Minutes

Meeting	**Regular Council Meeting**
Date	**April 15 2025**
Time	**7:00 PM**
Place	**Municipal Hall - Council Chambers and by electronic means**

Present	Mayor Martin Davis	
	Councillor Sarah Fowler	
	Councillor Cheryl Northcott	
	Councillor Brenda Lenahan	
	Councillor Ryan Moore	by video
Staff	Mark Tatchell, Chief Administrative Officer	
	Adia Mavrikos, CPA, CA, Director of Finance	by video
	Janet StDenis, Corporate Services Manager	by video
	Amanda Knibbs, IT Coordinator	by video
Public	8 members of the public.	2 by video

A. Call to Order

Mayor Davis called the meeting to order at 7:01 p.m.

Land Acknowledgement
Mayor Davis acknowledged and respected that Council is meeting upon Mowachaht/ Muchalaht territory.

B. Introduction of Late Items

None.

C. Approval of the Agenda

Northcott/ Moore: VOT 0148/2025
THAT the Agenda for the April 15, 2025 Regular meeting of Council be adopted as presented.

CARRIED

E. Public Input # 1

Members of the public spoke about a fire incident at 14 Edith Road, community concerns and on going issues at this property along with intervention/ response options.
A member of the public commented on the Tsunami drill held on Monday April 14, 2025.
A member of the public commented on a matter this is before the B.C. provincial court. Mayor and council did not responded as the matter is before the courts.

F. Adoption of the Minutes

1 **Minutes of the April 1, 2025 Regular Council Meeting**

Northcott/ Moore: VOT 0149/2025
THAT the Regular Council Meeting minutes of April 1, 2025 be adopted as amended.

CARRIED

G. Rise and Report

H. Business Arising   None.

J. Council Reports   **Mayor Davis**

No report.

Councillor Fowler

March 26, 2025 as my report to the Village of Tahsis Council for the April 15, 2025 Regular Council meeting and, slides from a presentation at the AVICC convention.
Submitted respectfully,
Councillor Fowler

Attachment 1: Nootka Sound Watershed Society minutes from March 26, 2025.
Attachment 2: Robert's Rules and Responsible Governance

Councillor Northcott
No report.

Councillor Lenahan
No report.

Councillor Moore
No report.

Fowler/ Northcott : VOT 0150/2025
THAT the Council Reports be received.   **CARRIED**

K. Bylaws   None.

L. Correspondence   1   **April 7, 2025 email from Philip Perras, resident Pender Island, BC to Mayor and Council Re: Support the ten South Island Municipalities.**

Fowler/Northcott: VOT 0151/2025
THAT this correspondence item be received.   **CARRIED**

M. New Business   None.

N. Public Input #2   A resident requested a response from Tahsis Council regarding the fire incident at 14 Edith Road.
Council advised against using individual names during public input.

Public Exclusion
Northcott/Fowler: VOT 0152/2025
THAT this meeting is closed to the public in accordance with section 90 (1) (e) of the Community Charter- the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality.   **CARRIED**

Recess
Fowler/Northcott: VOT 0153/2025
THAT the Regular Council Meeting recess at 7:25 p.m. to go into the in camera meeting.   **CARRIED**

Reconvene
Fowler/Northcott: VOT 0165/2025
THAT the Regular Council Meeting reconvene at 9:19 p.m.   **CARRIED**

O. Adjournment   **Fowler/Northcott: VOT 00166/2025**
THAT the meeting be adjourned at 9:19 p.m.   **CARRIED**

Certified Correct this
6th day of May, 2025

Chief Administrative Officer

Nootka Sound Watershed Society
Meeting Minutes
Wednesday March 26, 2025
Via Zoom

Welcome and attendance.

Kent O'Neill - President, NSWS	Morgan Hocking - Scientist, Ecofish
Claudia Tersigni - Biologist, Ha'oom Fisheries	Leigh Stalker - A&A Trading, VP NSWS
Lyndy Vroom - Operations manager, Conuma Hatchery	Jeff Jeglum - Sustainability Specialist, Grieg Seafood
Paul Kutz - WFP, Board Member, NSWS	Vanessa Moll - Marine Biology Project Manager, MMFN
Erin Manager - Manager, Moutcha Bay, NMA	
Sarah Fowler - Deputy Mayor Tahsis	Moses Track - Lands and Resources Manager, MMFN
Peter deKoning - DFO Restoration	Craig Blackie - Board Member, NSWS
	Nikki Pichert - Secretary, NSWS

- Review and adopt of the agenda - **Motion to accept:** Sarah Fowler   **2nd:** Craig Blackie

- Review and adopt of the Minutes from Feb 26 meeting - **Motion to accept:** Leigh Stalker **2nd:** Paul Kutz

- Review of action items from Jan meeting:

Ongoing Items

Action	Who	Status
Communications	Kent	Sarah - We have the logins and passwords, and the draft BC SRIF social media posts. Sarah - I've been in contact with Dani looking for a donated beach seine net and dug one up that was being stored with the Salmon Enhancement Society of Tahsis. Kent - Lyndy do we still have a beach seining net at the Hatchery? Lyndy - Yes, plus a whole tote of gear. Kent - Let's keep looking at that and Sarah, maybe you could draft up some ideas for social media posts. Sarah - Yes I'll draft up an interval schedule. Jeff - Feel free to reach out to me and if you need I can locate one in the Gold River area.

Burman Net Pen	Kent	Completed and now being stored at the WCMT dock. Lyndy will move once they move the fish to the Burman.
Webtool Peer Review	Paul & Leigh	Paul - This is on my list for the next few days to get solved. Kent - Plans to look at that with Ecofish next week, would be good to meet internally before.
Review Registered Charitable Status Designation with the Board in the new year	The Board	Craig - Is there enough money out there that would require a tax receipt? Kent - I have it on my radar to check with Redd Fish as we'd be in competition with them. And I'll stay on top of the Lodges. Craig - Maybe also check with our funders like PSF.
Webtool Access & Location	Sub-committee	Kent - Need to talk about this for housing, access to people, and what our liability is.

New Business

1. **BC SRIF 301 Project Summary from DFO**
   Kent shared the DFO Project Summary draft.

   Kent - We'll ask Shona for a final copy to have and post to our Social Media

2. **Burman Net Pen Sign**
   Companies that donated are:

   - South Side welding
   - Aqua trans
   - Diversified
   - West Coast Marine Terminals
   - Grieg

Kent - We need to establish a budget, and we need someone to organize the design, printing and installation. Should be large enough to be seen from a distance. We can develop a sign, and some social media posts. We should have a strategy we can share with Grieg.

Leigh - I'm guessing that social media is a primary.

Sarah - Social media vs. real life. There's a place making element when you put up a functional sign. Then you can put the social media post up.

Kent - Lyndy you're thinking of the pen to go out mid April. Will need some structure.

Lyndy - We have one maintenance guy that is a good welder.

Lyndy - I can put together a blurb of the general info for the Burman Chinook.

Motion to approve a budget of $1500 for the Burman Net Pet Sign: Paul Kutz
Second: Leigh Stalker

Jeff - If you guys come up with a design I can shop it to Quality Signs, and see if they want to sponsor.

3. **Ha'oom Knowledge Sharing Day was held March 5th**
Nikki - Some really interesting presentations of work, studies, and projects in the area.
These presentations have been requested if anyone is interested in learning more:
- Jared Dyck: Chinook Rebuilding: Pairing Nuu-Chah-Nulth Knowledge with Western Science
- Hutton Noth: Habitat Based Benchmarks for WCVI Coho
- Keaton McCallum: PIT Happens: Following Fish from River to Sea
- Shelley Hamilton: The Importance of Fish to First Nations

Old Business
1. **Communications Update**
Three BC SRIF 407 social media posts went online in March thanks to Sarah Fowler.

Other possible comms/social media post ideas going forward. Some ideas are:
- The BC SRIF 301 project summary poster from Shona
- Thank you's and pre-season wishes to donors NMA and Westview
- Burman Net Pen recognition sign when it's complete

Kent - I think we've covered everything off of here earlier.

2. **Hatchery Update**

- **Conuma**

Conuma Hatchery Report - March 26, 2025

BY2024

Stock	Species	Group	Inventory	Comments
Conuma R.	Chinook	Early Group	1,201,288	Vaccinated for Vibrio and 100% adipose clipped. Moving to the seapens early April
Conuma R.	Chinook	Late Group	1,326,516	Vaccinated for Vibrio
Conuma R.	Chinook	River Release	532,503	Ponded into circular tubs

Burman R.	Chinook		160,090	Vaccinated for Vibrio (not being clipped)
Gold R.	Chinook		537,107	Clipping started Tuesday March 25th
Conuma R.	Chum	Seapen	1,529,789	Went to seapens - March 13th
Conuma R.	Chum	Side Channel Release	518,622	Ponded
Conuma R.	Chum	Sucwoa R.	588,334	Ponded
Conuma R.	Chum	Canton R.	611,130	Ponded
Tlupana R.	Chum		637,755	Ponded
Conuma R.	Coho	Smolt Group	229,459	Still in incubation - all hatched, first ponding will be end of April

BY2023

Conuma R.	Coho	Smolt Group	187,313	In vinyl ponds till move to seapens

Lyndy - Everything looks really good this year. We did get new cap trough lids and new plumbing for our cap troughs. So we have eliminated some of the predation problems with the new lids. DFO engineers have hired Ecofish to do a feasibility study at our current intake to see if there are any improvements we can make and if we can pump Conuma river water up. Possibly an add on and they are going to do a little presentation and show us what that's all about.

- **Tahsis**

Lyndy - They've been without well water since mid December. They've been on surface water. As of Wednesday last week they are on well water and everything is looking good and they'll start to see more growth. Everything has started well and there are no big mortalities.

- **Zeballos**

Claudia - 2475 Chum released yesterday, which is pretty good as we only got one female in the fall. A lot of stuff is in the works to get 10 pairs for next year.

3. **2 Billion Trees Grant**

    Kent - We've been Working on our first claim submission, it's been a bit of a learning curve as it's all online but we are getting there. I've been working with David Teran and he's been great.

    Paul - Working with Leigh, Leah, and Dave. Spent time out there last week evaluating the Oktwanch and planting there and rethought the species and gradation. Looking at 2021 cotton whips and their response. Probably add additional conifers, as it's kind of terraced. Every elevation gain builds organics and control points that we can build on and start re-establishing. From a seedline standpoint it was about 1250. Looked at willows today, they are budding and rooting. Things are coming along.

    Leigh - Is this going to be right on the flood plain? I thought there was something with the landslide. Leah and Dave were going to take it back and map it out with polygons.

    Morgan - Did you talk about large wood and placing that?

    Paul - Yes, most of it was looking at large woody debris on-site. Redd Fish likes to fly it in, but it's out of scope for this project.

    Morgan - I heard the trip was great and Leah and Dave are working with the design elements with that. I'll be reviewing permits in a few days to get submitted asap. The other thing I was working on was working with Strategic and where the plantings occurred in the past. Nootka Reforestation collected all the cuttings.

    Paul - They didn't collect as many as was prescribed. Next year we'll talk about a different strategy. One question is the invoicing for the first claims submission.

    Kent - We need to get the number and have the backup for later.

    Paul - I'll have the invoice in the morning.

    Kent - April 5th we have to have everything in by. We looked at the claim form and are feeling pretty confident on it.

    Morgan - We are looking to do some slide path stabilization but it's next year.

4. **2BT Indigenous Funding Stream**
    Morgan - Vanessa do you have any updates on Derek and Salmon Park meetings? I think they have been doing some engagement on priority areas.

    Vanessa - SP working on a stewardship program initiative, I'm not sure about any land acquisitions.

Moses - There are some things happening, but not to the extent that we have any more info.

Claudia - NTC has been doing some work in identifying restoration priorities. Have we chatted with Dani at all?

Kent - Let's keep it on the agenda and keep it current.

Morgan - Next step is to have a bigger team meeting to discuss what Derek has pulled together. I thought he was pulling together priority planting sites and I think he would have a presentation for us.

Vanessa - In terms of a meeting I wouldn't plan anything in the next few weeks with the Salmon Parks schedule.

5. **Fisheries Management/Area 25 Roundtable Updates –**
The Conuma Hatchery production planning meeting was held March 20th. The only significant change is to decrease the pen release numbers of Chinook and increase the river release numbers in the hopes of reducing strays. This will likely decrease overall numbers by 7-14% due to lower survival of river release fish because of the lower survival rate of the river release fish. Strategy to reduce the Conuma strays.

Lyndy - Trying not to water down the genetics that are out there. Conuma hatchery we do produce a lot of fish so there will be a lot of straying. Extra 500,000 released out of the river, in three tiers, so we don't flush them out at the same time. We'll raise them on well water so there will be a bigger size. Happy medium to reduce strays and keep numbers up for terminal harvest. Just for the Conuma.

Kent - When you're trying to protect the genetic integrity the strays mess that up.

Paul - Any discussion at the round table at looking at a fishery for the Gold River?

Lyndy - It's planned for the pre-season meeting as this was just a production planning meeting for the Conuma Hatchery and Nootka Sound.

6. **Microtrolling**
Kent - The contract ends March 31st. We are working with NTC and Ha'oom to look at options to continue with the program in support of Claudia's Masters work this summer. DFO has yet to find funding or capacity to support microtrolling for the 2025/26 season. Kent to work with stock assessment to see if there are options.

Claudia - We do want to hopefully continue some of the tissue sampling into the summer. DFO sampling from Oct to March in the past few years, we're hoping to collect that data to fill the

gap. I'm hoping to loop this into a Master's program. We're hoping to keep this going into the summer.

Kent - I put together a balance sheet for the microtrolling up until now. We have some money left in the budget for microtrolling that we can use to fund micrtrolling in the summer and possibly winter.

Claudia - If stakeholders and groups in the area want to see microtrolling keep going we have to work together. That's great Kent and I'd love to chat more.

Kent - I'll make sure I circle back to Jessy.

Claudia - We're looking to hear back about a bigger grant fund at the end of April and exploring further funding options.

Kent - There are other avenues to explore this. Original funding came from Pacific Salmon Strategy Initiative.

Claudia - I know Jessy is disappointed about the funding stopping.

7. **Indigenous Habitat Participation Program-**
   Webinar and Q&A was held on February 28th covering the version 2.0 of the plan and these topics:
   - DFO's jurisdictional limitations
   - The opportunities and challenges engaging with such a diverse group of people across BC and Yukon
   - Creating a representative plan for the region
   - Availability of historical and current habitat restoration data that can be collated into the history of restoration section in the plan.

   Next steps: Make an engagement plan and share the version 2.0 of the Habitat Restoration Priorities Plan with MMFN, Nuchatlaht and consultants, and provide info of NSWS habitat restoration projects (completed and ongoing) to the IHPP team.

   Nikki - Let's plan to meet for engagement after the fiscal year end reporting and before the summer break for some initial engagement and feedback on the plan.

8. **Muchalat Lake Gravel Bar Project –**
   Onsite meeting was held at the gravel project site with EcoFish. Paul and Kent in attendance for NSWS.
   Kent followed up with Jason Hwang with PSF to see about getting assistance from his contacts at the province to speed up the permitting process. Craig has followed up with Vitaly the EcoFish permitting specialist and has further updates.
   We also heard from the province that the officers from the water license and the land use permit should be assigned by now. We will need to provide an overview to the province.
   There are still some concerns that we will need to tackle the Navigable Waters Act issue.

On Feb 20th we met with MMFN and updated them on the permitting loop, and they said they were still very supportive and would be willing to help with further letters of support. They see the project as mutually beneficial to the area. NSWS to draft a letter of support for MMFN to review.

Paul - Beneficial to get all the groups together. Far North had previous experience with it and it gave us more confidence.

Leigh - Did we get the spec sheets? Did that help with moving forward with the project?

Kent - We went and looked at the pit and looked at the limestone blocks and there might be a good amount of gravel from the pit to use.

Craig - The Management Plan, Ecofish was going to pull it together, I am not sure if it's been submitted.

Kent - I don't think it has been submitted yet, but Joe was going to work on it.

Craig - If we give them what we want up front, it's a box checking exercise, and they don't have a reason to delay it. The formal technical review and the referrals is about to begin. The whole statusing of it and if we can get ahead of other stakeholder groups and get ahead of referrals that will go out.

Nikki - NSWS had a great meeting with Vanessa and Moses from MMFN for an update on the status of the project. Are there other stakeholders we can get ahead of such as Western, Village of Gold River, SRD?

Craig - Yes that's a good idea.

Kent - I do need to circle back with Joe. We have spoken about breaking down the gravel portion and the constriction. Then we can fulfill the commitment that we have with PCS to place the gravel and still have support for the PSF for the rest. Then what does that look like for the permitting? Do we have everything in place to do that now? I think we need to get the gravel down this summer and keep pushing on the other stuff. We're ready to place the gravel, we have the specs and permits. We know the benefits of the constriction feature so we are still pushing to have them together.

9. **BC SRIF 2022 – 407**

Kent - Year end reporting meeting was held on March 12th with EcoFish and SNRC. We have a new project lead at SNRC Tish Hartling. We should see the updated claim report, cash flow projections, and advanced request forms in the next week or so. A meeting is scheduled for April 1st for Year 3 planning with EcoFish and SNRC for the field planning for silviculture, third party review and webtool updates discussion and planning.

Webtool budget allocation for 2025/2026 - discussion. We should have an internal discussion prior to the April 1st meeting. Whether we get it done before this meeting or have to circle back

after we will have that discussion with Ecofish. Hopefully we can have a discussion early next week?

Morgan - Can we discuss the temp fieldwork plan?

Kent - Yes.

SNRC Project Status Report

Project Identification	
Project Name:	23-1805-40 BC SRIF 2023-407 (2023-2026)
Sponsor:	Vadim Stavrakov
Project Manager:	Trycinda Hartling
Reporting period:	February 24th, 2025 – March 31st, 2025
Today's date:	March 31st, 2025

Status Summary – Year 2		
Start Date: April 1, 2024	**Planned Completion Date:** March 31, 2025	**Overall Project Progress:** 100%

Milestones/Phases	Percent Complete				Planned Completion: MM-DD-YY	Comments
	25%	50%	75%	100%		
Year 2 – Activity 1: Temperature and Hydrometric Monitoring						
1. Maintenance and datalogger downloads will be completed twice per year at all water temperature monitoring stations assigned to SNRC, training, and data management.				x	Complete	
Year 2 – Activity 2: Silviculture Treatments and Monitoring						
1. Monitor existing monitoring plots on the Chum, Leiner, and Little Zeballos River in order to measure short-term site attributes to assess short-term implementation success and/or to recommend and develop maintenance plans to ensure the project objectives are met.				x	Complete	Shift ending March 28th, in the Little Zeballos River. Checking the viability of planting the remaining areas that were missing in 2022.
2. Implement planting prescriptions for the Tahsis treatment areas.				x	Complete	
3. Conduct seedling check on Sucwoa River and recommend/develop any maintenance requirements (e.g., cone lift, brushing, etc.)				x	Complete	

4. Obtain exemptions and authorizations as required			x	Complete
5. Source service providers; materials and supplies; draft contracts and purchase orders.			x	Complete
6. Purchase and delivery of relevant materials and supplies (may include but not limited to: seedlings, tree shelters/protectors and stakes, brush saws, pruning saws, girdling tools, chains/fuel/oil, flagging tape) if required.			x	Complete
7. Engage and inform relevant tenure holder/First Nations of proposed works			x	As required. Complete
8. Pre-work and safety plan delivery to contractors			x	Complete
9. Training days to support crew with techniques to be employed as required			x	Complete
10. Professional oversight/quality control; track production and site level information			x	Throughout project's life. Complete
11. Establish permanent sample plots within proposed treatment units and control areas, as required.			x	As Required Complete
12. Reporting to NSWS and MoF			x	As of 3/31/2025 Complete

Key Activities This Reporting Period	Key Activities Next Reporting Period
Activity 1 - Temperature and Hydrometric Monitoring: •	**Activity 1 - Temperature and Hydrometric Monitoring:** •
Activity 2 - Silviculture Treatments and Monitoring: • Finalizing watershed year end reports • GIS technicians have started gathering data and creating map template for watershed mapping. • Gathering/prepping silv data for webtool • Planting viability checks in the Little Zeballos River.	**Activity 2 - Silviculture Treatments and Monitoring:** • Submitting watershed reports. • Fiscal year end document submission. • Year 3 Planning

Financial Summary

Year 2 – Activity 1			
2024 – 2025 BUDGET (Inc. GST)	**INVOICED** (Inc. GST)	**WIP** (Inc. GST)	**REMAINING FUNDS** (Inc. GST)
$23,659	$ 33,524.00	$0	($9,865.50)*
Year 2 – Activity 2			

2024 – 2025 BUDGET (Inc. GST)	INVOICED (Inc. GST)	WIP (Inc. GST)	REMAINING FUNDS (Inc. GST)
$215,010	$ 93,096.02	$0	$33,449.98**

*It was found an additional $9,865.50 was required to complete the Activity 1 work beyond the budget amount. The required amount will be transferred from Activity 2 to Activity 1 following the fall data downloads.

** This amount reflects the overspend in Activity 1.

ECOFISH PROJECT STATUS REPORT

Project Identification	
Project name:	BCSRIF_407 Watershed Restoration Prioritization Tool / Solutions for Gold River Steelhead Project
Client:	Kent O'Neill, President, Nootka Sound Watershed Society.
Project Manager:	Pam Dinn, Project Manager, Ecofish Research Morgan Hocking, Project Director, Ecofish Research
Reporting period:	February 26, 2025 – March 26, 2025
Today's date:	March 26, 2025

Overall Status Summary		
Year 1 progress:	Year 2 progress:	Year 3 progress:
100%	100%	0%

Year 2 Milestones	Percent Complete				Planned Completion	Comments
	25%	50%	75%	100%		
Fieldtrip #1				x	2024-05	A fieldtrip was completed in May, but not all sites could be reached because of boat mechanical issues. 21 of 27 stations were downloaded. At one station (Upana River) – both tidbits were lost and were replaced. 5 stations will be downloaded on an additional follow up trip tentatively scheduled for end of June. For those stations that could be reached, data entry is complete. Discharge measurement and survey completed at Muchalat Lake outlet.

							NSWS training session with Kent, Nikki, and Leigh on temperature tidbits. Safety audit went well.
Additional fieldtrip					x	2024-07	Completed in Early July and installed 4 out of the 5 additional stations.
Fieldtrip #2					x	2024-09	Fieldtrip Complete. One additional station was installed in the Kleeptee River which was missed in July. A total of 29 stations were downloaded, excluding those installed in July and two stations that were installed/downloaded in May which will remain in operation until being downloaded in 2025. Processing of downloaded data and preliminary QA are complete.
Data Management and Processing					x	2024-12	Preliminary and final data QA is complete for Ecofish collected station data during the 2024-25 fiscal year. Most of SNRC stations were downloaded in 2024, and QA is complete for data which was provided to Ecofish. Data from their remaining stations will be provided once downloads can be completed (weather pending) and will be integrated with next year's report. Data analysis of the temperature time series has been completed, including calculating metrics such as maximum weekly average temperature (MWAT)
Webtool V2 release					x	2024-06	Methodology write-ups for data layers and metrics have been added to the Home and About pages. All application content has been edited and improved. ECA going back to 1880 has been

						calculated. New cumulative effects metrics and data layers have been developed and added. Webtool release and presentation to NSWS was completed on June 26, 2024. The methodology page of the web application was updated by adding more detailed descriptions to the ECA section, as well as fixing the formatting of the equations across all the documentation. Minor improvements to the user interface were also made (e.g., renaming and reordering layers in drop down lists and side panel).
Year 2 webtool upgrades				x	2025-03	Upgrades for Year 2 are complete, including functionality upgrades, documentation, external reports, WT and hydrology data integration and visualization. A meeting with Strategic was held to discuss the integration of the silviculture datasets into the webtool during Year 3.
Annual Summary Report				x	2025-03	Report has been completed and delivered to NSWS.

Key activities in this reporting period	Key activities in next reporting period
- Annual summary memo has been completed and delivered to NSWS. - Year 3 planning was initiated. - Year 2 BC SRIF reports were drafted and submitted to SNRC for input.	- Year 3 planning is underway. Fieldwork and kick-off meetings have been scheduled.

Other related progress and notes (Ecofish):

- Muchalat Lake Outlet Gravel project work ongoing:
  - Ecofish, NSWS, and Far North met on-site to discuss access and construction logistics.
  - Insights from the field meeting are being incorporated into the design, and drawings are in preparation.

- o   Once the drawings are complete, they will be submitted to regulators.
- o   Gravel production requirements have been confirmed with Far North.
- o   A contract is being drafted for Far North to initiate gravel production.
- o   A detailed schedule has been prepared and delivered to NSWS.

- 2 Billion Trees project work ongoing:
    - o   Nootka Reforestation collected cuttings, which were transported by Paul Kutz to the nursery for rooting.
    - o   The baseline data collection field trip has been completed.
    - o   The permitting report, which will be referenced for the DFO RfR and WSA Change Approval, has been drafted and is currently under review.
    - o   Other applications, such as wildlife (amphibian) and fish salvage permits, have also been drafted and are undergoing review.
    - o   Detailed design for Year 1 planting is in progress.
    - o   The 2BT reporting and claim process is underway.

- 2 Billion Trees – Indigenous Stream
    - o   Morgan Hocking and Leah Ballin from Ecofish have been working with Salmon Parks and MMFN staff to support initial concept stage for a new proposal.
    - o   Morgan gave a demo of the NSWS webtool and it is being used by Salmon Parks to support design of the program.
    - o   Team meeting to be scheduled soon for discussion among all project partners.

   Morgan - Year 2 Report, did a summary of the webtool results.

   Nikki to circulate the Annual Report

10. Correspondence - None

11. Financial Report
Prepared by Teresa O'Neill
Presented by Leigh Stalker

   Motion to accept the financials - Paul Kutz   **2nd:** Sarah Fowler

12. Next Meeting – April 30, 2025 @ 7pm – via Zoom

   Kent - We have some beach seine data, it would be really cool to get into the tool.

Sarah - I think so too. We did one with the students and it was really fascinating. It hasn't really been something we are able to do. Want to connect with Dani about it.

Lyndy - We did some mapping of intertidal vegetation and it would be super cool to carry on with some of that if that is their plan.

13. Adjournment

Motion to adjourn the meeting: Sarah Fowler   **2nd:** Leigh Stalker

Meeting adjourned at 8:48pm.

Training & Executive Coaching on:
- *Making Meetings Work Better*
- *Demystifying the Rules of Order*
- *Building Better Decision Making Teams*

Published Books:
- *"101 Boardroom Problems & How to Solve Them"*
- *"The Business Meetings Sourcebook"*
- *"Mina's Guide to Minute Taking"*

Eli Mina, M.Sc., P.R.P.
Meeting Mentor, Registered Parliamentarian

Web Site: http://www.elimina.com

"Robert's Rules & Responsible Governance"

Table of Contents

2024-25

1. GOALS OF SHARED DECISION MAKING

The overall goals of shared decision-making are to achieve **good decisions**, to achieve them **together**, and to do so within a **reasonable amount of time**.

<u>Substantively</u>, a collective decision should be:
- Proactive (advancing the mission, vision and strategic plan).
- Balanced, fair and objective (balancing legitimate needs and interests).
- Informed (taking into account professional expertise and member input).
- Realistic and affordable.
- Legal and enforceable.
- Smart and creative.

<u>Process-wise</u>, a decision-making process should be:
- Measured and gradual: Sufficient time is allocated to scrutinizing proposals.
- Efficient: The decision is reached within a reasonable amount of time.
- Inclusive and transparent: Board members are engaged in the process as active partners, and not as reluctant or acquiescent followers. The membership is kept informed (early, and not just after the fact). Where appropriate or prudent, the membership is invited to comment or help shape the decision in some way. These efforts will increase the likelihood of successful and trouble free implementation of the decision and reduce the likelihood that it will be undermined from within the organization.

Boardroom Problems
1. A rush
2. No preparation
3. Short tempers
4. Last minute agenda items
5. Motions and amendments "on the fly"
6. Pre-determined outcomes
7. Late start & late arrivals
8. Use of computers and cell phones

2. FUNDAMENTAL DISCUSSION GUIDELINES

Order (one person speaks at a time; Chair or designated person keeps the speakers' lineup)
Focus (focusing on the group's core mandate; staying on topic; establishing outcomes)
Efficiency (on a per topic basis and on a per person basis)
Equality (ensuring equal opportunities to speak and share insights)
Decorum (remaining civilized and respectful; focusing on issues, not personalities)
Safe environment (making it possible to share unpopular but necessary points without fear)

3. PARLIAMENTARY PROCEDURE (RULES OF ORDER)

Parliamentary Procedure is the combination of rules and customs that govern the conduct of business meetings.

Hierarchy of governing documents:

1. Laws of the Land (applicable statutes)
2. Constitution and Bylaws
3. Rule book. In this handout package it is assumed that the current edition of Robert's Rules of Order Newly Revised (RONR, latest edition) is the Parliamentary Authority.

Purposes of the rules:

- To create the necessary structure and appropriate level of formality for a meeting
- To facilitate progress
- To include individual members in discussion and shared decision-making on a "level playing field".
- To protect the rights of the majority, minority, individuals, absentees, and the organization

Voting outcomes:

- Most decisions require a majority vote to adopt
- Depending on the statute or bylaws, abstentions may count differently in different settings.
- A tie vote means that a motion is defeated.

4. POINTS OF ORDER

A point of order is a statement by a member that a rule of the assembly has been violated, e.g.: digressing from the agenda, exceeding a prescribed time limit, and other violations.

RONR12 page 236 paragraph 23:4: "*In ordinary meetings it is undesirable to raise points of order on minor irregularities of a purely technical character, if it is clear that no one's rights are being infringed upon and no real harm is done to the proper transaction of business.*"

5. UNANIMOUS (GENERAL) CONSENT

Unanimous/General Consent is an informal method of taking a vote, used for routine and non-controversial decisions. For example:

- "*Is there any objection to changing the agenda to consider item 7 now? (Pause)? There being no objection, we will proceed now with item 7, and then return to item 3*". **OR:** "*There is an objection and we will take a show of hands. Those in favor of changing the agenda raise your hands. Thank you. Those opposed raise your hands, etc.*"
- "*Is there any objection to extending the time for this discussion by 5 minutes? (Pause). There is no objection and the time for this discussion has been extended until 3:40 PM*".
- "*Is there any objection to amending the motion by adding the words `including all taxes'? (Pause). There is no objection and the motion has been amended to read: _____*".

6. HANDLING MAIN MOTIONS

A main motion is a proposal to take action or express a view. The 6 steps of handling it are:

Step	Language	Pertinent points
1. A member makes a motion	*"I move that ___"* or *"I move that the following resolution be adopted: Resolved, That ___"*.	1. Make sure the motion is concise, complete and unambiguous. 2. It is good practice to require motions to be submitted in writing.
2. Another member seconds the motion.	*"I second the motion"* or *"Second"*	Seconding does not mean endorsement of the motion, but only agreement that it should be discussed.
3. The Chair states the motion.	*"It is moved and seconded that we ___. Is there any discussion?"*	1. The Chair may rule a motion out of order (giving the reasons) or ask that it be submitted in writing before it is stated. 2. Ownership and control become **collective**. From now on withdrawing or amending the motion requires the group's permission.
4. Debate and amendment	The motion is debated and possibly amended by the group.	Debate is closed by the group, collectively, and not by one person calling "Question."
5. The Chair puts the motion to a vote.	*"There being no further debate, we will proceed to the vote. The motion is that ___. Those in favor of the motion raise one hand. Thank you. Those opposed raise one hand. Thank you."*	Ensure clarity by repeating the motion before the vote.
6. The Chair announces the outcome.	*"The motion is adopted"* or *"The motion is defeated."*	

Problematic Motions
A motion to receive a report
A motion to approve something "in principle" or "subject to"
A motion to support something a community group is doing

7. Agendas, Closed Meetings, Minutes
7.1 Agendas
An agenda is usually drawn up by the Chair and Senior Staff, with input from meeting participants.   When designing an agenda for a meeting, consider these factors:

- The agenda is usually set by the Chair and/or by Staff. Organizational policies should establish deadlines for submitting agenda requests or documents.

- Most agenda items should be pre-scheduled, with last minute additions being the exception, and not the norm. Relevant documents should be circulated (and read) before the meeting. They should include **decision-making options** (or motions) where needed.

- Presenters of reports should receive confirmation of the time when they'll be asked to speak, how much time is available for the presentation (including question periods), and how they will be notified that their time is running out.

- The number of items on the agenda should be reasonable, to help ensure that each can receive proper attention within the available time. It may be wise to have **a timed agenda** or to explicitly allocate total time for major agenda items.

- Members who want to present their own motions (outside the normal process of staff reports and pre-crafted motions) should do so by introducing a *notice of motion* at a previous meeting, and then obtaining staff's help with the precise wording of the motion.

- In the case of a **large and/or contentious meeting**, it is useful to prepare and pre-circulate a brief summary of **proposed Standing Rules** for the meeting (see OFEEDS acronym, page 2). The rules should be reviewed and agreed to **at the start of the meeting**.

7.2 Confidentiality and Closed Meetings
In general there should be transparency and public access to most meetings and documents, especially in a public body. However, there are times when it is necessary to place risk management ahead of transparency and discuss sensitive issues in a closed meeting.

Some decision-making bodies conduct too much business behind closed doors. Such practices can erode public trust and confidence in the decision-making process.

Members must keep confidentiality and avoid divulging what was done or said in a closed meeting. Leaks from closed meetings can erode trust and may stifle discussions in subsequent closed meetings (people will hesitate to speak for fear of being quoted publicly). Leaks may also place the organization's interests or the privacy of individuals or third parties at risk.

A Member who believes an item was mistakenly placed on a closed meeting agenda should raise this point during the closed meeting, and the group should then decide whether the item belongs or does not belong on the closed meeting agenda.

7.3 Minutes
Minutes are a historical record of a meeting's decision-making processes, focusing primarily on what was done by the group (collectively) and not on what was said by individuals. Verbatim minutes should be avoided. Instead, the group should have either `decisions-only' minutes (for closed meetings) or `anecdotal' minutes (which capture key points made, with minimal or no attribution of comments to individuals).

8. "CHEAT SHEET" FOR MEETING PARTICIPANTS

If this occurs:	You can say:
Digression	*"Point of order."* *When recognized: "Can we please get back on topic?"*
Interruptions	*"Point of order."* *When recognized: "Can we have one person speaking at a time?" Or* *"Can we wait to be recognized by the Chair before we speak?" Or* *"Can we please hear people out without interruptions?"*
Personal attacks	*"Point of order."* *When recognized: "We should be focusing on issues, not people."*
Rambling	*"Can we please keep our comments brief? I'm concerned that we may run out of time for significant issues later on."*
Repetitive debate	*"Are we ready to close debate and vote on this motion?" Or:* *"I move to close debate." Or "I move the previous question."*
Side conversations	*"Point of order."* *When recognized: "Can we please have one conversation at time?"*
Unbalanced participation	*"I am wondering if we could hear from members who have not spoken."*
Unclear motion	*"Can we please have the motion repeated?" Or* *"I move to amend the motion by _____" (You may propose to replace, add, insert or delete text.)*
Last minute motion	*"I move that this motion be referred to _____ for input and assessment." Or:* *"Given that it's late, I suggest we discuss this motion informally now, and then postpone it until the next meeting."*

9. FREQUENTLY USED SECONDARY MOTIONS

RONR = Robert's Rules of Order Newly Revised, 12th edition.

The motion	The use	Pertinent points
Point of Order (RONR Sec. 23)	Points to a violation of a rule, policy, or bylaw.	The Chair can make a ruling on whether the point is well taken or not, or ask the group to make this decision.
Appeal (Sec. 24)	Two members who disagree with the chair's ruling can appeal it.	The ruling is put to a vote: "*Shall the Chair's ruling be sustained?*" A majority vote against a ruling reverses it.
Postpone Indefinitely (S. 11)	A motion to decline to take a position on a pending main motion.	This procedure disposes of the pending motion without a direct vote. It should be noted that the main motion can be renewed at a subsequent meeting.
Amend (S.12)	A motion to change the wording of another motion before voting on it.	Up to one primary amendment and one secondary amendment can be considered at the same time.
Commit/Refer (Section 13)	A motion to send the pending main motion to a committee or staff	Should include some instructions for the committee, e.g.: What questions will it address? When will the committee report?
Postpone to a certain time (S. 14)	A motion to postpone the pending main motion to a certain time.	Should specify the day and time to which the motion is to be postponed.
Limit or Extend Debate (Sec. 15)	A motion to limit or extend debate on a motion, e.g.: "*I move to extend debate by 5 minutes*". This motion is not debatable.	
Close Debate (or "Previous Question") (Section 16)	A motion to close debate and vote immediately: "*I move the previous question.*"	The Chair can check informally if there is general consent to ending debate. If there isn't, the Chair takes a vote on whether debate will be closed.
Table (Section 17)	A motion to set a main motion aside temporarily, to accommodate something else of immediate urgency.	Most times the motion to table is used incorrectly. The correct motions are usually to postpone to a certain time, refer, or postpone indefinitely.
Suspend the rules (Section 25)	A motion to allow the assembly to suspend a rule for a specific purpose. This motion cannot be used to suspend legislation or rules protecting basic rights.	This motion can be helpful when the rules of order are proving too restrictive and a more flexible approach is needed. For example: "*I move to suspend the rules and allow more than one primary amendment at a time.*"
Withdraw (Section 33)	Before debate begins, a motion may be withdrawn by the mover. Once debate begins, only the assembly – by a majority vote or general consent – can withdraw it.	
Reconsider (Section 37)	Under RONR, it can be made at the same meeting by someone who voted on the prevailing side.	Check Legislation/Bylaws/Policies for other provisions.
Rescind/Amend Something Previously Adopted (Section 35)	Under RONR, can be made by any member, provided the action is not impossible to undo (partly or fully)	Check Legislation/Bylaws/Policies for other provisions.
Renewal of motions (Section 38)	Defeated motions that are still applicable can be re-introduced at a later meeting as new business.	Check Legislation/Bylaws/Policies for other provisions.

10. PARLIAMENTARY MYTHS

THE MYTH	THE TRUTH
The mover of a motion owns it forever.	The maker of a motion stops owning it once debate on it begins. From then on, the group owns it, and the mover no longer has the right to unilaterally withdraw or amend the motion (which can be done by the group collectively).
A person must support a motion in order to second it.	Seconding only indicates that the person agrees that the motion should be discussed, and not that he or she supports it.
If a motion is moved and seconded, it is automatically open for debate.	A motion is open for debate only after the Chair states it and places it before the assembly. The Chair may refuse to allow a motion on the ground that it is out of order (violates a rule, bylaw, or law) or that it is poorly worded (e.g.: motion made 'on the fly').
The Chair never votes, except to break a tie.	Unless explicitly prohibited (possibly by legislation) the Chair, also being a Council/Board member, votes like others.
The Chair never speaks in debate, unless he or she vacates the Chair.	This is only true if a Bylaw or Policy stipulates it. Robert's Rules of Order allow the Chair of a small board to speak in debate, but **on the same basis as everyone else**.
If a member 'calls the question,' debate automatically ends. 'Calling the question' may interrupt a person who is speaking and has precedence over anything else.	The decision to end debate is made by the group, collectively, and not unilaterally by the Chair or one member. If a motion to end debate is made formally, it may **not** interrupt a person who is speaking, and its mover has **no** special priority in the speakers' lineup.
The mover may close debate by speaking on a motion for a second time.	No (unless a Bylaw or Policy explicitly says otherwise).
The minutes must include everything that was said at the meeting.	Minutes are primarily a record of what was done by the group, and not a record of what was said by each member.
A member may insist that his or her comments be entered in the minutes.	Minute takers should follow minute taking standards, as established by policy. They should not be subject to random demands by individual members. It is generally not good practice to record verbatim minutes.
Any issue that could be embarrassing or politically uncomfortable to discuss in public can be discussed in an 'in camera' meeting.	The Council/Board should follow its legislation and/or policy on 'in camera' items. 'Potential embarrassment' and 'political discomfort' are unlikely to be valid justifications for discussing an item behind closed doors.
There can be no debate until there is a motion on the floor.	The Council/Board may opt to have informal discussion (exploring the nature of a problem) before introducing a motion (a solution).

11. DECISION MAKING PARAMETERS

11.1. Duty to Accept Collective Decisions

Many group decisions are reached by consensus, after consideration of all viewpoints, facts, issues, risks and opportunities. If all relevant concerns are taken into account before a decision is made, the likelihood of narrow majority decisions is reduced.

When achieving unanimity is not possible, a formal vote may be needed to bring closure to an issue. In such instances, there will be `a winning side' (a majority) and `a losing side' (a minority). It should be clear that, once a decision is made, it is **no longer a majority decision.** It is a **collective decision,** and the minority should accept it as a legitimate group decision and move on. If there is a need to revisit the decision later, individuals should do this within established processes.

11.2. Balancing Constituency and Organizational Interests

Members who are supported by or represent a constituency must remember that their primary duty is to serve the organization as a whole, and to place its interests ahead of any other interests. Although they may share knowledge, insights and ideas from constituencies, they must also listen and learn from other views, and then vote with the full organization in mind. All represented constituencies should avoid undue pressure on their representatives.

11.3. Organizational Culture (Organizational Norms)

a. Passion & Commitment: Individuals at all levels are passionate about the organization.

b. Holistic Outlook: Collective interests are generally placed ahead of constituency interests.

c. Collaboration: Individuals set aside egos, personal animosities and hidden agendas, help their colleagues perform to their best, and work together for the good of the organization.

d. Trust: Members earn trust by being reliable, transparent, and accountable. Trust is earned and never taken for granted. Trust is supplemented by preparedness to ask tough questions.

e. Engagement: Members are treated as valued partners in decision-making and act accordingly. Decisions are made when `all relevant pieces of the puzzle are on the table'.

f. Appetite for Learning: Members expect to learn and make informed decisions. They refuse to commit votes before a meeting, and keep their minds open to new facts and ideas.

g. Accountability & Transparency: Council sets goals, communicates them, and then monitors and reports on progress.

h. Expectation of Excellence: Everyone expects excellence. Mediocrity is not tolerated.

i. A Human Touch: Members treat others with sensitivity and compassion. Everyone receives the encouragement to succeed and contributions are regularly recognized and celebrated.

j. Awareness & Intolerance of Dysfunctions: Individuals understand the decision making process, respect it, and are prepared to defend it if and when needed.

12. NON-PARLIAMENTARY MYTHS

1. "If I voted in the minority, I should tell the entire world that I voted the right way."

2. "You should know rules of order very well. They give you power to push forward your motions."

3. "The element of surprise is important when trying to overpower opposition to your proposal."

4. "The best things about being on a Board are the power, perks, and the company of my colleagues."

5. "The most important factor when making decisions is whether they will get you re-elected."

6. "In a Council/Board of 7, the most important number is 4."

7. "The most important thing is to move a meeting forward quickly."

8. "A meeting is successful only if everyone leaves happy."

9. "If I represent a constituency, my job is, first and foremost, to represent and fight for it."

10. "Conflict of interest is bad for my reputation. No one should suggest it unless they can prove it."

11. "Tweeting and making social media postings during a meeting is fine. After all, everyone does it."

12. "If I observe a dysfunction at a meeting, I should accept it as a fact of life."

13. "If a member can't absorb new material fast, s/he should be trusting and vote with the majority."

14. "Confidential matters must not be disclosed to any outsider, except possibly to my spouse."

15. "It's OK to vote on a vague motion and leave it to staff to `clean it up.'"

16. "A unanimous vote is always better than a split vote. Narrow majorities must be avoided."

17. "If we disagree, let's take a vote. The majority is always right."

18. "The Chair has unlimited authority and everyone must obey him/her."

19. "A Council/Board must get involved in daily operations, or it's not doing its job."

20. "Staff members do not vote and must therefore keep quiet unless explicitly asked for input."

13. Challenging Meeting Scenarios

Develop an approach and/or script for the following situations:

1. The discussion is unbalanced, with two members dominating.

2. Someone rambles for a long time and you notice someone else who is anxiously looking for "an opening" to speak.

3. A member was recognized to speak, when another one "barges in" and begins to speak without permission.

4. Two members conduct a loud and distracting side conversation.

5. The discussion becomes personal and members appear uncomfortable with the tone.

6. Three members raise their hands at about the same time, indicating they wish to speak. Variation: A member raises his/her hand and does not put it down.

7. A participant speaks about an item that is not on the agenda (or is scheduled for later on the agenda).

8. A member says with a soft voice (or through facial expression) "I don't think it's a good idea", but this protest is drowned in the loud discussion.

9. There is a heated discussion on the wording of a document to be approved, with three distinct views on it. The discussion is going nowhere.

10. A few important decisions have just been made, but they have not been articulated clearly, and the implementation duties have not been assigned. The members appear ready to proceed to the next item on the agenda, but you want to ensure follow-up.

11. Discussion of a point is lingering on and becoming repetitive, and time is running out (or most members appear ready to move on).

12. Members are rushing to make a decision on an important issue, but you are aware that significant points have not been addressed.

14. EVALUATIONS

Evaluating a Meeting

	Ineffective Meeting **0 means *as bad as it gets***	Effective Meeting **10 means *as good as it gets***	Score
1	A weak connection between the agenda and the mission, vision and strategic goals.	A clear sense of purpose and a solid link between the meeting's agenda and the mission, vision and strategic goals.	
2	A disorganized and sometimes rushed decision-making process, with hasty solutions to poorly defined problems.	Logical and organized problem solving: first defining the problem, then evaluating potential solutions (based on set criteria), then choosing the best option, then assigning follow-up tasks.	
3	Members are late, leave early, do not prepare, use electronic devices for social media entries or pick up texts and e-mails.	Members arrive on time, prepared, and have the knowledge to make smart decisions; They are committed to being there, in body and in spirit.	
4	Decisions are made and motions are voted on without any clarity as to the precise wording. Action items are vague or non-existent.	Clearly articulated consensus (or motions) and follow up items. Concise minutes help ensure follow-up by capturing what was decided.	
5	Vocal members dominate discussions; quiet members and their input are left behind.	Participation is balanced. Members have equal opportunities to speak and influence decisions. Discussions are enriched by the diverse input.	
6	Members are silent when a dysfunction occurs for fear of insulting others. They tolerate chaos, repetition, digressions, and personal attacks.	Members act as partners in the process. They speak up if a dysfunction is damaging the quality of decisions or the process itself.	
7	The meeting is slow and monotonous. Some people ramble and no one asks them to be brief. Some fall asleep. Conversely, things may move rapidly, and people are afraid to raise valid concerns for fear of slowing the meeting down.	Time is well managed. The pace is dynamic and engaging but comfortable (not too fast nor too slow). Members speak concisely. More time is spent on significant issues and less time is spent on minutiae.	
8	Rules for participation are not in place, leading to a free for all. Alternatively, rules are used too rigidly, stifle creativity and curtail a natural flow of ideas, thereby making the meeting too formal and stuffy.	Essential rules are established: wait to be recognized before speaking, stay on track, be brief and concise, be respectful of others, etc. Rules are used flexibly, so they promote efficiency without stifling vital debate.	
9	Personal attacks and insults are rampant. The climate is adversarial, with each faction using manipulative tactics to achieve its goals.	A respectful and civilized tone is kept, even when issues are contentious. The focus is on issues and not on personalities. The group works as a team to advance its mandate.	
10	The group is distracted by logistical problems: a hot or cold room, outside noise, faulty projector, catering issues, and so on.	Logistical details are handled flawlessly through meticulous planning and preparation, and do not become a distraction.	
	GRAND TOTAL	Add the numbers on the right hand column. Minimum = 0. Maximum = 100.	

Evaluating a Member

	Ineffective Member 0 means *as bad as it gets*	Effective Member 10 means *as good as it gets*	Score
1	Joins the group mainly to socialize, gain visibility, stature, influence and power.	Joins the group altruistically to advance its mandate, and to serve the organization.	
2	Brings a low commitment level. Misses meetings, declines to take on any work, and always has *excuses* for non-performance.	Is reliable and conscientious. Prepares fully for meetings, attends them regularly, takes on assignments, and always delivers quality results.	
3	Tolerates mediocrity and flawed decisions. Has no interest in innovation and creativity.	Demands excellence of oneself and of others. Introduces freshness, creativity and innovation.	
4	Has a need to be popular with others and so does not raise valid concerns about potentially risky decisions. Does not complain about process issues, except after a meeting.	Is prepared to raise tough questions, even if they slow things down, in order to help reduce risk. Does not hesitate to complain about meeting problems in a timely fashion.	
5	A single-issue advocate. Joins the Council or Committee to promote a narrow interest. Has a closed mind and unchangeable views, and is not interested in learning from others.	Places collective interests ahead of narrow ones. Keeps an open mind and a natural curiosity. Is eager to learn from others and thereby make informed and balanced decisions.	
6	Unprincipled. Creates alliances and makes backroom deals to manipulate decisions. Finds the right words to promote the wrong goals. Will do anything to get re-elected.	Honest, principled, selfless and trustworthy. Embodies the organization's core principles and values. Re-election takes a backseat to doing the right things.	
7	Egotistical and functions as a lone operator. Treats others with disrespect. Irritable and uptight. Takes questions as personal attacks. Quick to dismiss new ideas.	Humble and ego-free and functions as a team player. Treats others as valued colleagues and partners. Mature, calm, patient, light hearted, and thick skinned.	
8	Undermines and attacks collective decisions publicly after they are made. Presents personal views as collective positions.	Accepts collective decisions. Represents the voting body correctly when requested to do so.	
9	Abuses powers for personal gain. Denies the existence of blatant conflicts of interest.	Adheres to the established code of ethics. Discloses conflict of interest in a timely manner.	
10	Leaks confidential information from closed meetings, damaging trust and exposing the organization to risk.	Keeps confidentiality. Questions the inclusion of items on a closed meeting agenda when there seems to be no valid reasons for it.	
	GRAND TOTAL	Add the numbers on the right hand column. Minimum = 0. Maximum = 100.	

Evaluating a Chair

	Ineffective Chair **0 means *as bad as it gets***	Effective Chair **10 means *as good as it gets***	**Score**
1	Takes the job for the power or benefits. Enjoys the visibility with the media and the public. Refuses to share the spotlight with others.	Takes the job in order to serve and make a difference. Is selfless and committed to the organization's goals and mission.	
2	Is used to making unilateral decisions and giving orders to others. Biases debates in favor of certain outcomes. Uses threats and bullying.	Leads the Board in consensus building and making collective decisions. Engages all members as equal partners in the process.	
3	Possessive of the leadership role, making the organization dependent on him or her. Makes no room for others to succeed. Tries hard to control the participation of new members.	Shares the leadership spotlight with others. Serves as a mentor and builds other leaders, thereby ensuring succession and continuity. Empowers members to excel. Recognizes contributions and achievements regularly.	
4	Timid and hesitant to intervene. Afraid of confrontation. Tries hard to please and doesn't know how to say no. Does not respond well to disapproval, criticism or anger.	Intervenes proactively to reduce problems. Addresses dysfunctions with a principle-based approach. Is capable of saying no, gently but firmly, to ensure fairness for all and to facilitate effective decision-making.	
5	Impatient, egotistical and short tempered. Treats criticism or disagreements as personal attacks. Is condescending and disrespectful towards those who dare contradict them.	Mature, patient, calm, reassuring, approachable, respectful, and supportive. Maintains freshness and a light touch. Is used to leaving their ego behind.	
6	Narrow-sighted, reactive and crisis driven.	Maintains a broad view of issues and is able to guide the group in debating tough issues.	
7	Disorganized and unprepared for meetings.	Organized and fully prepared. A role model and an inspiration for others to follow.	
8	Oblivious and unconcerned with relationship building, both internally and externally.	Builds and maintains relationships with Board members, the staff, the community, and external stakeholders and suppliers.	
9	Has a poor sense of timing. Does not know when and how to bring closure to discussions and move forward to facilitate group decision making.	Intuitive and responsive to moods and needs at a meeting. Balances the need to make progress (time management) with the need for democratic and effective decision making.	
10	Talkative and verbose. Offers rebuttals to every comment made by others. Unable to facilitate a logical flow and step-by-step decision-making, or summarize progress and initiate closure.	Communicates clearly, briefly, concisely and logically. Is able to clarify decision-making options or divide multi-faceted topics or decisions into manageable components.	
	GRAND TOTAL	Add the numbers on the right hand column. Minimum = 0. Maximum = 100.	