

Minutes

Present

M. Sloan, Chair

P. Andrade

C. Barnett

C. Beemer

Y. Blackwood (Wednesday)

D. Burger

D. Cutler

R. Davidson

T. Dion

C. Egerton

C. Evans

A. Fox

G. Fox

D. Graystone

M. Hogard

T. Holland

J. Jamieson

A. Jewell

R. MacKay

M. MacMillan-Gilkinson

C. Manning

D. Mattina

A. Molloy

N. Osbourne James
(Wednesday)

D. A. Prillo

S. Robinson

G. Rudanycz

M. Sheculski

M. Tuomi

D. Walia

C. Ward

H. Whittle

I. Wiltshire-Stoby

Regrets

Y. Blackwood (Thursday)

J. Furletti

N. Osbourne James
(Thursday)

L. Sanderson

C. Williams

Guests

R. Armstrong (Thursday)

A. Bromstein (Wednesday)

E. Kerr (Thursday)

R. Lapper (Thursday)

D. McCreesh (Thursday)

Staff

J. Anderson

A. Coghlan

J. Hofbauer, Recorder

K. McGovern

S. Mills

C. Stanford

Agenda

The agenda had been circulated. Agenda item 5.3, a presentation on the changing regulatory landscape was removed as the content is included in other agenda items.

Motion 1

Moved by M. Hogard, seconded by H. Whittle,

That the agenda for the Council meeting of December 7 and 8, 2016 be approved as amended.

CARRIED

Minutes

A correction to the attendance was noted. Clarifying amendments were proposed to the minutes related to international applicants. Corrected minutes will be brought to the March Council meeting for review.

Finance Committee Report

C. Barnet presented the report of the Finance Committee meeting of November 10, 2016.

Financial statements

Council members received the financial statements for the nine months ended September 30, 2016. C. Barnet noted that the surplus of \$1.1 million is \$.9 million more than budgeted. She pointed out that the surplus includes the costs of transferring the cost of the information system from a capital to an operating expense.

Motion 2

Moved by C. Barnet, seconded by D. Cutler,

That the financial statements for the nine months ended September 30, 2016 be accepted.

CARRIED

Stipend and expense policies

Proposed amendments to the stipend and expense policies were presented to Council.

It was noted that there is no proposed changes to the stipend. There was a question about the rationale for the benchmarking of the stipend. The ongoing validity of the benchmarking will be referred to the Compensation Sub-Committee to consider at its next meeting.

The proposed policies related to hotel accommodation will provide members with clearer direction and more flexibility. Members noted that having a list of hotels in proximity of the College would be helpful.

The proposed changes include linking the allowance for use of private automobile to the Canada Revenue Rate. Each January, Council and committee members will be informed of the new rate. The proposed changes also include the UP Express and ride sharing.

Motion 3

Moved by G. Fox, seconded by D. Prillo,

That the amended stipend and expense policies be approved to come into effect on January 1, 2017.

CARRIED

Follow-up Action

Update expense policies and forward to Council and committee members for implementation on January 1, 2017

Inform Council and committee members of new rate for use of personal car

Refer consideration of the stipend benchmarking to the next meeting of the Sub-Committee on Compensation

Executive Director and CEO

2017 Budget

S. Mills highlighted the process for development of the budget. He noted that the College has simplified accounting to improve transparency and generate information to support understanding of the costs of functions across the College.

He noted that at the start of 2017, the College surplus is 4.5 months operating expenses. With the stepped fee increase, the College's surplus is stabilized at about 4 months of expenses from 2017 through 2020.

It was confirmed that the 2018 to 2020 projections include funds for ongoing initiatives such as improving the College's quality assurance program, the nurse health program and program approval. It was clarified that any additional costs resulting from Council's decisions in September regarding assessment of international applicants will be accrued to 2016 expenses.

In response to a question, the security features of the College's information system were highlighted.

The College's pension plan was described. It was identified that there will be review to address the high administrative costs of the defined benefit component of the plan and to support that the defined contribution portion of the plan, which almost all College staff belong to, is competitive.

It was flagged that the College is not meeting the legislative benchmark for investigation of complaints. It was noted that this is a struggle for most Colleges. CNO has seen an increase in both the number and complexity of complaints. There are resources in the budget to support focus in the area of complaints.

There was discussion about staff vacancies. It was noted that some positions are difficult to fill with qualified candidates. In addition, the College looks to promote from within. This offers a career development in regulation. However, it creates a cascade effect, resulting in additional vacancies.

There was a question about whether the College seeks input from employers. It was identified that employers who report members are surveyed at the end of the process. Other opportunities to collect perspectives of employers will be explored.

There was discussion about the changes in practice support. The College is exploring new ways of delivering practice support to members and using technology and information to provide practice support to a broader range of nurses. The College has an online survey for nurses and employers to provide feedback about what services will be helpful. A new process will be implemented in 2017. Council will be updated in the future.

Motion 4

Moved by C. Barnet, seconded by G. Fox,

That the 2017 operating and capital budgets be approved.

CARRIED

Follow-up Action

Implement 2017 operating and capital budgets
Executive Director and CEO

NP Prescribing controlled substances

A. Bromstein joined Council for the discussions of regulatory changes to support safe Nurse Practitioner prescribing of controlled substances.

Council reviewed a number of regulatory mechanisms to support the safe prescribing and managing of controlled substances by Nurse Practitioners. It was noted that the Minister has set a tight timeline for implementation of this change. This put constraints around what could be achieved. The focus of the College's proposals is to support the goal of access to care and support public safety.

Council was informed that the government has determined that it will not support Nurse Practitioner selling of controlled substances. The government's perspective is that more policy work is needed to address selling and there is not the time given the March 31 deadline. A supplementary briefing note was distributed with the revised wording of the amendments to the controlled acts regulation.

Proposed amendment to the Controlled Acts Regulation

The draft regulation prepared by the College is consistent with what government policy would support at this time. It meets the public interest in providing the protection mechanisms, when coupled with other regulatory mechanisms, and can be implemented by March 31.

Council was informed that there is an evaluation plan which will include the number of Nurse Practitioners who do not take the education program. If there is any evidence that there is a risk to the public, additional safeguards or changes will be considered. Council was informed that the required courses are accessible, flexible and low cost.

It was noted that there are no drug prohibitions in the regulation. There is no regulatory mechanism to allow Nurse Practitioners to prescribe methadone.

A member pointed out that Nurse Practitioners in Ontario cannot order a number of diagnostic tests which would support them in making diagnoses and assessing the need for controlled substances. The issue will be shared with government.

The College has identified all areas where safe prescribing can be integrated into regulatory programs. Some, like revision of the *Nurse Practitioner Practice Standard* can take place before March 31st. Others, like integration of safe prescribing in the quality assurance program and program approval will take place over time.

M. Sloan informed Council that she and A. Coghlan met with the Nurse Practitioners' Association of Ontario. They are also implementing resources to support safe prescribing.

There was concern expressed from a public safety perspective that the regulation does not require every Nurse Practitioner to complete the program. In particular, in the future, is there a possibility of a Nurse Practitioner prescribing without the needed education. It was noted that nurses are accountable for knowing the limits of their scope and practising accordingly. The College will be developing mechanisms to monitor prescribing. The College and the Ontario College of Pharmacists are working together to ensure that pharmacists are aware of the framework for Nurse Practitioner prescribing of controlled substances and the need to check the register to ensure that the prescriber has the required education.

It was confirmed that the regulatory approach taken in Ontario is congruent with the approach taken in British Columbia. Those jurisdictions have large numbers of Nurse Practitioners where some may wish to opt out of prescribing. In other jurisdictions where there are a small number of Nurse Practitioners, all are required to take the education program.

It was noted that expanding the Nurse Practitioner scope of practice to include prescribing of controlled substances will enhance access to care, particularly in remote areas. Ongoing education and supports will be needed to ensure that extending the scope does not result in increases in prescribing, addiction and diversion.

The need to communicate about this change broadly was noted, particularly with employers of Nurse Practitioners. The College will be using a variety of communication mechanisms to reach key stakeholders, including employers.

A. Coghlan informed Council that the Canadian Council of Registered Nurse Regulators (Canadian Council) attended the recent national opioid meeting. A commitment was made to collaborate nationally on consistent messaging, education, principles and materials to support Nurse Practitioners understanding the issues that fuel the opioid crisis. The Canadian Council will explore how to support Nurse Practitioners in addressing drug seeking behaviour.

Motion 5

Moved by H. Whittle, seconded by G. Rudanycz,

That the proposed amendments to Part III (Controlled Acts) of Ontario Regulation 275/94 (General) under the *Nursing Act, 1991*, as shown in Attachment 1 to agenda item 5.5.1 – Supplementary briefing note, be approved for notice and circulation to members and stakeholders.

CARRIED

Proposed By-Law Amendments

Proposed amendments to the by-laws authorize the College to make clear on the register when a Nurse Practitioner has not taken the educational program required for safe prescribing of controlled substances.

It was identified that the statement on the register - “entitled to practise with restrictions” - that would appear on the record for Nurse Practitioners who do not complete an approved program could be misunderstood by the public or employers. The College will provide an explanation so that it is clear.

It was noted that the proposed amendments to regulations and by-laws are being considered for publication and notice. They will return for final decision along with a report on responses in March.

Motion 6

Moved by M. Hogard, seconded by A. Molloy,

That the proposed amendments to *College of Nurses of Ontario By-Laws*, as shown in Attachment 1 to the briefing note, be approved for notice and circulation to members and stakeholders.

CARRIED

Follow-up Action

Publish and circulate proposed regulation and by-law amendments
Add to March Council agenda – review of report of feedback and final decision re. Nurse Practitioner prescribing of controlled substances
Executive Director and CEO

Proposed education programs to support safe practice

The final public safety component being proposed for review at this meeting is the education programs required to support safe prescribing of controlled substances.

Council received background on the process for reviewing the education programs proposed for approval. It was noted that these programs were reviewed by the Canadian Council of Registered Nurse Regulators as well as the College.

Both programs have confirmed that their platforms can support the potential volume of Nurse Practitioners seeking to complete the programs before the end of March.

Motion 7

Moved by H. Whittle, seconded by G. Fox,

That Council approve the following educational courses, completed within the last three years, as approved education for the purposes of clauses 19.2(2)1 and 19.2(3) of Part 3 (Controlled Acts) of Ontario Regulation 275/94 (General):

1. Athabasca University's *Prescription and Management of Controlled Drugs and Substances* course; and,
2. University of Ottawa's *Prescribing Narcotics and Controlled Substances* course on or after January 17, 2014.

CARRIED

Follow-up Action

Inform Nurse Practitioners of the planned regulatory changes and the approved programs
Executive Director and CEO

In March Council will received feedback to the proposed regulations and by-laws for final decision. Proposed revisions to the Nurse Practitioner Practice Standard will also be reviewed. The revision will, among other things, provide additional guidance to support safe prescribing of controlled substances.

By-Law amendments - election of the Executive Committee

A. Bromstein remained at the meeting for decision-making regarding the by-law amendments to support election of the Executive.

In September, on reviewing options, Council decided that all members of the Executive Committee should be elected. Draft by-law amendments were provided to Council. The by-laws are based on the current structures and processes.

It was clarified that due to the structure of the Executive set out in by-law:

- if the President is a nurse – two public members will be elected to the Executive
- If the President is a public member – one public member and one nurse will be elected to the Executive.

The above complexity results in more complex language in the by-law amendments.

M. Sloan noted that a 2/3 majority is required to approve by-law amendments.

Motion 8

Moved by M. Tuomi, seconded by A. Molloy,

That, to provide for the election of all members of the Executive Committee, Council approve the proposed amended By-Law No. 1: General, as it appears in attachment 2 to the decision note.

CARRIED

A. Bromstein left the meeting.

Follow-up Action

Amend the by-laws

Implement the new process for election of the full Executive Committee in March 2017
Executive Director and CEO and President

Election and Appointments Committee Terms of Reference

During revision of the by-laws related to the election of the Executive Committee, it was identified that changes were needed to the Terms of Reference of the Election and Appointments Committee.

Motion 9

Moved by A. Fox, seconded by R. MacKay,

That the proposed revised Terms of Reference for the Election and Appointments Committee, as they appear in attachment 1 to the decision note, be approved.

CARRIED

Future Quality Assurance program

The approved 2017 budget includes provisions to support moving towards a future quality assurance program. The focus for 2017 is Council's exploration of literature and best practices in regulatory quality assurance. The goal is for Council to review options for a future quality assurance program in December 2017, with implementation of change to begin in 2018.

In September, Council asked if there were quick wins that could be implemented given the current legislation. K. McCarthy reviewed the plan for 2017 and the quick wins that have been identified and will be implemented.

There was discussion of the survey of members exiting the current program. It was noted that the feedback is positive, with members identifying areas of practice that have improved.

It was confirmed that there will be opportunities to involve the Quality Assurance Committee in the process of exploring the future directions for the program.

Practical Nurse program approval – La Cité

A. Jewell noted that she has a conflict of interest and left the meeting.

Council's decision regarding approval of the La Cité practical nurse program was reviewed. It was noted that La Cité submitted a new curriculum. While there had been improvement, there still were significant gaps between the program the required standard. La Cité has been provided with feedback on the specific gaps and is committed to taking action to address them. Council is being asked to consider deferring decision again to allow La Cité to take further action to change its curriculum to meet expectations.

It was noted that there is no public safety risk in further deferring the decision. The program is not admitting new students. La Cité is working with the College to address the gaps. In response to a question, it was confirmed that La Cité has made significant advances in revising its curriculum. Current graduates will still need to provide evidence of having the needed knowledge, skill and judgement to enter practice by passing the registration examination. It was clarified that if Council does not approve the new program in March, La Cité would not be able to admit new students.

Motion 10

Moved by H. Whittle, seconded by C. Egerton,

That Council defer the approval decision for La Cité's Practical Nurse Diploma Program for the purpose of subparagraph 1 (i) of subsections 3(1) of the College's Registration Regulation [being Part II of the Ontario Regulation 275/94, as amended made under the Nursing Act (1991)] until March 2017, provided that La Cité resubmit a curriculum for review and continue to voluntarily suspend new admissions to the current program.

CARRIED

A. Jewell rejoined the meeting.

Follow-up Action

Inform La Cité of Council's decision

Add review of new program on the agenda for the March 2017 Council meeting

Executive Director and CEO

What's Hot?

A. Coghlan highlighted examples of how the new operational structure had assisted the College in being nimble and responding to the changing regulatory environment.

The move to develop a comprehensive Canadian registration and discipline data base was highlighted. The project is a collaboration with the National Council of State Boards of Nursing which has offered to share the technology platform for its NURSYS system. The current focus is the developing of a unique identifier for each nurse in Canada. A readiness study is being undertaken to determine the amount of work necessary to move this project forward nationally.

Council was informed that the Ministry of Health and Long-Term Care has informed the College that they are beginning the internal discussions on RN prescribing. It was flagged for Council that the current environment is that legislative change occurs quickly. This may happen with RN prescribing.

A. Coghlan and M. Sloan reported on a Canadian Council of Registered Nurse Regulators (Canadian Council) strategic planning initiative. M. Sloan noted that some of the other presidents flagged the confusion faced because they function as both a regulator and a professional association.

The Canadian Council will be holding a strategic planning session in February 2017, focusing on its strategic vision. M. Sloan is a member of the planning committee.

Council was informed that the College is holding liaisons with the four major Ontario nursing organizations and discussing three major Council priorities: governance, future QA and program approval. M. Sloan reported to Council that she was surprised at the support for the changes proposed in the governance review. The Ontario Nurses' Association and Nurse Practitioners' Association of Ontario have both moved to significantly smaller boards. The Registered Practical Nurses Association supported the proposed changes. The meeting with the Registered Nurses' Association of Ontario will take place in early 2017.

The organizations were all pleased that they will be involved in the consultation regarding the future direction for the quality assurance program.

A. Coghlan reported on collaborative opportunities to support the jurisdictions working on merging into one nursing regulator – British Columbia and Nova Scotia. The boards have all committed to the change and are interested in the College's experience in regulating all categories of nursing. They are also interested in the governance work as they look at a

governance model for a combined regulator. M. Sloan noted that Ontario is ahead having had a long history of being a regulator and regulating all of the nurses in the province.

A. Coghlan updated Council about a recent meeting of the Federation of Health Regulatory Colleges of Ontario. Quality assurance was raised repeatedly and at least four other Councils have quality assurance as a priority. The College will be looking to opportunities to collaborate and share information with those regulators.

A question was raised about the change in the practice support provided to members. It was identified that the practice support phone line has been an important resource to practitioners. The College is exploring how practice support is provided to ensure that there is a more comprehensive approach that reaches all members and addresses high risk areas. Council will receive an update in the future.

Executive Committee

Council received the draft minutes of the Executive Committee meeting of December 10, 2016. The focus of the meeting was reviewing materials and planning for Council.

M. Sloan noted that a new approach to the annual performance review of the Executive Director has been developed. There will be a training program for those Council members who will be involved in the process following the Council meeting.

The Executive also met on November 29th to review briefings related to Nurse Practitioner prescribing of controlled acts.

Question period during the election

M. Sloan noted that changes in the timing of the election has removed the initial reason for the question and answer period during the election. The Executive suggested that the question and answer period during the election is no longer needed.

Council members noted that the selection of the right leadership is important to Council effectiveness and a question period supports informed voting.

In providing guidance for the discussion period going forward, Council confirmed the following:

- Questions should be posed to all candidates for one position;
- Questions should relate to the:
 - College's public protection mandate;
 - Governance principles; and
 - Knowledge of leadership and the leadership role

Follow-up Action

Ensure that Council and candidates are clear about the process and expectations for the question period during the election of the Executive Committee.
Executive Director and CEO and President

Recess

Council recessed at 3:35 p.m. to reconvene on Thursday, December 8, 2016.

Thursday, December 8, 2017

Governance

M. Sloan noted that the morning will be to address the proposed governance vision set out by the Leading in Regulatory Governance Task Force. She shared some insights as a member of the Task Force. She noted that this was a collaborative activity between the Council and the Task Force, and Council's input is threaded throughout the report.

She also reported on recent external activities in which she was involved where there is considerable interest in the governance work of Council.

She noted that Council has already made significant improvements in how it governs. Quick wins identified by Cathy Trower have been adopted. Council is engaged in discussion of issues at early stages, providing input and direction.

It was noted that while there has been considerable change in the world, the governance model for Ontario health regulators has not changed. M. Sloan noted that it is Council's accountability to the public to align governance structures and processes with evidence and best practice.

Evelyn Kerr, Chair of the Leading in Regulatory Governance Task Force thanked Council for its courageous and steadfast support for possible change in governance.

She noted that throughout its term of office, the Task Force remained focused on the mandate it was given by Council – to recommend governance changes based on evidence and best practice that will support Council in leading in regulatory governance.

Ruth Armstrong highlighted the governance review journey. She noted that Council has already made changes within its legislative framework. She pointed out that governance has become a hot topic in all industries, including regulation, and Council has taken a leadership role in the regulatory sector.

She noted that the Task Force was objective, committed to the public interest and brought new perspectives to the table. The Task Force also learned from Council throughout the iterative process of the review.

She noted that the timing for the review is good. The Ministry of Health and Long-Term Care has flagged it is exploring regulatory change, including governance.

Ruth Armstrong highlighted some of the changes that the Task Force made to its recommendations as a result of the input from the Council – for example splitting the functions of the governance committee and adding advisory groups to provide input and diversity to a small board.

Rob Lapper highlighted the external environment and the growing lack of trust in regulators. He highlighted changes in regulation of professions occurring around the world. He noted that in Ontario, the government seems to be moving away from self-regulation and the approval of new regulators has slowed.

He noted that regulators need to explore mechanisms to address transparency and perceptions of conflict of interest that underlie public distrust of regulators. He pointed out that the risk of not being proactive has been demonstrated elsewhere – government imposed solutions.

He pointed out that there is a strong trend in non-profit and regulatory governance to small, competency based boards of directors. He identified that it is risky to ignore the trends – Council needs to consider what changes are needed to maintain public trust.

Ella Ferris discussed her perspectives as a nurse. She noted that it is important to be proactive to ensure that in some measure the people who understand practice can continue to be involved in decision making.

She noted that as a member of the Task Force she learned how Council worked, explored evidence and trends in regulatory governance. Throughout the process, the Task force modelled good governance and kept the public interest at the forefront.

She noted that Cathy Trower's report provided a beginning voice for Council and was foundational in the Task Force's understanding of what Council wanted to achieve. She noted that the Task Force and Council were on the same team, learning from one another throughout the journey.

Don McCreesh informed Council that this was one of the most thorough governance reviews in which he has participated. He noted that changing governance practices have swept through organizations - profit and non-profit - across western democracies. One of the learnings is that if you do not lead change, you may not like the change led by others. This review is Council's opportunity to be proactive and propose governance change rather than have it imposed.

Don McCreesh presented a model that explained how all of the components of the recommended governance vision are integrated. He noted that the goal of the vision is supporting public trust through exemplary governance.

Discussion and Dialogue

A dialogue between Council and the Task Force took place. It was acknowledged that the governance vision reflects a significant shift from the current governance model. It was identified that it is a vision for the future and that the implementation work will be critical.

There was discussion about whether the new model is a shift away from the foundations of self-regulation. The move to equal public and nurse members and from election to appointment of nurse members were of particular concern. It was noted that there is a growing climate of public

distrust of regulators. The focus of Council's decision making is in relation to building and supporting public trust in nursing regulation. The proposed vision both meets that goal and supports Council in achieving its stated goal in the governance review – leading in regulatory governance.

There was discussion about the role of advisory groups. It was acknowledged it will be important to carefully consider the terms of reference of advisory groups. It will be important that the Board respects the input from the advisory groups but maintains its decision-making independence. It must be clear that the groups are there to add diversity of perspectives.

There was some concern expressed about whether there will be government commitment, both to make the needed changes to legislation and to support competency based appointment of public members. It was identified that part of the implementation planning set out in the recommendations of the Task Force is a robust stakeholder engagement plan which will include government and regulatory colleagues.

Task Force Recommendation - Governance Vision

M. Sloan reminded Council that it is making a decision about a vision for the future. The earliest it will be achieved is 2020. There is sufficient time for a well thought out implementation process. Since governance is the work of the board, the implementation recommendations of the Task Force require that the Implementation Workgroup work together with Council.

As Council moved to making decisions, M. Sloan identified that her commitment to Council is that she will be an impartial chair and will support Council in making its decision.

Motion 11

Moved by H. Whittle, seconded by D. Burger,

That Council adopt the recommended vision: "Vision: The College of Nurses of Ontario's Board of Directors for 2020" as it appears in attachment 1 of the Leading in Regulatory Governance Task Force's Final Report: A vision for the future.

CARRIED

Task Force Recommendations - Implementation of the Governance Vision

The Task Force report includes a recommendation related to sharing information. It was acknowledged that the sharing has already taken place. The Task Force report is on the website along with the supporting documentation which was linked to the final report. For that reason, Council did not consider that recommendation.

The Task Force's mandate has ended. It has presented its final report to Council. Moving forward the governance vision is now the responsibility of the Council. The Task Force is recommending a small Council workgroup to work together with Council in advancing the future vision.

Motion 12

Moved by G. Fox, seconded by C. Barnet,

That, in June 2017, Council establish a working group of five Council members to work with Council to develop a plan for implementing the governance vision. The plan will include the communications and stakeholder engagement needed to build understanding of and support for the vision to enhance the likelihood that the needed legislative change will happen in 2020.

CARRIED

Motion 13

Moved by M. Tuomi, seconded by D. Mattina,

That the working group's terms of reference include working with Council to identify changes to advance the governance vision and that can take place before legislative change, and developing an action plan to support implementing those changes.

CARRIED

M. Sloan thanked the members of the Leading in Regulatory Governance Task Force for their work on behalf of Council. She thanked Council for their thoughtful input.

Follow-up Action

Draft Terms of Reference and approach for appointment of Governance Working Group
Add to March agenda – establishment of Council's Governance Working Group
Executive Director and CEO and President

Other business

A Council member requested that the assessment of international applicants and the National Nursing Assessment Service be added to the agenda of the March 2017 Council. The member identified that it is questionable whether the changes approved by Council in September have had a significant impact on applicants to be registered nurses.

The member requested data on the success rates of applicants before and after implementation of the National Nursing Assessment Service.

Follow-up Action

Add international applicant evaluation to the March 2017 Council agenda
Executive Director and CEO

Evaluation of the meeting

In discussion about how Council fulfilled its public interest mandate at the meeting, the Chair of the Quality Assurance Committee requested that the Quality Assurance Committee be engaged in the process to develop the future Quality Assurance Program. She flagged that the committee can serve as one of the key informants to the Council because it has significant expertise through its experience in implementing its statutory mandate related to the College's Quality Assurance program.

Next meeting

M. Sloan reminded Council that the next meeting will be March 8 and 9, 2017. It will be the first two-day meeting. The new process for electing the full Executive Committee will be implemented.

Conclusion

At 12:30 p.m., it was,

Motion 14

Moved by C. Ward, seconded by M. Hogard,

That Council conclude.

CARRIED

Chair