past Chair, the position will remain vacant.
- Board Members will commit to serve one (1) three-year term commencing at the close of the AGM when their appointment is confirmed. Where possible, approximately one-third (1/3) of the Board members will be appointed each year.
- If the need arises, an existing Board member's term of office may be extended for one (1) year subject to the approval of the Board.
- Should a Board member vacate their office prior to their completed term for any reason, the Board may, at its discretion, fill by appointment, the unexpired portion of their term with another qualified SAC member.
- All appointed members of the Board may serve up to a maximum of two (2) consecutive terms. Board members wanting to serve a second consecutive term must reapply as per first time candidates. Board members leaving the Board must be absent from the Board for a minimum of two (2) years prior to reapplying.

## BOARD MEETINGS

- The Board shall hold meetings within the fiscal year (March to February). In the absence of the Chair, the Vice Chair will preside, or in their absence, the past Chair.
- A quorum for all Board meetings will consist of 50% plus one of the voting members of the Board.
- Points of procedure will be decided and determined in accordance with Robert's Rules of Order.
- A Recording Clerk will take minutes of the Board meetings and they will be posted at the SAC.
- A board meeting may be cancelled at the discretion of the Chair or the Vice Chair. All Board members and staff will be notified of the cancellation. If the meeting is cancelled for want of a quorum, the Board shall either re-schedule the meeting when a quorum can be present, or wait until the next regular meeting, whichever date is sooner.

## REMOVAL OF BOARD MEMBERS

Board Members can be removed from the Board for reasons which include:

- Failure to attend Board meetings for more than three (3) consecutive meetings without just cause.
- Failing health.
- Inability to fulfill Board responsibilities.
- Conduct or behaviour which inhibits the work of the Board.
- Conviction of an indictable offence.

### Removal Procedures

- Board Members who are in jeopardy of removal will be advised by the Board Chair in writing that their status on the Board is under review. They will be requested to communicate their intentions to dispute the removal to the Chair within two (2) weeks. Failing to comply within the time limit without acceptable explanations will result in removal.
- Upon receipt of a reply requesting a continuance of service as a Board Member, the Executive Committee will convene a special meeting, inviting the candidate to present reasons for continuance. The Committee will evaluate the merits of the candidate's representations and provide recommendations to the Board, where it will be resolved by secret ballot, requiring 50% plus one of the Board members in favour of said Board member's dismissal.

## BOARD COMMITTEES

Board committees are as follows:

- An executive committee.
- Five (5) standing committees: Appointments, Membership/Communications, Fundraising, Program and Volunteer.
- Ad Hoc Committees as needed.

## EXECUTIVE COMMITTEE

The Board Chair is the Chair of the Executive Committee and will call the meetings as necessary. The Executive Committee shall consist of no fewer than three (3) voting members and non-voting members as follows:

- The Board Chair,
- The Vice Chair of the Board,
- The Past Chair of the Board,
- The Seniors' Services Manager (non-voting),
- A Recording Clerk (non-voting),
- Additional members as required.

## Responsibilities

- Maintain an awareness of SAC operations and issues.
- Work collaboratively with the Seniors' Services Manager to identify needs, challenges and other topics related to the SAC.
- Collaborate with staff regarding annual work plans.
- Review Board Bylaws annually.
- Provide minutes to the Board.

## STANDING COMMITTEES

The Standing Committees are:

- Appointments
- Membership/Communications
- Fundraising
- Program
- Volunteer

## Selection of Chairs of Standing Committees

- Immediately following the annual AGM, the past Chair, the current Chair and the Seniors' Services Manager (non-voting) or designate will appoint Board members as the Chairs for each standing Committee, as well as the Financial Representative.
- The appointments of Committee Chairs will be based on their experience, and any committee assignment preferences expressed by board members.
- Appointments of Committee Chairs will be announced at the first Board meeting following the AGM.

## Responsibilities of all Committee Chairs

- To bring forward to the Board issues that arise at committee meetings that require decisions and actions by the Board.
- Inform the Board about any major interventions the committee implemented for a major issue.
- Ensure the effective functioning of their committees.
- Meet with staff as needed in order to set meeting agendas and discuss any matters arising.

## Appointment of Committee Members

- New members can be recommended by any current committee member.
- Recommendations for new members should be brought to the committee for discussion.
- The final appointment of a new member is then made by the Chair.

## Common Procedures

- Chairs of Standing Committees must be Board members.
- Committee members will be appointed from the Board and from SAC membership.
- Standing Committee members will commit to serve one (1) two-year term.
- All appointed members of Standing Committees may serve up to a maximum of two (2) consecutive terms.
- Committees will meet at the discretion of the Chair of the Committee and will take minutes of their meetings and provide a copy to the Board.
- A quorum will consist of 50% plus one of the voting members on the committee.
- If a meeting is cancelled for want of a quorum, the committee shall re-schedule the meeting when a quorum can be present, or wait until the next regular meeting, whichever date is sooner.
- Points of procedure will be decided and determined in accordance with Robert's Rules of Order.

## APPOINTMENTS COMMITTEE

The Vice Chair of the Board will be appointed Chair of the Appointments Committee. The Committee will consist of the following:

- Chair,
- Two to three (2-3) additional Board members recruited by the Chair of the Appointments Committee,
- Staff representatives as needed (non-voting).

### Responsibilities

- Organize and conduct the Board member recruitment and appointment process.
- Provide regular status reports to the Board.
- Publicize appointments to SAC members.
- Implement Board orientation sessions for newly appointed Board members.
- Appoint the Finance Representative.

For the Appointments Committee general timeline, please refer to Appendix C.

## MEMBERSHIP/COMMUNICATIONS COMMITTEE

The Membership/Communications Committee will consist of no fewer than three (3) voting members and at least one (1) non-voting staff representatives as follows:

- Chair,
- Additional members appointed from the Board or from SAC membership as required,
- Staff representatives as needed (non-voting).

### Responsibilities

- Work with SAC staff on retaining and recruiting members.
- Organize and participate in monthly orientation sessions to new members about SAC programs and activities.
- Provide advice to staff on innovative promotions, publications and media for the SAC and its members.
- Develop an annual work plan.

## FUNDRAISING COMMITTEE

The Fundraising Committee will consist of no fewer than three (3) voting members and one (1) non-voting staff representative as follows:

- Chair,
- One (1) member from SAC's on 21st,
- Additional member(s) appointed from the Board and membership,
- Staff representatives as needed (non-voting).



## Responsibilities

- Function as a fundraising arm of the SAC.
- Provide leadership in creating and implementing projects to attract the financial participation of the corporate community.
- Develop plans and programs to enhance SAC endowments.
- Pursue, as appropriate, all sources of potential revenue available for the SAC.
- Enlist and recruit the members' participation in fundraising activities of the SAC.
- Develop an annual work plan.
- Liaise with the West Vancouver Foundation, meeting at least annually to discuss ongoing activities.

## PROGRAM COMMITTEE

The Program Committee shall consist of no fewer than three (3) voting members and two (2) non-voting members as follows:

- Chair,
- Additional members appointed from the Board and membership,
- Staff representatives as needed (non-voting).

## Responsibilities

- Inform staff regarding potential new programs and services.
- Review programs in other senior centres and suggest program ideas to staff.
- Review current program challenges and issues with staff.
- Be informed by staff about significant changes to programs (e.g., fee increases, the roster of current programs, programs added or dropped).
- With staff review the annual SAC Situational Analysis, including program financial results.
- Develop an annual work plan.
- Recommend funding for special or start-up programs.

## VOLUNTEER COMMITTEE

The Volunteer Committee will consist of no fewer than three (3) voting members and three (3) non-voting members as follows:

- Chair,
- Additional members appointed from the Board and membership,
- Staff representatives as needed (non-voting)

## Responsibilities

- Work with the Volunteer Program Coordinator and two (2) Assistant Volunteer Program Coordinators.
- Function as a liaison between the staff and volunteers.
- Provide advice and support for volunteer recruitment, retention, scheduling, training, leadership and volunteer events and appreciation.
- Develop an annual work plan.

## AD HOC COMMITTEES

Ad hoc Committees will be constituted from time to time as needed and will consist of:

- A Chair, appointed by Committee members,
- Other members as required.

Committees will meet at the discretion of the Chair, will take minutes of their meetings, and will provide the minutes to the Board. Ad Hoc Committees will be provided with required assistance.

# APPENDICES

## APPENDIX A

### TRUST ACCOUNT AND CLUB OPERATIONAL PROCEDURES POLICY

(Amended: August 2022)

#### *Preamble*

All SAC clubs, groups, associations, and regular activities, which in the course of their operations generate revenue, may establish a trust account to be held by the municipality into which all funds will be deposited. Such accounts shall be operated in accordance with the guidelines as stated below. Trust Accounts were created to allow clubs, or groups of members within the SAC with a common activity interest to: fundraise for the group; fundraise for an activity taking place at the SAC or an offsite program organized by the SAC; and fundraise for the general enhancement of the SAC. The Trust Accounts are a vehicle by which a club can deposit fundraised money, receive interest, and provide tax donation receipts where appropriate. Without the written approval of the club, the Municipality may not expend or release any money from these accounts. The Club may expend or release money from these account in accordance with the guidelines set out herein.

#### *Policies for Club Operational Procedures:*

1. Any group of members of the SAC with a common interest, which is compatible with the Bylaws of the SAC, may apply to the Board in writing setting out objectives and requesting permission to operate within the SAC as a club. Clubs are expected to fundraise for their general purchase of supplies for their club activity needs. Once approval to operate as a club is given, a Trust Account may be created for the club to use.
2. Each group must elect a chairperson, secretary, and treasurer (formal) or appoint a signature (informal) to sign expenditures to release funds from Trust Accounts. They may hold club meetings as they determine necessary. Copies of the minutes of these meetings shall be forwarded to the Board and the Seniors' Services Manager.
3. In the case of a group or club which does not wish to have a formal structure, those groups/clubs shall hold a yearly meeting of all members to review the financial statement and discuss club activity over the previous year and to plan activities for the next year.
4. The SAC will provide a minute taker to record the meeting. As the clubs will be enjoying the use of the SAC and its administration a portion of any money raised by the group should be donated to the SAC each year, if possible. If a donation is not made an explanation must be given (e.g. the club is saving up for a major purchase). If a club requires equipment, supplies, or services beyond their ability to fund, then they may apply to the Board for funding through the Finance Committee.
5. The Board and the Seniors' Services Manager must approve major fundraising projects or initiatives.

#### *Policies for Trust Accounts:*

1. A club may request the establishment of a Trust Account for the purpose of holding fundraised monies. The Board may limit the number of Trust Accounts and will ensure that all Trust Accounts are set up with the purpose of fundraising for their own activities or the SAC.
2. Fundraised monies will be deposited to their trust account which will be administered by the District of West Vancouver in an interest-bearing account and to which the group will receive quarterly statements.
3. Any expenditure must be submitted to the Finance Representative who will then forward their recommendation to the Board and the Seniors' Services Manager.

- a. Where a club is proposing an expenditure that includes the purchase of any mechanical, electrical, or other equipment or supplies that could impact the safe and orderly operation of the SAC, approval must be obtained from the Seniors' Services Manager or his/her designate.
4. Trust Account funds can be used for activities connected to the SAC and may, on approval of the Finance Committee, Board, and Seniors' Services Manager, be used for other district projects or outside charitable organizations.
5. If a group ceases to operate, the remaining funds will be returned to the General Trust and the Board will designate its allocation. The Finance Committee will be advised. Equipment and supplies of the club remain the property of the SAC.

## **APPENDIX B**

### **SERVING ON THE SAC ADVISORY BOARD**

#### ***General Information for Applicants***

- Anyone who has been a current member of the SAC for a minimum of two years, excluding staff members, are eligible for appointment to the Board.
- There is no West Vancouver residency requirement.
- The appointment process is usually conducted in February each year.
  - Advisory Board members are appointed to serve a three-year term and may reapply to remain on the Board for one additional three-year term.
  - Once a Board member leaves the Board, an interval of 2 years must pass before this member is eligible for an additional Board appointment.
  - The terms of members are staggered to ensure continuity on the Board.
  - Candidates are normally identified by January 31st and the Appointments Committee interviews applicants during the month of February.
  - Suitable candidates are recommended to the Board for approval at the February Board meeting. Appointments commence immediately after the AGM in March.
- Prior to the new Board member announcement, the Appointments Committee Chair will notify applicants regarding the decision about their applications.
  - Notification to successful candidates and a general announcement of new members will be made after approval by the Board.
  - Successful candidates will be introduced at the March AGM.
  - Should a vacancy arise during the year and the Board determines it must be filled, an appointment may be made at that time.
  - There is no requirement for all Board positions to be filled.
- Board members are expected to attend SAC events and help out where needed.
- New Board members will have an orientation and a six month debrief with the Board Chair or designate.
- All Board members are to assist with soliciting new members.
- New Board members may have a mentor if they wish.

## Application

Name of Applicant \_\_\_\_\_

Phone Number(s) \_\_\_\_\_

Email Address \_\_\_\_\_

Number of years you have been a member of the SAC: \_\_\_\_\_

### 1. Why are you interested in joining the Board?

### 2. What do you believe you can contribute to the SAC by joining the Board?

**3. Describe the skills and/or experience you will bring to the Board.**

**4. Have you volunteered at the SAC? If so, briefly describe those volunteer activities.**

**5. What programs and/or activities have you participated in at the SAC?**

**6. Any other pertinent information you wish to bring to our attention.**

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Signatures of two current members of the Seniors' Activity Centre**

**Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_

**Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_



## **APPENDIX C**

### **SAC ADVISORY BOARD POSITION RESPONSIBILITIES**

#### **BOARD CHAIR**

- Chair Board meetings
- Attend all committee meetings, as required.
- Meet with all new Board members at the 6-month mark.
- Provide SAC Report to District Council yearly.
- Answer member questions that come in via email.
- Call Executive meetings.
- Meet with Standing Committee Chairs quarterly.
- Meet regularly with the Seniors' Services Manager, and Recreation Services Supervisor for the SAC.
- Attend new Board candidate interviews.
- Chair the AGM.
- Follow appointments guidelines.
- Provide assistance to the Vice Chair.
- Attend major SAC events.
- Represent the SAC at community events.
- Sign letters of appreciation.
- Assist with Bylaw revisions, as required.

#### **VICE CHAIR**

- Chair Appointments Committee.
- Serve as Board Chair when Chair is not available.
- Participate as a member of the Executive Committee.
- Oversee nominations and reappointment process for Board Members.
- Assist Board Chair, as required.
- Attend major SAC events.
- Represent the SAC at community events.
- Assist with Bylaw revisions, as required.

#### **PAST CHAIR**

- Provide support to current Board Chair.
- Participate as a member of the Executive Committee.
- Attend major SAC events.

#### **FINANCE REPRESENTATIVE**

- Work with and support the Fundraising Committee.
- Be advised by staff on the budgetary process and provide advice as appropriate.
- Advise and implement the fundraising policies of the Board in conjunction with the Fundraising Committee. This could include input on applications for grants, subsidies, and other forms of assistance.
- Advise as appropriate how funds should be directed from donations and bequests received.
- Receive quarterly reports on Trust Accounts and advise on requested spending of these accounts.
- Advise yearly on the balances in the Trust Accounts to each Trust Club.
- Receive and review the annual audited financial statements of the SAC.
- Receive and provide advice on Capital requests by staff.
- Report to the Board monthly on financial activities in written or verbal form.

## APPOINTMENTS COMMITTEE – GENERAL TIMELINES

### September

- Request the Membership/Communications Committee to put a notice in the November edition of the “Scene” magazine regarding Board vacancies.

### October

- Set up advertising of Board vacancies, e.g., e-blast to members, posters for SAC.

### January

- January 1st deadline for Board members to apply for a second term.
- January 31st deadline for new applicants.

### February

- Contact and interview applicants.
- Forward Bylaws to applicants via email.
- Schedule interviews and book rooms for interviews and committee debriefing.
- Forward names of recommended candidates to the Board Chair.
- Inform candidates in writing of their application status after Board approval.
- Revise the candidate information documents (see appendix B) as needed.

### March

- New members will be appointed to the Board annually during the AGM in March.
- A general announcement of the Board and new members will be posted once known and introductions made at the March AGM.

## Board Re-appointments

- Board members whose first term is due to expire and who want to serve a second term need to submit an application **no later than January 1st**.

## New Board Candidates

- The Appointments Committee may invite eligible members of the SAC to apply for membership on the board.

## Off-Cycle Appointments

- At any time, the Board may, by majority vote, determine that additional board members are required. In such cases, the board may authorize the Appointments Committee to initiate recruitment of suitable candidates and the Board may approve the appointment of recommended candidates at any time.

## **APPENDIX D**

### **CODE OF CONDUCT**

Note: this Code of Conduct document is also available in Farsi, Korean, and Simplified Chinese.

**WEST VANCOUVER COMMUNITY SERVICES**

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# **CODE OF CONDUCT**

**Our goal is to provide a safe and friendly environment for everyone in our facilities: participants, staff, and volunteers.**

**Everyone at our facilities has the right to:**

- be treated with respect, courtesy, fairness and equality;
- feel safe in an accessible and welcoming environment;
- be free from harassment, discrimination and physical or verbal abuse.

**Everyone at our facilities has a role to:**

- treat each other with respect, courtesy, fairness and equality;
- respect everyone regardless of diversity or ability;
- use the facility and equipment in a safe and respectful way;
- follow District health and safety guidelines and procedures.

**If you have any questions or concerns, please do not hesitate to speak to a staff member.**

**BYLAW NO. 4999, 2018 (AS AMENDED)**

*west vancouver*

# APPENDIX E

## CONFLICT RESOLUTION

### General

- The situation whereby a member violates the Code of Conduct with another member/s will be addressed by the Seniors' Services Manager, Board Chair and Board Vice Chair.
- The situation whereby a Board member violates the Code of Conduct will be addressed by staff. Following this, notification of the situation and outcome will be provided to the Board Chair and Vice Chair.
- The situation whereby a member violates the Code of Conduct with a staff person will be addressed by the Seniors' Services Manager and Recreation Services Supervisor in a timely fashion, with notification of the situation and outcome provided to the Board Chair and Vice Chair.
- All documentation and deliberations are confidential. Documentation will be stored in the office of the Seniors' Services Manager. Digital copies of documentation will only be accessible by the Seniors' Services Manager.

### Conflict Resolution Process

If the needed arises for intervention, the following instructions should be followed. During the process the SAC staff/senior staff person will advise the Chair and Vice Chair.

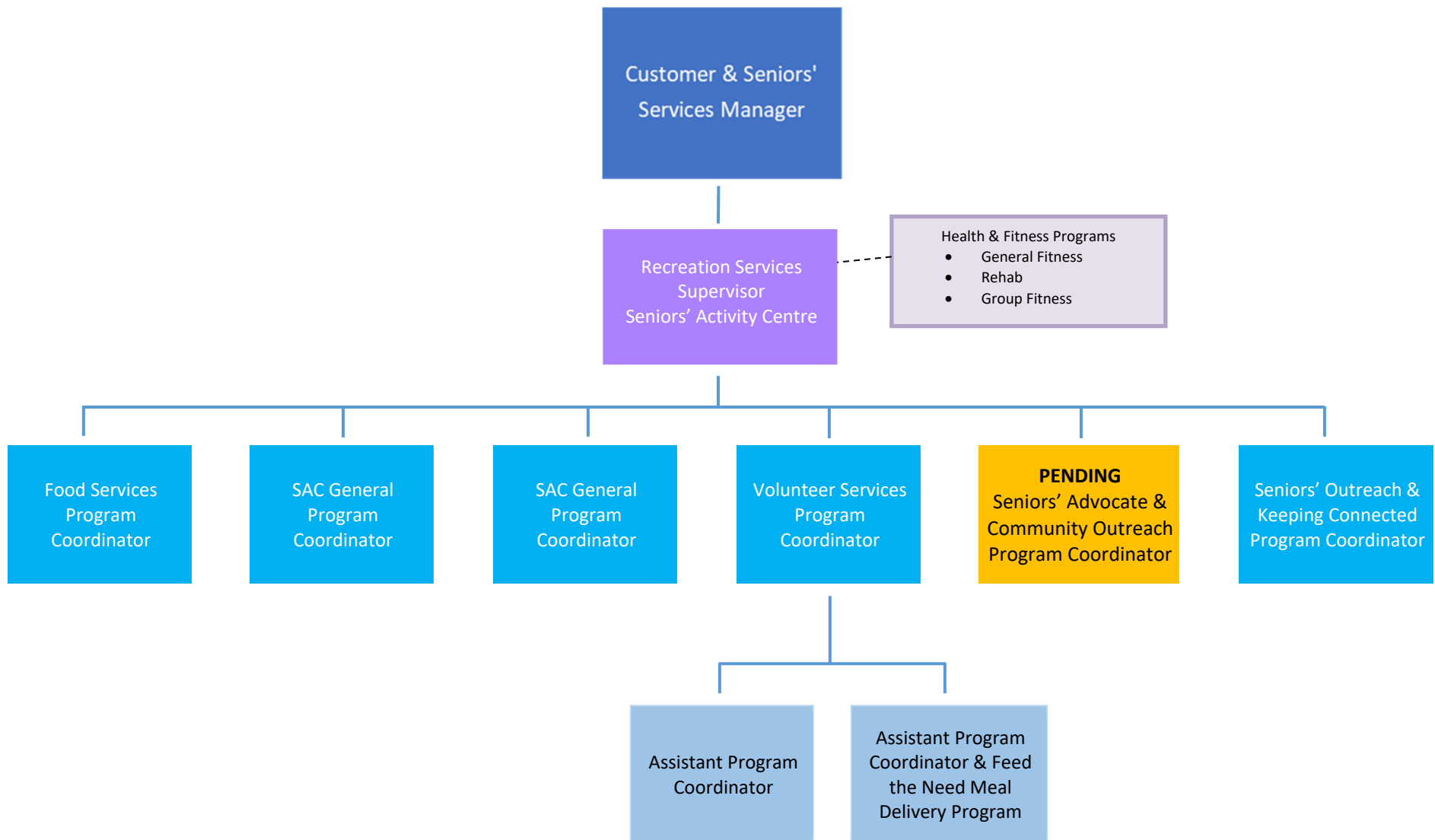
#### *Request for Intervention*

- Clearly define and explain the problem/conflict in writing.
- Indicate what the member and SAC staff have done in an attempt to resolve the problem/conflict.
- Provide the outcome of actions and explain why the issue should now come before the Chair and Vice Chair.

#### *Meetings and Tasks*

- When staff or the Chair are made aware of a situation, they will call a meeting involving the Chair, Vice Chair and Seniors' Services Manager.
- The staff person, Chair and/or Vice Chair will meet with the individual.
- If more than one (1) person participates in the incident, each will be interviewed separately.
- Following the interviews and receipt from the incident individuals regarding a plan to resolve the issue, a meeting of the full executive is called to share information and decide the plan and decisions.
- The members involved in the interview process will then meet with the persons involved in the incident and let them know of the plan.
- Should a translator be required the committee will appoint one.
- Depending on the situation, the involved persons may bring a support person to the meeting. Permission to bring a support person will be decided by the Chair and Seniors' Services Manager on a 'case by case' basis. If a support person is in attendance, they are to remain quiet. No legal representation will be in attendance. (This does not deter a member seeking legal advice. Such a situation would be dealt with by Senior staff or the District.)
- The meeting will take place in private, but with the knowledge of other staff for potential safety reasons.
- After interviewing the individuals involved, the Chair, Vice Chair and Seniors' Services Manager will develop a plan for next steps and appropriate action.
- The implementation of the plan will be evaluated and adjusted, as necessary.
- If the plan is unsuccessful, it will be revised, re-implemented, and evaluated.
- If the conflict remains unresolved after the implementation of a revised plan, the issue will be referred back to the senior staff person.

**APPENDIX F**  
**STAFF ORGANIZATION CHART**



# APPENDIX G

## SAC ADVISORY BOARD & COMMITTEE CHART

