



Regular Board Meeting Agenda

Date: Thursday, September 8, 2022, 9:00 am

Pages

1. Call to Order

Recommended Statements:

1. Acknowledgements of First Nations' Territories
2. The meeting is being recorded and the recording will be made publicly available on our website
3. The meeting is called to order at _____ a.m. on _____
4. Roll call of attending directors

2. Adoption of Agenda

2.a. Introduction of Late Items

Recommended Motion

That the Agenda be adopted as read / or amended by adding...

3. Adoption of Minutes

3.a. Board Meeting Minutes

1

Recommended Motion

THAT the Board of Directors of the Central Coast Regional District approve the minutes of the July 14th, 2022 Regular Board Meeting as presented.

Recommended Motion

THAT the Board of Directors of the Central Coast Regional District approve the minutes of the August 8, 2022 Special Board Meeting as presented

4. Delegation

4.a. Leo Lawson and Bo Reid

Presentation on partnership for grant funding

5. Bylaws and Policies

5.a. Bylaw 518,2022 Board Renumeration

13

Recommended Motion

THAT Bylaw 518, cited as the “CCRD Board Remuneration and Expenses Bylaw No. 518, 2022” be now introduced and read a first time.

Recommended Motion

THAT Bylaw 518, cited as the “CCRD Board Remuneration and Expenses Bylaw No. 518, 2022” having been given due and detailed consideration by the Board, be now read a second time.

Recommended Motion

THAT Bylaw 518, cited as the “CCRD Board Remuneration and Expenses Bylaw No. 518, 2022” having been given due and detailed consideration by the Board, be now read a third time.

Recommended Motion

THAT Bylaw 518, cited as the “CCRD Board Remuneration and Expenses Bylaw No. 518, 2022” having been reconsidered and having met all prerequisites for final adoption be now finally adopted, sealed and signed by the Chair and the Person responsible for corporate administration.

5.b. F-18 Annual Board Adjustment Policy

21

6. Operations Updates and Policy Matters Arising

6.a. Administrative Services

6.a.1. Financial Controller

23

Recommended Motion

THAT the Board of Directors of the Central Coast Regional District approve the new full-time permanent position, Financial Controller commencing on October 1, 2022.

AND THAT the Board of Directors of the Central Coast Regional District approve the reallocation of \$55,000 - \$56,000 payroll expense for hiring a Financial Controller

6.b. Operations and Public Works Services

6.b.1. Communication and Connectivity Study

27

6.b.2. Denny Island Water System

53

6.b.3.	Hagensborg Water System	55
6.b.4.	Bella Coola Airport	57
6.b.5.	Community Works Funding	62
	Request for direction on how Community Works Funds are distributed.	
6.c.	<u>Leisure Services</u>	
6.c.1.	Centennial Pool Report	
	Updates and recommendations from the 2022 pool season.	
6.d.	<u>Transportation Services</u>	
6.e.	<u>Land Use and Planning Services</u>	
6.e.1.	Denny Island- Coast Guard	68
	Request for comment on the preposed tower on Denny Island.	
	Recommended Motion	
	THAT the Board of Directors of the Central Coast Regional District (CCRD) direct administration to send a letter to the Canadian Coast Guard (CCG) stating that the CCRD has no objections with the installation of the proposed RADAR tower and communications equipment on Denny Island, and further:	
	· The CCRD is satisfied with the Canadian Coast Guard’s consultation process, as outlined in the ISED’s Default Public Consultation Process;	
	· The proposed tower is a permitted use;	
	· The proposed concept* and location is acceptable; and	
	· The CCRD has been consulted and concurs with the tower location.	
6.e.2.	Central Coast Regional District Housing Needs Report Projection Update	79
	Update from Urban Systems on Housing needs projections	
6.e.3.	Helicopter Landings Discussion	
	Director Northeast	
6.f.	<u>Governance</u>	

Updated manual from Alison Sayers

Recommended Motion

THAT the Board of Directors of the Central Coast Regional District endorse the Electoral Area Orientation Manual as a living document to be updated and maintained by administration;

AND THAT the Electoral Area Orientation Manual be presented to the Board of Directors following the local government election in October 2022.

7. Executive Reports

- 7.a. Chair Kennedy (Electoral Area C)
- 7.b. Director Bertrand (Electoral Area A)
- 7.c. Director Hall (Electoral Area B)
- 7.d. Director Northeast (Electoral Area D)
- 7.e. Director Schooner (Electoral Area E)

8. In Camera Matters

Recommended Motion

THAT the Board of Directors of the Central Coast Regional District close the meeting to the public for the purpose of consideration of items that fall under the following sections of the Community Charter:

9. General Correspondence

- 9.a. Invitation to Cariboo Chilcotin Coast Tourism AGM 169
- 9.b. Vancouver Island Regional Library UMBC letter 170
- 9.c. Notification letter 171
 - Thorsten Creek Conservancy boundary adjustment
- 9.d. Notification From BC Hydro 174
 - RE: Cable Replacement Project at Clayton Falls
- 9.e. BC Crisis Line 175
 - UBCM letter RE: Resolution EB42 - New Provincial Mandate and Funding for 9-1-1

10. Adjournment

Recommended Motion

THAT the meeting be adjourned.



Regular Board Meeting Minutes

Thursday, July 14, 2022, 9:00 am

Directors Present Daniel Bertrand, Electoral Area A
Jayme Kennedy, Electoral Area C
Lawrence Northeast, Electoral Area D
Samuel Schooner, Electoral Area E

Staff Present CAO Curtis Slingerland

1. Call to Order

Chair Kennedy called the meeting to order at 9:08 AM on July 9th 2022, and acknowledged the meeting being held on the territories of Heiltsuk Nation, and acknowledged the nations of Nuxalk, Wuikinuxv and Kitasoo/Xai'Xais where we provide services. This meeting is recorded, and the recording will be made available on the CCRD website (ccrd.ca).

2. Adoption of Agenda

2.a Introduction of Late Items

22-07-01

Moved By L. Northeast

Seconded By D. Bertrand

That the Agenda be adopted as read

CARRIED UNANIMOUSLY

3. Adoption of Minutes

3.a Board Meeting Minutes

3.a.1 June 24, 2022 Special Meeting Minutes

22-07-02

Moved By D. Bertrand

Seconded By L. Northeast

Motion to adopt the special meeting minutes

CARRIED UNANIMOUSLY

4. Delegation

4.a Cariboo Chilcotin Coast Tourism Marketing Association

J. Kennedy declared a conflict on this item. (Conflict due to her role as on the TTTC board.)

Chair Kennedy welcomed the delegation and thanked them for their attendance. The Chair was passed to Chair Northeast, when Chair Kennedy left the meeting at

Mr. Andre Keurbis requests that the board provides a letter of support and makes himself available for questions. Former Director of Marketing for the Cariboo Chilcotin Coast Tourism Marketing Association (CCCTMA) Sydney Redpath had presented it to the board and is no longer with the organization. Introduced Mr. Tim Milne to the board as filling a new and important role. Looks to re-establish the Municipal and Regional District Tax (MRDT).

Mr. Milne presented to the board. They have some great projects going on in the region and some outside of the region. MRDT is an important backbone of what we do. The MRDT allows the CCCTMA to promote businesses and collaborate with First Nations to develop more products.

Chair Northeast turned the floor over to Director Bertrand and Schooner to ask any questions. Director Bertrand said that he had all his questions answered and expressed appreciation over having someone local work on the project.

Director Schooner wants to find out about their budgets before they sign off on the project. Express concern over the images portrayed of the region.

Mr. Keurbis responded that marketing decisions come from the marketing committee who consults with stakeholders. The program is locally managed and

locally run. Having Mr. Milne in the region helps get issues to them quicker. This model enables local ownership.

Director Schooner reminded the delegation that he is the Chief of the Nuxalk Nation, and that the Nation is getting into the tourism sector. Encouraged the delegation to speak to him in his Chief capacity on opportunities.

Chair Northeast spoke of the need to change and evolve process to ensure meaningful consultation from first nations.

22-07-03

Moved By D. Bertrand

Seconded By S. Schooner

That the Board of Directors of the Central Coast Regional direct administration to write a letter of support.

CARRIED UNANIMOUSLY

5. Bylaws and Policies

5.a Request for Decision: Repealing Centennial Pool Commission Bylaw

22-07-04

Moved By D. Bertrand

Seconded By S. Schooner

That the Bylaw 517: Repealing of the Centennial pool Commission Bylaw be introduced and read a FIRST, a SECOND, THRID time

CARRIED UNANIMOUSLY

22-07-05

Moved By D. Bertrand

Seconded By S. Schooner

That Bylaw 517: Repealing of the Centennial pool Commission Bylaw be adopted

CARRIED UNANIMOUSLY

5.b Request for Direction: Board Remuneration Bylaw Updates

Discussed options to update base salary with a per meeting amount with and annual raise policy as it addresses the issues with alternative directors. There was discussion of not limiting the technology striped to a computer but still allow for technical updates with \$1000 at the start of term with an additional \$500 midway. Dependent care should be raised from 75 to 100 per day, discussion to change childcare to dependent care to make language more inclusive. Special meeting rates, investigate options of hourly vs day rates

Director Bertrand questioned if the expenses are reasonable in line with other regional districts and staff remuneration, and what the financial impact will be. CAO Slingerland advised regular review is an appropriate occurrence to attract people from all walks of life to the board. The financial impact would be presented at the request for decision when we have the full scope of changes.

6. Operations Updates and Policy Matters Arising

6.a Administrative Services

6.a.1 Election Update

Ms. Hanuse provided an update and drew attention to the mail system. She recommended that candidates submit their packages as soon as possible to ensure that packages are received in time. Concerns have been expressed over these challenges.

Chair Kennedy wanted to know what the CCRD was going to make sure residents on the outer coast have the information and aware of the process. Ms. Hanuse said that an ad in the paper could be posted. A discussion ensued on different avenues to communicate with residents.

Director Bertrand expressed his concerns with the delays with the mail system and how long it takes. Encouraged residents to mail their packages via registered mail so they can track it.

6.a.2 Variance Report: Jan- June 2022

CFO Ye Ne Byun provided an overview of the financial position of the CCRD.

Revenues are 44% of the budget and are on target. Toll bills have gone out to the community members.

Ms. Byun provided an overview of the connectivity grant from Rural Dividend, as \$4,000 is remaining for an outer coast presentation. Could change the scope to undertake an additional review of outer coast connectivity.

Request to bring forward the connectivity report to the board for the next meeting. The board has not seen the report and would like it reviewed. CAO Slingerland agreed to provide the report at the next board meeting.

Chair Kennedy thanked the CFO Byun for the charts and laying it out in a very accessible way.

6.a.3 Electoral Area Tax Report

CFO Byun provided an overview of the historical tax requisition summary by service area and electoral area.

Director Bertrand thanked Ms. Byun for putting this report together and for her work in increasing financial transparency. Report was presented to the Chamber of Commerce and Denny Island Recreation Commission.

6.a.4 Electoral Area Directors Orientation Manual

Chair welcomed Alison Sayers.

Ms. Sayers provided a brief overview of the orientation manual and asked the board to reflect on some of the items. Made it clear that the document is draft and evolving as feedback is still coming in. Asked the board what they wish they had known and if anything is missing.

Accuracy of manual and website. Commissions need updating as some have been dissolved and others need adding. Discussion ensued over that bylaws and policies should be presented to the new board. Relevant materials would be included as schedules. Identified materials included board procedure bylaw and code of conduct.

Chair Kennedy requested that media training materials could be added to the manual, along with a list of tools at your disposal - mechanism to be effective. Specifically, how to act on a resident's concern or issue? Bringing an issue forward?

Director Bertrand recommended a flow chart - on how to deal with different issues. The Chair and Director Schooner were supportive of this idea.

A recess was called at 10:37 am for 10 mins.

6.b Operations and Public Works Services

6.b.1 Hagensborg Water System Quarterly Update

Mr. Ken McIlwain provided an overview of the project. CAO Slingerland had requested a more in-depth report from Urban Systems for this meeting and with more context.

Chair Kennedy requested more information on the fiber optic installation. Mr. McIlwain provided an overview of the progress on the project and felt developments were encouraging.

6.b.2 Denny Island Water System Quarterly Update

Director Bertrand felt the report was more in depth and that it answered his questions.

6.b.3 Bella Coola Valley Flood Risk Assessment Update

Mr. McIlwain presented on the update from Urban system

6.e Land Use and Planning Services

6.e.1 Emergency Management Updates

Ms. Hanuse provided an overview of her activities in the last month.

6.e.2 Referral: Goldplay Mining

22-07-06

Moved By D. Bertrand

Seconded By L. Northeast

THAT the Board of Directors of the Central Coast Regional District submits a comment to the province stating that:

“While the subject application falls outside the jurisdiction of the Central Coast Regional District (CCRD), and the CCRD has no immediate concerns with the activities proposed, the CCRD would appreciate the opportunity to review and provide feedback on any expanded mining operations/activities on the site, as these may have regional impacts. The

CCRD also wishes to relay its desire that the province ensures adequate engagement and consultation with any and all First Nations communities that may be impacted by the proposed activities.”

CARRIED UNANIMOUSLY

6.e.3 Referral: City West Connected Coast Network Corp

Moved By D. Bertrand

Seconded By L. Northeast

THAT the Board of Directors of the Central Coast Regional District submits no comments to the province on the City West Connected Coast Network Corp Licence of Occupation referral for the installation of telecommunications utilities in the vicinity of Radar Passage, Rivers Inlet and Fitz Hugh Sound.

CARRIED UNANIMOUSLY

6.f Governance

6.f.1 Request for Decision: 2023 Budget Development Process

22-07-07

Moved By D. Bertrand

Seconded By L. Northeast

THAT the Board of Directors of the Central Coast Regional District direct administration to update the Central Coast Regional District Board Meeting Procedure Bylaw No. 497, 2020 and schedule Committee of the Whole sessions for budget development after the general local government elections;

AND THAT the December in person meeting be made virtual and the budget for that meeting be allocated towards meetings related to budget development

CARRIED UNANIMOUSLY

6.f.4 Ocean Falls Community Revitalization Committee Meeting Minutes - June 29, 2022

Director Bertrand expressed excitement that the Premier of BC John Horgan will be joining us on Monday for our tour of the community. Fire commissioners and the Nuxalk will also be joining us.

7. Executive Reports

7.a Chair Jayme Kennedy

Chair Kennedy expressed how honored she feels being in Bella Bella. Feels great to be in the territory and that it is a special place. Wishes that Director Schooner and Northeast could have joined us. The building is beautiful, and CAO will send around pictures. Importance of relationships to the work we do.

7.b Electoral Area A - Director Bertrand

Director Bertrand expressed condolences to Director Hall who was not able to join the meeting due to an untimely death in the family. Extended congratulations to the newly elected Heiltsuk tribal council.

7.c Electoral Area B - Director Travis Hall

- Absent, no report provided.

7.d Electoral Area D - Director Northeast

Director Northeast is joining from Belize, but his thoughts are back home and knows what people are going through. A lot of passings - Mark Moody passed and he had worked with him through the college and offered condolences to the family.

Happy that the rain means no wildfires yet hopes for sun. Announced that he would be seeking re-election. Appreciated the work done by former CAO Kirk in onboarding him and the board. Felt that Covid derailed many plans and with the work of many hands, much work was completed.

7.e Electoral Area E - Director Schooner

Director Schooner expressed most of what I do is my other role, and we are coming down to home stretch for me. Acknowledges the change of names in Haida Gwaii back to the original names, we should look at the colonial names in place, times are changing and so should we.

Acknowledged the newly elected leaders in Heiltsuk, and anyone who takes on leadership has my respect and gratitude. Leadership is difficult and we need to support each other. Reconciliation begins within, once we are able to understand that and get the support and support each other. United coast table should be brought up again.

Gave an overview of his time at the AFN and the reasons for his support of the national leader. Transition support training is needed. We need to figure out a way to pass on training to the next Chief and Councils.

Everyone deserves happiness. Had a really good friend I just met, people leave your life to allow others to come in. Everyday is a good day if we let it be.

8. General Correspondence

8.a Letter from Province Regarding Wildfires

8.b Notice of Change of Status of Treaty Negotiations

Director Bertrand provided an overview of the matter. We don't have a working relationship with the Gwa'sala-'Nakwaxda'xw Nations. Related to the claim on Calvert Island but cannot comment on without having a conversation with the nation. Something for us to keep tabs on and hopefully the administration will keep receiving updates on the matter.

9. Adjournment

22-07-08

Moved By S. Schooner

Seconded By L. Northeast

THAT the meeting be adjourned at 11:25

CARRIED UNANIMOUSLY

Board Chair

Corporate Officer



Regular Board Meeting Minutes

Monday, August 8, 2022, 10:00 am

Directors Present Director Daniel Bertrand, Electoral Area A
Chair Jayme Kennedy, Electoral Area C
Director Samuel Schooner, Electoral Area E

Staff Present CAO Curtis Slingerland
Evangeline Hanuse
Meg Schadt

1. Call to Order

Chair Kennedy called the meeting to order at 10:07 AM, we would like to express our acknowledgement of territories we serve. This meeting is being recorded, and the recording will be made publicly available on our website www.ccrd.ca.

2. Adoption of Agenda

2.a Introduction of Late Items

22-08-01SP

Moved By S. Schooner

Seconded By D. Bertrand

That the Agenda be adopted as read.

CARRIED UNANIMOUSLY

3. Adoption of Minutes

3.a June 9th Board Meeting Minutes

22-08-02SP

Moved By S. Schooner

Seconded By D. Bertrand

THAT the Board of Directors of the Central Coast Regional District approve the minutes of the June 9th 2022, Regular Board Meeting as presented.

CARRIED UNANIMOUSLY

4. Delegation

4.a Presentation by David Schadt of Emergency Management BC regarding dike works.

Thanks to David Schadt for joining us. Mr. Schadt pressed the need to move forward with project.

22-08-03SP

Moved By S. Schooner

Seconded By D. Bertrand

THAT the Board of Directors of the Central Coast Regional District support the request from EMBC and the Inspector of Dikes and authorizing administration to assist them in undertaking repairs to the orphan dike located in Hagensborg, with the caveat the Nuxalk Nation be consulted and approve archeological assessments on any new quarry development needed to support this project.

CARRIED UNANIMOUSLY

5. Bylaws and Policies

6. Operations Updates and Policy Matters Arising

6.a Administrative Services

6.a.1 Deputy Elections Officer Appointment

22-08-04SP

Moved By S. Schooner

Seconded By D. Bertrand

THAT the Board of Directors of the Central Coast Regional District appoint Louise Hopkins as a Deputy Elections Officer to assist in administering the 2022 local government and school district elections

CARRIED UNANIMOUSLY

7. Executive Reports

8. In Camera Matters

8.a Community Charter 90 1. (a)

9. General Correspondence

10. Adjournment

22-08-05SP

Moved By D. Bertrand

Seconded By S. Schooner

THAT the meeting be adjourned at 10:17 AM

CARRIED UNANIMOUSLY

Board Chair

Corporate Officer



REQUEST FOR DECISION

To: Board of Directors, CCRD
From: Curtis Slingerland
Meeting Date: September 8, 2022
Subject: CCRD Board Remuneration and Expense Bylaw No. 518, 2022

Recommendation:

THAT Bylaw 518, cited as the “CCRD Board Remuneration and Expenses Bylaw No. 518, 2022” be now introduced and read a first time.

THAT Bylaw 518, cited as the “CCRD Board Remuneration and Expenses Bylaw No. 518, 2022” having been given due and detailed consideration by the Board, be now read a second time.

THAT Bylaw 518, cited as the “CCRD Board Remuneration and Expenses Bylaw No. 518, 2022” having been given due and detailed consideration by the Board, be now read a third time.

THAT Bylaw 518, cited as the “CCRD Board Remuneration and Expenses Bylaw No. 518, 2022” having been reconsidered and having met all prerequisites for final adoption be now finally adopted, sealed and signed by the Chair and the Person responsible for corporate administration.

Issue/Background Summary:

The Board previously discussed remuneration at the June 9, 2022 and July 14, 2022 regular board meetings.

The bylaw has been drafted with the previously provided comments from the Board that it wished to see a stipend system with a per meeting compensation for alternative directors and additional meeting above and beyond the regularly scheduled meetings of the Board.

Dependant-care was made more inclusive, though the function of the previously proposed bylaw would not change as it had made an allowance for older than 12 years old with a discussion with the CAO.

Dependant-care was increased to \$100 a meeting, and the additional language on use of expenses related to this for conferences was added.

Technology expenses were amended to reflect discussions of the Board with a \$1,000 initial allowance, and \$500 additional provided half-way through the term. The specification

to computer was dropped as well. The overall cost increase will be slight in comparison to the existing expenses as this represents a \$1,500/term cost per director, while the existing expenses is \$1,200/term per director (\$300 a year expense for printing costs).

Cell phone costs were increased nominally by inflation.

There was a definition added 'Out of Town Travel' to provide clarity on when that additional remuneration would be provided. The distance was reduced from 100km to 50km. The 50 km is a simple round number, but it could be any distance the Board finds appropriate. For example, some local governments use 30 km, 100 km, or even simply leaving the boundaries of an electoral area. The 50 km was left in the bylaw, but the Board can amend this before readings if they wish.

There are provisions added to automobile travel to provide specific budgeting to Electoral Area A to allow for travel to other communities within the Electoral area to a maximum expense of \$2,500.

One other item was discussed among the Board which was an hourly rate for special meetings. Instead of \$150 a meeting, it could be simply an hourly rate of \$40/hour. This would mean those Special Meetings that take a few minutes to adopt a bylaw or solve a time sensitive issue and are attended electronically will not cost the CCRD significantly in costs but would also compensate the Directors for their time.

Finally, policy F-18 Annual Board Adjustment was developed to have remuneration increased by CPI every January. This will help keep remuneration current, avoiding large increases every few years.

Policy, Bylaw or Legislation:

Bylaw No 495 – Board Remuneration Bylaw

Financial/Budgetary Implications:

The expectation is that most of the changes will be slight increases from the past. The Remuneration model was aimed to try and stay similar to what was the existing financial cost of remuneration. The other changes try to balance increases with inflation, so there will be a slight increase in overall remuneration.

The one area where there may be a significant increase may be the childcare as compared with previous financial burdens with this expense. This proposed bylaw expands the areas in which it can be utilized and doubles the per meeting rate. This may not be significant increase overall as it represents a small portion of total remuneration. It will also be dependant on the number of Directors with dependants under their care.

Overall, the financial implications can be managed by the Board as a whole. It sets the budget each year, and each year can set how much each Director is allowed for expenses. If the Board is concerned about a director's expenses on a previous year, they can take the initiative to limit expenses the following year.

The following table indicates the anticipated financial implications.

Financial Implications

	The current Bylaw No.495	The Proposed Bylaw No.518	Variance \$	Variance%
Chair Monthly Allowance	\$7,200	\$9,600	\$2,400	33%
CCRHD Chair Monthly Allowance	\$900	\$1,080	\$180	20%
Vice Chair Board Meeting Stipend	\$4,500	\$5,875	\$1,375	31%
Board Meeting Stipend	\$17,600	\$23,100	\$5,500	31%
Attendance at Conventions	\$21,000	\$24,360	\$3,360	16%
Special Meetings Stipend	\$8,000	\$1,640	-\$6,360	-80%
Chair Cell Phone/internet Allowance	\$900	\$1,080	\$180	20%
Cell Phone/internet Allowance	\$2,400	\$2,880	\$480	20%
Technology Allowance	\$6,000	\$7,500	\$1,500	25%
Out of Town Representation	\$250	\$290	\$40	16%
Travel for Out-of-Town Representation				
Per Half Day	\$125	\$145	\$20	16%
Per Full Day	\$250	\$290	\$40	16%
Child Care Subsidy	\$50	\$100	\$50	100%
Total	\$69,175	\$77,940	\$8,765	13%

Please note that the following assumptions were taken into consideration for discussions purposes only.

- 1) There were 11 board meetings.
- 2) Vice Chair was acting as Chair at a couple of board meetings.
- 3) All the directors attended AVICC, Electoral Area Directors Forum, and UBCM,
- 4) Chair attended Chair/CAO Forum.
- 5) There were 4 two-hour special meetings,
- 6) Private Residence Allowance, Meal Expenses, Automobile Travel Reimbursement, Air Travel were not included as there will be no change.

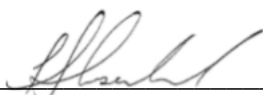
Time Requirements – Staff and Elected Officials:

No significant time requirements.

Options to Consider:

The Board can:

- Give Readings to the proposed bylaw
- Amend the proposed bylaw and then give readings to it
- Reject the proposed bylaw. In this case, the current bylaw (No.495) will remain the guide of remuneration.

Approved by:  _____
Curtis Slingerland, Chief Administrative Officer

CENTRAL COAST REGIONAL DISTRICT

BYLAW NO. 518, 2022

CCRD BOARD REMUNERATION AND EXPENSES BYLAW

Being a bylaw to establish remuneration and provide for reimbursement of expenses for the Central Coast Regional District board of directors and to repeal Bylaw 495

WHEREAS the Board of Directors of the Central Coast Regional District is authorized to provide for the payment of remuneration and expenses to the Board associated with carrying out regional district business, provided such remuneration is consistent with the five-year financial plan;

AND WHEREAS the board of directors has deemed it necessary to update the rate structure and expenses allowed from time to time;

NOW THEREFORE, the board of directors for the Central Coast Regional District, in open meeting assembled, enacts as follows:

1. Bylaw 495 cited as the "CCRD Remuneration and Expenses Bylaw No. 495, 2020" is hereby repealed;
2. Remuneration shall be paid, and expenses reimbursed to members of the Regional Board consistent with Schedule 'A' attached hereto and forming part of this bylaw; and
3. This bylaw may be cited as "CCRD Board Remuneration and Expenses Bylaw No. 518, 2022".

READ A FIRST time this _____ day of _____,

READ a SECOND time this _____ day of _____,

READ A THIRD time this _____ day of _____,

ADOPTED this _____ day of _____.

Chair, Jayme Kennedy

Chief Administrative Officer,
Curtis Slingerland

Certified a true copy of Bylaw No. 518, 2022 cited as CCRD Board Remuneration and Expenses Bylaw No. 518, 2022 was adopted on _____.

Corporate Administrator

CENTRAL COAST REGIONAL DISTRICT

BYLAW NO. 518, 2022

CCRD BOARD REMUNERATION AND EXPENSES BYLAW SCHEDULE 'A'

Definitions:

For the purposes of this bylaw:

'*Dependant-care*' means care for a child of the age 12 years or younger, or in the case of the Director has provided information to the CCRD CAO entailing need for care of someone older.

'*Out of Town Representation*' means an event that requires the Director attend as part of their Director duties to the Central Coast Regional District and is located at least 50 kilometers from their usual residence.

'Special Meeting' means a meeting of the board, not present in the CCRD Boards official meeting schedule.

1. BOARD MEMBER REMUNERATION:

1. Monthly Stipend:	Chair	\$800
	CCRHD Chair	\$90
	Vice Chair	\$575
	Director	\$525
	Alternate Director (per meeting)	\$460
2. Attendance at Conventions (AVICC, UBCM, etc.): (Approved by resolution of the board or policy)		
	Per Day	\$290
3. Special Meetings of the Board are at an hourly rate:		
	Chair	\$45/Hour
	Director	\$40/Hour
4. Out of Town Representation:		
	Per Day	\$290
5. Travel for Out-of-Town Representation:		
	Per Half Day	\$145
	Per Full Day	\$290

6. Board Member Remuneration will be reviewed and increased by CPI (as per F-18 Annual Board Adjustment Policy) and effective every January.

2. REIMBURSEMENT FOR EXPENSES:

Travel Expenses

7. All reasonable expenses incurred for travel and accommodation shall be reimbursed as per receipts submitted. Prior arrangements may be made to have registration fees, air travel and/or accommodation expenses paid directly by the regional district, in which case no reimbursement shall be made to the director.
8. A Director who utilizes non-commercial facilities for overnight accommodation shall be paid a private accommodation allowance, provided the period of accommodation would not exceed that required for the purpose of attending to regional district business. The private accommodation rate is \$50/night.
9. For full days, directors may claim a per diem of \$100 which includes all meals plus \$11 for incidentals.

The daily allowance for meals includes:

- a) \$22 for breakfast,
- b) \$27 for lunch and
- c) \$40 for the evening meal

*Provided such meals have not been provided as part of a convention or other event.

In order to claim a meal allowance, the Director must be away from home on regional district business for the entire period noted beside the applicable meal.

When meals are provided at conferences or meetings, no meal allowance is to be claimed for those meals which were consumed.

10. Automobile travel shall be reimbursed as per Canada Revenue Agency's Automobile Allowance Rates in effect at the time of travel. It is the responsibility of individual directors to report actual travel distance to the Chief Financial Officer for reimbursement.

The Director for Electoral Area A shall be provided with the opportunity for one trip annually to attend other communities in the electoral area at the expense of the regional district to a maximum of \$2,500.

The amount compensated for automobile travel outside the regional district shall not exceed the amount that would be compensated for air travel to the same destination.

Where travel expense is reimbursed to this office that exceeds our kilometre rate, our kilometre rate shall be used for reimbursement to directors or committee/commission members. Any remaining balances will be credited to the administrative travel account.

For attendance at conferences and conventions, if requested, an advance may be made.

11. Alternate directors will not be compensated for travel incurred within the electoral area they represent.

Other Expenses:

12. The sum of \$1,000.00 will be paid to each director when they take office, either at the beginning of the term or after being installed after a by-election, in expectation of purchasing technology capable of conducting Regional District business. Additionally, \$500 will be made available to the Directors for any maintenance for their technology two years into their four-year term. The director must possess technology capable of conducting Regional District business.
13. The sum of \$60 per month will be paid to each director in recognition of the costs associated with personal cellular phone and internet use.
14. The sum of \$90 per month will be paid to the Chair in recognition of the costs associated with personal cellular phone and internet use.
15. A dependant-care subsidy, to a maximum of \$100 per board meeting will be provided to directors in recognition of dependant-care costs incurred for attendance at regular board meeting, if applicable.
16. For the purposes of conferences, a dependant-care subsidy up to a maximum of \$100 per day will be provided to directors in recognition of childcare costs incurred for attendance at those conferences, if applicable.
17. If a Director is unable to find a suitable caregiver for the purposes of conferences, the Director may use the \$100 per day subsidy towards costs associated with having a dependant travel with the Director.
18. Reimbursement for remuneration and expenses shall be made only upon the submission of a signed expense voucher in the format approved by the Chief Financial Officer.

19. All expense reimbursement will only be paid to the extent that it has been budgeted annually for the Director. If a Director requests expenses reimbursement beyond what has been budgeted for that year, the request must be approved by the Board.

For clarity, directors are paid the following items through the payroll system on the last working day of each month and signed expense vouchers are not required for reimbursement:

- i. Board meeting stipend and monthly allowances;
- ii. Costs associated with technology;
- iii. The directors' cellular phone and internet allowance;
- iv. The Chair's cellular phone and internet allowance.



REQUEST FOR DECISION

To: Board of Directors, CCRD

From: Curtis Slingerland

Meeting Date: September 8, 2022

Subject: F-18 Annual Board Adjustment Policy

Recommendation:

THAT Board of Directors adopt policy F-18 Annual Board Adjustment Policy

Issue/Background Summary:

Currently, board the remuneration is reviewed on an as needed basis, causing a larger increase every few years. Staff recommend adopting a policy to allow for incremental adjustments on an annual basis to ensure that compensation remains appropriate. Adopting this policy would allow for consistent adjustment inline with inflation, without having to re-write the bylaw each time.

Increases are determined by inflation, but capped at a maximum of 3%. Negative inflation will not result in remuneration being decreased, but carrying over into the next year as a deficit until such time as the negative inflation amount has been balanced with positive inflation.

Related Policy, Bylaw or Legislation:

Bylaw No. 518, 2022 Board Remuneration

Financial/Budgetary Implications:

The policy would allow for consistent budgeting, gradual increases, and it will help the administration to project apportioned administration expense.

Time Requirements – Staff and Elected Officials:

No significant time requirements.

Options to Consider:

- Adopting the proposed policy
- Continue to review the remuneration bylaw on an as needed basis

Approved by: 
Curtis Slingerland, Chief Administrative Officer

F-18 Annual Board Adjustment Policy

Preamble: The purpose of this policy is to provide regular and consistent updates, to Bylaw 518, Schedule A

Policy:

1. For purposes of Board remuneration, CPI will be calculated using the B.C. Consumer Price Index increase from October to October and applied the following January.
2. In order to maintain consistent data, the following website and table will be used:
www.statcan.gc.ca
Consumer Price Index - Consumer Price Index for British Columbia
Which can be found at [Consumer Price Index, monthly, not seasonally adjusted \(statcan.gc.ca\)](#)
3. If the CPI is negative, remuneration will be red circled and the negative percentage will be deducted from a future adjustments when the CPI is positive. Remuneration will not be decreased.

Example: CPI is -1.1% - Remuneration red circled. The following year CPI is 2%. Minus 1.1% and remuneration recommendation would be .9%.
4. CPI increases are capped at a maximum of 3% per year.

Adopted:



REQUEST FOR DECISION

To: Board of Directors, CCRD
CC: Curtis Slingerland, CAO
From: Yene Byun, CFO
Meeting Date: September 8, 2022
Subject: Financial Controller Position

Recommendation:

THAT the Board of Directors of the Central Coast Regional District approve the new full-time permanent position, Financial Controller commencing on October 1, 2022.

AND THAT the Board of Directors of the Central Coast Regional District approve the reallocation of \$55,000 - \$56,000 payroll expense for hiring a Financial Controller.

Issue/Background Summary:

Administration is seeking the board's approval on hiring a Financial Controller to address the following challenges.

1. Potential Capacity loss

The financial service provider with 30 years of service in the regional district has requested her retirement this fall. That could cause a big capacity loss in the finance department.

2. Extra workload due to the conversion of the Hagensborg Waterworks and Fire Protection (HWD)/Denny Island Water system.

The regional district has inherited additional 215 residential and 28 commercial/institutional water systems. As a result, the finance department has been faced with significant extra workload due to the conversion of HWD.

Based on the finance manager's workplan for the year of 2021, the estimated total working hours were 2,545 even with the support provided by the financial service provider and the Records and Accounting Clerk (Please note that there were approximately 251 working days and 1,757 working hours in 2021).

Additionally, the finance department anticipates increased workload once Denny Island's new Water systems have been established.

3. To mitigate a heavy workload during audit/budget seasons

As you are aware, the finance department has been on a constant time crunch every audit/budgeting season. From January till March (sometime April), the finance Manager/CFO needed to work 11-12 hours a day from 6:30 am to 6:30 pm during the week and work on the weekends as well, to get the audit and the budget completed. This is not sustainable as fatigue and burnout take a physical toll on the staff ability to perform. A Financial Controller will assist the CFO with the preparation of annual external audit and the development of the annual five-year financial plan which can make the workload more manageable during the audit and budgeting season.

4. Succession Plan

Currently, there is no succession plan in the finance department. This creates a huge risk as the finance service is a core component of the delivery of all services and functions of the regional district. It is extremely important mitigate this risk, to ensure compliance with all the statutory requirements. Creating a financial controller position can be the first step in succession planning.

The job description is attached to the report.

Financial/Budgetary Implications:

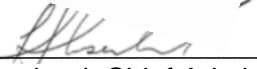
Payroll expenses are approximately 45% of budget (\$342,000 of the budget \$762,000) which is underspent due to vacant positions and staff turnover (Public Works technician, Corporate Officer, and Community Safety Coordinator).

The salary for the financial controller position in 2019 was \$52,500. To reflect the CPI 6% increase for the last three years (2% each year), suggested salary range for the position for the year of 2022 is \$55,000 - \$56,000. It will be reallocated to the payroll expense budget in 2022.

Options to Consider:

1. Approve the recommendations.
2. Do not approve the recommendations.

Submitted by: 
Yene Byun, Chief Financial Officer

Approved by: 
Curtis Slingerland, Chief Administrative Officer



JOB DESCRIPTION

Job Title: Financial Controller
Job Type: Regular, full-time, permanent
Reports to: Chief Financial Officer
Starting Date: October 1, 2022

The Financial Controller provides leadership and direction in controllership responsibilities including accounting, financial and statutory reporting, financial systems support, accounts payable/receivable, pay rolls and cash/treasury/debt management over CCRD operations competency in handling a range of accounting activities, commitment to professional development.

Primary Duties and Responsibilities

The Financial Controller prepares financial statements, maintains cash controls, maintains accounts payable and receivable, manages financial records keeping and keeps abreast of regulatory requirements to ensure full statutory financial compliance. The Financial Controller requires a complete and thorough knowledge of local government accounting procedures and competency with QuickBooks, and Microsoft Office, particularly Word and Excel.

1. Administer and monitor the CCRD's financial system Main Activities

- Implement/maintain financial procedures
- Establish, maintain and reconcile the general ledger
- Prepare and reconcile bank statements
- Maintain accounts
- Complete journal entries
- Establish and maintain cash controls
- Oversee the processing of supplier invoices
- Maintain procurement processes
- Ensure financial data entry
- Co-signatory and oversee issuance of cheques for all accounts due
- Ensure security for all credit cards and verify charges
- Ensure transactions are properly recorded
- Ensure government remittances including GST/Worksafe BC premium are made accurately and within deadlines.
 - Reviews accounting documents including clerk's work for accuracy, consistency, and completeness, ensuring correct authorization and conformity with CCRD policy and legislative standards.
 - Assist in the processing of payroll information or manage the payroll transaction in absence of CFO.

- Assists the CFO with the administration of CCRD's employee extended health and dental benefits and pension programs or administer the staff benefits and pension programs in absence of CFO.
- Prepares T4s, T4A's and Honorariums, as required.
- Prepare quarterly reports to the Board and report on variances.
- Ensure CCRD internal requirements met in facilitation of annual audit by external accounting firm.
- Assists the CFO with the preparation of annual audit by external accounting firm.
- Maintain complete financial files and records.
- Assist the CFO with the development of annual five-year financial plan.
- Assist the CFO with the facilitation of the financial committee.
- Prepares reports and correspondence when required as directed by the CFO.
- Prepares and ensures accuracy of various government and inter office reports.

2. Maintain the accounts payables and receivables process in order to ensure complete and accurate records of all moneys

- Reconcile accounts payable
- Reconcile accounts receivable
- Compile source documents
- Reconcile deposits

3. Support efficient and effective management

- Manage the filing, storage, and security of financial documents.
- Assist the CFO to respond to financial information enquiries for the staff, the constituents, and the board.
- Support best practices in financial information management.



REQUEST FOR DIRECTION

To: Curtis Slingerland, Chief Administrative Officer
CC: Board of Directors, CCRD
From: Meg Schadt, Executive Assistant
Meeting Date: September 8, 2022
Subject: Communications Connectivity Report

Issue/Background Summary:

At the July 14, 2022, regular board meeting, the board requested that administration bring forward the report titled “Central Coast Communications Feasibility Study” at the next regular meeting.

The study was commissioned as part of the Rural Dividend Communications Connectivity grant with a total funding of \$10,000. The scope of the grant was to compile a report of the existing connectivity situation in each community. This would provide the foundation to explore community driven, realistic, and cost-effective solutions to address the deficiencies, establish a future direction or regional connectivity efforts, and provide a base to develop future business cases for connectivity projects. With a focus on identifying needs and outcomes for end users, and how to utilise partnerships for last mile solutions and better utilization technology. The final component of the project is to create a shared vision, with stakeholders to bring the region to meet the basic standard set by the CRTC in 2016.

As part of the grant a survey was done within all of the communities with approximately 10% overall of the population participating.

The funding was issued in April of 2018, and the final report was submitted in October of 2019. The project was intended to wrap up in April of 2019 with the remaining grant funds used to travel to the Outer Coast communities to present the findings of the study. The former Economic Development Officer completed the final grant report and requested the remaining funds be used to report the findings to the outer coast. Due to the restrictions of the COVID-19 at the time, the trip may have been scheduled but later cancelled.

To date \$4,687 remains of the grant funding.

Discussion:

The recommendations from the report to advance connectivity in the Central Coast region: are outdated, due to the progress made in the last three years. The Connected Coast project has limited mention, as the funding for this project was announced in

January of 2018. Their current project end date is in 2023. Additionally, the CCRD provided lidar data to Central Coast Communications Society in 2022 to assist in providing better service to those not able to be connected to fibre as part of the current Connected Coast project.

Options:

1. Complete grant project as intended

This option involves staff traveling to the outer coast to present the report as it stands, however, the report is dated, no longer accurate and the cost to travel to the outer coast will exceed the remaining budget amount. If this option is the will of the board, a trip could be planned for 2023 and the remaining funds could come out of the Economic Development Function.

THAT the Directors of the Central Coast Regional District direct administration to undertake a visit to the outer coast communities to present the Central Coast Communications Feasibility Study and that any additional funds required come from the economic development function.

2. Accept the Study and Conclude the Project

This would involve receiving the report for information and keeping it as a resource for future connectivity conversations, projects, and future economic development activities. The remaining funds would be returned to the grant funder and the project closed off.

That the Directors of the Central Coast Regional District receive the study titled "Central Coast Communications Feasibility Study" for information and direct administration to close the project.

3. Update the Findings

The final option would be to explore the cost and viability of updating the report to evaluate conditions since the implementation of the Connected Coast project and make updated recommendations. Keeping this option on budget may severely limit the scope of the update. This option may not be either possible due to the scope of the request or within the budget of the amount of money remaining.

That the Directors of the Central Coast Regional District direct administration to explore updating the study within the remaining budget of the grant.

Financial/Budgetary Implications:

The remaining funds (\$4,687) has been deferred from 2021 and it is available for the project.

Respectfully,

Submitted by:


Meg Schadt, Executive Assistant

Approved by:


Curtis Slingerland, Chief Administrative Officer

Central Coast Communications Feasibility Study



Prepared by:
Rainforest Consulting
October 2019

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17. Appendices (full survey results from each community are available upon request)

Executive Summary

Lack of infrastructure (landline, cellphone, and internet)

In general, the lack of reliable communications infrastructure (both traditional landline, cell and internet service) presents the largest threat to the region, especially in terms of emergency communications.

The establishment of the Connected Coast project will be a huge relief to the Central Coast in terms of infrastructure development, however, its expected arrival is still years away and there remain short-term solutions that need to be addressed as quickly as possible.

There are three recommendations to progress connectivity in the Central Coast region:

1. The installation of the City West fiber optic connection could be several years off. Telus has expressed openness to exploring a 'reverse-engineered' solution whereby Telus might be willing to develop a connectivity solution for Central Coast communities based on the current and future requirements of each. If the Telus approach could be released, then the Central Coast could have a workable connectivity solution prior to the implementation of the City West fiber optic rollout.
2. The establishment of a Regional Connectivity Advisory Team and Emergency Communications committee that could be either a standalone committee or could be included as part of the CCRD's existing Economic Development Advisory Committee, or
3. The establishment of a Regional Connectivity and Emergency Communications Commission with delegated authority from the CCRD board made up of the Central Coast's First Nations and/or communities to determine and direct the development of the Central Coast's connectivity and emergency communications.

The above suggested committee or commission could help progress connectivity issues by working with major corporations such as CityWest and TELUS, the provincial and federal government, as well as the local "last mile" ISP providers to ensure each community's needs are being adequately addressed.

Supporting local ISP providers is a key component of present and future work, as these local providers will be the main contact point for any technological upgrades and enhancements that will be coming to the region.

With this report many of the major issues facing our region have now been identified and the existing central coast Economic Development Advisory Committee can proceed with guiding and steering a connectivity plan for the region that will guide future communications development as we move forward.

Emergency Communications

The ability to communicate is critical, especially in the case of emergency preparedness and management. During the 2017 BC wildfires, the CCRD was operating an Integrated Emergency Operations Centre, with the Nuxalk Nation, while at the same time fire threatened the Telus broadband infrastructure servicing the Bella Coola valley causing undue stress for everyone involved including emergency service providers. As mentioned earlier, if the fiber optic cable was damaged, the Bella Coola Valley would have lost internet, cell phone and telephone service.

Results from a recent survey of business operators in the CCRD, revealed the high level of concern around disruption to cellular and internet services, Increased connectivity and redundancy for communications will also address and allow for business continuity for the CCRD and regional businesses when faced with emergency response or critical incident.

While access to Marine VHF Radios was more prominent on the outer coast, even in a coastal community such as Bella Coola 96 percent of respondents indicated they did not know how to access one. The majority of residents in all communities were unclear on how and where to access a satellite phone and almost no one could access a local HAM radio operator.

The lack of local knowledge around emergency communications presents a significant challenge for the CCRD and as new communication infrastructure moves forward, this needs to be addressed with the utmost importance.

Limitations on Economic and Social Wellbeing

The lack of fast and reliable internet and cell service severely limits economic growth within the region. The introduction of new and innovative technologies will allow our communities to diversify our local economies and plan strategic investments for growth, development, and job creation.

Helping organizations align their work with available technology is critical for increased economic development and job creation. The potential to make a living and access critical programs and services will support resident attraction and retention and attract lifestyle entrepreneurs to the Region.

Increased connectivity also includes the ability to access educational resources for youth who attend education programs and training remotely and/or will increase their desire to return upon completion of an out-of-town program

Conclusion

In closing, as local government we are committed to bringing our region up to speed with the rest of the province, both economically, technologically and with regard to emergency communications.

We are satisfied that the results of this study have provided a solid understanding of the existing communications infrastructure and the challenges each community faces.

The Central Coast Regional District will continue to advocate for connectivity in the region to be brought up to national standards to ensure the best future and opportunities for the communities of the central coast.

Survey Summary

The Central Coast Regional District undertook a voluntary survey of residents in its five communities: the Bella Coola Valley, Bella Bella, Denny Island, Ocean Falls and Wuikinuxv.

The purpose of the survey was to further understand their existing communications infrastructure and capabilities, assess the shortfall between the current and required infrastructure and to determine what can be done to bridge the gap between the two.

The Central Coast Regional District received a total of 319 completed surveys from five communities. This is approximately 10 percent of its total population of just over 3,000 residents.

It is a vast area of 24,559 sq. kms and each community is distinct from one another and some are only accessible by water or air. The entire region is remote and faces numerous challenges with regards to communication and infrastructure.

Communities within the Central Coast Regional District include:

Electoral Area A - Commonly referred to as the "Outer Coast," Area A includes Ocean Falls, Denny Island and Wuikinuxv, and all points in between. The boundary commences west of the Bella Coola town site and follows the regional district boundaries north almost to the First Nations' community of Klemtu, and south past Rivers Inlet, home of the Wuikinuxv First Nation.

Electoral Area B - This area consists of seven square kilometres located on Campbell Island, also known as Bella Bella. The Heiltsuk community is primarily comprised of First Nations residents.

Electoral Area C - Located in the eastern portion of the regional district, this area is situated at the upper end of the Bella Coola Valley and borders the Cariboo Regional District.

Electoral Area D - Commencing in Hagensborg, this area runs from the Augsburg Church west to Tatsquan Creek.

Electoral Area E - The Bella Coola town site consists of a small residential population and contains the majority of the commercial activity in the valley.

As demonstrated, there are some significant challenges regarding communication services on the Central Coast. Two communities have absolutely no cell service and no high-speed internet other than satellite.

The most populated community (the Bella Coola Valley) has limited cell service – both in the community and in resident's homes. Although it has come a long way, the internet service is still very limited due to bandwidth restrictions.

Currently, the entire Bella Coola Valley operates with only 500Mbps of bandwidth which translates to download speeds of approximately 5Mbps per household. The average Canadian download speed per household is 86.92Mbps.

In addition, the lack of redundancy presents a very serious problem: should the existing communications lines be interrupted anywhere between Williams Lake and Bella Coola the potential exists for an absolute communications blackout: no landlines, no cell service, and no internet. The same is true for Bella Bella, Ocean Falls, Denny Island, and Wuikinuxv.

The proposed "Connected Coast" fibre-optic cable from Prince Rupert to the Central Coast communities would alleviate many of these problems, but adequate "last-mile" connection options are still in the early stages and require much more attention to become established.

Initial projections pegged the completion of the project as soon as 2021, but as construction has yet to begin this date may be further off. In the meantime, Central Coast communities will need to strengthen their communications infrastructure from within. To do this, they need to be well-informed of their own challenges and shortcomings, as well as develop a thorough understanding of the possibilities for local improvement and expansion.

The information provided in this report is a solid foundation for local communications providers to plan and develop their own strategies to fill in the communication "gaps" and better prepare them for the arrival of technological upgrades.

The Central Coast Regional District will seek to remain well-informed of the plans of the major players and the local providers in order to advocate for the best options and services for the region.

Background and Objectives

In 2016, the CRTC established broadband internet access as a new basic standard for all Canadian households. Digital connectivity is essential for economic development; especially in rural and remote communities.

All five communities within the Central Coast Regional District (CCRD) are geographically isolated; not only from each other but also from the province at large. At present, connectivity between these communities is very limited or non-existent and does not meet CRTC standards.

In 2018, the federal and provincial governments announced joint funding of \$45.4 million to provide 154 rural and remote communities on the B.C. coast, including 56 Indigenous communities, through the Connected Coast project. This will result in the building of over 3,400 of sub-sea fibre-optic cable stretching from Prince Rupert to Vancouver. The communities of the Central Coast will be serviced by this project.

Currently, there is no uninterrupted fibre-optic cable serving any of the CCRD communities. The 2017 wildfires highlighted this alarming lack of redundancy in a very serious way: fire damage to a section of this fibre-optic cable running east from Williams Lake would have resulted in the loss of internet, cell phone, and telephone service for the entire Bella Coola Valley, essentially resulting in a communications “blackout” during an emergency situation.

As demonstrated, improving communications connectivity is very important to communities located within the CCRD. Communities that have access to reliable and affordable services can readily participate in public services including education, health care, business, social and economic development, government services, public safety and emergency preparedness.

At present, every community within the district faces its own set of unique challenges when it comes to connectivity.

The community survey results presented in this report detail the existing status of connectivity options within the CCRD and how these options affect residents in the region.

Methodology

With the assistance of local community members and ISP providers, the CCRD created a voluntary survey for local residents. The purpose of this survey was to detail the existing communications infrastructure and capabilities, to assess the shortfall between the current and future infrastructure and determine what can be done to bridge the gaps right now.

Participants were asked eleven questions in relation to their use of several communications technologies currently available in their communities.

According to the 2016 Stats Can Census, the current population of the Central Coast Regional District is 3,319. A total of 319 surveys were completed in the five communities within the district: approximately 10 percent of the overall population.

Participation was voluntary and surveys were collected through face-to-face meetings with surveyors and a coordinated mail-drop at local post offices. No incentives were offered, and personal information was not collected.

Separate surveys were also created to assess the details of the local ISP's and corporate providers in each community.

Community Results

Bella Bella

- Area B ~ Central Coast Regional District
- Statistics Canada 2016 Census Population: 1,109
- Home of the Heiltsuk Nation
- Total completed surveys: 72
- Percentage completed: 6.5%

Bella Bella, also known as Waglisla, is a First Nations island community located 98 nautical miles north of Port Hardy. It is the traditional territory and the present home of the Heiltsuk First Nations and is home to approximately 1,109.

The main infrastructure in the community includes the R.W. Large Memorial Hospital, the Bella Bella Airport, community schools and recreation centres, the offices of the Heiltsuk Tribal Council and locally-owned businesses.

Recent archeological discoveries on nearby Triquet Island, located within Heiltsuk territory, have confirmed the nation's oral history of having occupied the area for over 14,000 years.

Bella Bella has no road access and is serviced by BC Ferries to either Port Hardy or Prince Rupert, or by Pacific Coastal to Vancouver. The nearby community of Shearwater, located three miles from Bella Bella on Denny Island), also utilizes the essential services of Bella Bella via water taxi service.

TELUS is the main telecommunications provider of landline and cell phone services. Internet services are obtained through Xplornet (satellite), Waglisla Cablevision, or TELUS Smart Hub.

Key Findings

Landline communication

54 percent of Bella Bella residents do not have a landline in their homes.

Cell phone communication

96 percent of residents have cell phone service within the community; 94 percent have cell phone service in their homes. TELUS is the main provider cell phone services (36%), with Koodo (26%) and Bell (15%) following. 48 percent of residents classified their cell phone service as "average," and 47 percent rated their cell phone bills to be "expensive."

Internet

64 percent of residents have internet in their homes, with Waglisla Cablevision (local ISP) providing 37 percent of the services. Xplornet provided 16 percent, and 10 percent of residents utilized the TELUS Smart Hub.

27 percent of respondents declared their internet service was “unreliable,” while 25 percent classified their service between “good” (14%) and “very good” (11%).

Emergency Services

Residents were asked whether or not they could access three resources in the event of a disaster: Marine VHF Radio, satellite phone, and local HAM radio operator.

In Bella Bella, 75 percent said they can access a Marine VHF Radio but only 10 percent could access a satellite phone. No one could access a local HAM radio operator.

There is no local radio station.

Bella Bella ~ ISP Survey

ISP Providers:

TELUS Waglisla Cablevision, Xplornet

Majority Community Use:

Waglisla – 120 connected homes

Standard Upload/Download Speeds:

Residence: 5Mbps

Commercial: dl: 9.16Mbps ul:1.84Mbps

Connectivity:

Microwave/coaxial cable

Current Bandwidth:

100Mbps

Bandwidth Required to upgrade to 50Mbps per home/business:

12.5Gbps

Outage Threats:

Damage to microwave or coaxial cable

Emergency Communications

Bella Bella does not have a formal secondary communication system. There are multiple satellite phones (RCMP, hospital, Band Office and Tribal Office) and VHF/HAM radio operators.

There is no backup power supply for the secondary system, but TELUS does have a backup generator and batteries for their internet and cell services. The hospital also has a backup generator.

Denny Island (Shearwater)

- Area A ~ Central Coast Regional District
- Population Estimate: 138
- Total completed surveys: 29
- Percentage completed: 21%

Denny Island is located 20 minutes from Bella Bella via water taxi. There is no road access and the community travels out via BC Ferries or plane from Bella Bella. There is a paved landing strip on Denny Island.

Denny Island is home to Shearwater Resort and Marina, a full-service marina and a popular and busy stop for boaters on the Central Coast. Amenities include a grocery store, restaurants, gift shops and accommodation providers.

TELUS is the main telecommunications provider of landline and cell phone services. Internet services are obtained through Xplornet or Shearwater WIFI. There is no local radio station.

Key Findings

Landline communications

59 percent of residents did not have a landline in their homes.

Cell phone communication

79 percent reported to have cell service in the community while 62 percent indicated they had it at home. However, 14 percent of respondents reported their cell service at home to be “patchy” or inconsistent.

TELUS was the leading provider of cell phone services (52%), followed by Bell (14%) and Koodo (14%). 21 percent of residents did not have a cell phone.

Nearly half of residents (48%) declared their cell phone service to be “unreliable,” while 24 percent classified it as “average.” Over half (55%) said their bills were “very expensive” to “expensive.”

Internet

66 percent of people had internet in their homes and the majority used Xplornet as a provider (38%) followed by Shearwater WIFI (17%).

41 percent of people classified their internet as “unreliable” while 31 percent said it was “average.”

Emergency Services

Residents were asked whether or not they could access three resources in the event of a disaster: Marine VHF Radio, satellite phone, and local HAM radio operator. 83 percent could access a Marine VHF Radio. 79 percent could not access a satellite phone, and a further 72 percent could not access a local HAM radio operator. There is no local radio station.

Ocean Falls

- Area A ~ Central Coast Regional District
- Population Estimate: 25
- Total completed surveys: 19
- Percentage completed: 76%

Once a large paper-mill community on the Central Coast with 5000 residents, Ocean Falls is now home to approximately 25 full-time residents. It is only accessible by boat or seaplane, and BC Ferries services the community once per week.

There is little infrastructure in the area and no medical services are available. There is no cell service or local radio station.

Key Findings

Landline communications

100 percent of residents surveyed had a landline.

Cell phone communication

There is no cell service in Ocean Falls.

Internet

100 percent of residents surveyed had satellite internet offered through Xplornet. All of those surveyed classified the internet service as “unreliable” (due to weather).

Emergency Services

Residents were asked whether or not they could access three resources in the event of a disaster: Marine VHF Radio, satellite phone, and local HAM radio operator. All 19 residents surveyed could access both a Marine VHF Radio and a satellite phone. There is no local HAM radio operator and there is no local radio station.

Ocean Falls ~ ISP Survey

ISP Providers:

Xplornet

Majority Community Use:

Xplornet

Standard Upload/Download Speeds:

Up to 25Mbps download

Connectivity:

Satellite

Current Bandwidth:

Xplornet Plans

Bandwidth Required to upgrade to 50Mbps per home/business:

1Gbps

Outage Threats:

TELUS microwave malfunction, weather interruptions to Xplornet satellite

Emergency Communications

Ocean Falls does not have a formal secondary communication system. Boralex has a satellite phone on site and there is backup generator in the community as well.

Bella Coola

- Area E/D ~ Central Coast Regional District
- Population Estimate: 1200
- Total completed surveys: 123
- Percentage completed: 10%

For the purposes of this survey, Bella Coola refers to the townsite, townsite reserve, and 4-Mile reserve. It is the traditional territory and the present home of the Nuxalk Nation and is home to approximately 1000.

The Bella Coola Valley is the only land area within the Central Coast Regional District that is accessible by road. It is one of the province's three access points to the Pacific Ocean from the interior of the province.

Bella Coola provides health care at a general hospital. Education services are provided through schools offering pre-kindergarten through grade 12 as well as post-secondary classes and courses. A full range of grocery, hardware and general retail stores and service stations is available. Local accommodations may be found by way of bed and breakfast establishments as well as inns, hotels, motels and privately-owned campgrounds.

The town contains a public library, a travel agency, eateries, liquor store, two post offices, a full range of financial services provided by a credit union, a provincial government agent, an airport, harbour authority, local government offices, a seasonal visitor information centre, tourism association and an RCMP detachment. A local non-profit (Central Coast Communications Society) provides high-speed internet services.

Key Findings

Landline communications

61 percent of respondents had a landline in their home.

Cell phone communication

93 percent reported to have cell service in their community, while 71 percent stated they had cell service in their homes. While there is a cell phone tower in the townsite, service is more limited in 4Mile reserve (approximately three kilometres away) as there is no tower there. TELUS was the main cell phone service provider (39%).

Most residents reported their service to be between "unreliable" and "average," and cell phone bills were considered to be between "expensive" and "average."

Internet

78 percent of those surveyed reported to have internet in their home, with 60 percent relying on the local internet provider CCCS. The majority of people rated their internet service as "good" (43%).

Emergency Services

Residents were asked whether or not they could access three resources in the event of a disaster: Marine VHF Radio, satellite phone, and local HAM radio operator. 96 percent of those surveyed could not access a Marine VHF Radio, 75 percent could not access a satellite phone, and 93 percent did not know a local HAM radio operator.

There is a local radio station: Nuxalk Radio that has the ability to broadcast from downtown to the lower Bella Coola Valley (but not consistently into Hagensborg or beyond).

Hagensborg

- Area C/D ~ Central Coast Regional District
- Population Estimate: 800
- Total completed surveys: 70
- Percentage completed: Nine percent

For the purposes of this survey, Hagensborg refers to the area east of 4Mile reserve and encompasses the lower Bella Coola Valley, the village of Hagensborg, and the smaller communities (Firvale, Stuie) east to the bottom of the Hill.

Residents in Hagensborg access the townsite of Bella Coola for many of their services including banking and healthcare. However, Hagensborg hosts one gas station, a post office, a grocery store, several accommodation providers and the district's secondary schools.

Key Findings

Landline communications

91 percent of respondents had a landline in their home.

Cell phone communication

79 percent of people reported cell phone availability in their community (the "centre" of Hagensborg does have a cell phone tower), but only 40 percent of people had cell phone service in their homes. 47 percent of people used TELUS as their cell service provider.

The majority of people (53%) classified their cell service between "very unreliable" and "unreliable," and 66 percent of people classified their services between "expensive" and "average."

Internet

The majority of people (90%) had internet service in their homes, and the dominant provider was the local CCCS (60%). 68 percent of people classified their internet service between "good" and "very good."

Emergency Services

Residents were asked whether or not they could access three resources in the event of a disaster: Marine VHF Radio, satellite phone, and local HAM radio operator. 61 percent of people could not access

and Marine VHF Radio, 62 percent could not access a satellite phone, and 87 percent could not access a local HAM radio operator.

There is no local radio station in Hagensborg.

Bella Coola/Hagensborg ~ ISP Survey

ISP Providers:

Xplornet, Central Coast Communications Society (CCCS), TELUS

Majority Community Use:

CCCS

Standard Upload/Download Speeds:

Up to 10Mbps download (CCCS)

Up to 25Mbps (Xplornet)

Connectivity:

Fixed wireless/Xplornet Satellite

Current Bandwidth:

300Mbps – Bella Coola

200Mbps - Hagensborg

Bandwidth Required to upgrade to 50Mbps per home/business:

10Gbps (minimum)

Outage Threats:

TELUS microwave malfunction, extensive power outage, severing of fibre optic cable between Bella Coola and Williams Lake

Emergency Communications

Bella Coola does not have a formal secondary communication system. There is a satellite phone at the hospital and a backup generator there as well. Nuxalk Radio is the designated emergency channel and can broadcast locally in the Valley but will not reach every home. There are also many VHF radios.

Wuikinuxv

- Area A ~ Central Coast Regional District
- Population Estimate: 60
- Total completed surveys: 6
- Percentage complete: 10%

Wuikinuxv, also known as Rivers Inlet, is 125 kilometres southwest of Bella Coola and one of the smallest settlements in the Central Coast behind Ocean Falls. The Wuikinuxv people have lived in the area for thousands of years, although many now make their home in nearby communities on Vancouver Island – which is 65 kilometres to the south.

Wuikinuxv was a major fishing area with huge salmon runs. Three canneries dotted the shorelines until their closure by consolidation through the monopoly of companies, BC Packers, and the consolidation around large centralized ice plants in the 1950s.

Presently Wuikinuxv hosts an elementary school, limited health care services, a band office, traditional big house and a small airstrip. Groceries are brought in by float plane and the community has no road access.

Key Findings

Landline communications

Over 80 percent of respondents had a landline in their home.

Cell phone communication

There is no cell phone service in Wuikinuxv.

Internet

The majority of people surveyed have internet in their homes – the only option is satellite which is offered through Xplornet. Service was rated between “good” and “very good.”

Emergency Services

Residents were asked whether or not they could access three resources in the event of a disaster: Marine VHF Radio, satellite phone, and local HAM radio operator. 83 percent of people could access and Marine VHF Radio, 33 percent could access a satellite phone, and 100 percent could not access a local HAM radio operator. There is no local radio station in Wuikinuxv.

Wuikinuxv ~ ISP Survey

ISP Providers:

Xplornet, TELUS (through IBBS Momentum Telecom)

Majority Community Use:

IBBS

Standard Upload/Download Speeds:

Unsure – approximately 30Mbps for the entire community to share

Connectivity:

Coaxial cable

Current Bandwidth:

Unsure

Bandwidth Required to upgrade to 50Mbps per home/business:

1Gbps

Outage Threats:

TELUS microwave malfunction, power outage

Emergency Communications

Wuikinuxv does not have a formal secondary communication system. There are at least two satellite phones in the community (one at Band Office) and several VHF radio operators. The Band Office also has a portable generator.

Last-Mile Funding Opportunities

Funding opportunities are available through Northern Development Initiative Trust's Connecting British Columbia's Phase Two Last-Mile Infrastructure Funding.

The Connecting British Columbia program is a province-wide program administered by Northern Development Initiative Trust (Northern Development) and is available to all eligible applicants. It is funded by the Province of British Columbia.

The current objective of the multi-year Connecting British Columbia program is to accelerate the delivery of high-speed internet connectivity at minimum target speeds of 50 megabits per second (Mbps) down and 10 Mbps up to homes and businesses in rural communities in BC. Applications that are able to demonstrate the ability to support the target of 50/10 Mbps are highly preferred.

The high cost of infrastructure has been identified by local governments, First Nations, and internet service providers as one of the key barriers to expanding internet services. The Connecting British Columbia program helps pay for infrastructure required to deliver high-speed internet connectivity to rural areas of the province.

More information about the program can be found [here](#).

Corporations

For the purposes of this survey the CCRD contacted the communications advisors for each corporation that services the region.

TELUS

TELUS is the main communications provider for the Central Coast in terms of landline and cell service. TELUS provides landline communications for all coastal communities and cell service for three: Bella Coola, Bella Bella, and Denny Island. Wuikinuxv and Ocean Falls do not have cell service.

Internet Service

TELUS currently provides bandwidth to Bella Coola, Bella Bella, Ocean Falls and Wuikinuxv. They do not provide bandwidth to Denny Island. TELUS does not provide internet service; it only provides local telecom companies with bandwidth to distribute.

To date, TELUS has sold the following amounts of bandwidth to each community:

Ocean Falls – 60Mbps (no local telecom/ISP provider)
Bella Coola – 300Mbps (distributed through CCCS) – 550Mbps (business internet)
Bella Bella – 200Mbps (distributed through Waglisla Cablevision)
Wuikinuxv – 200Mbps (distributed through IBBS - Momentum Telecom)
Denny Island - None

Internet is delivered via microwave and relay stations for the entire Central Coast – these may constitute a single point of failure. The relay stations are all run off of BC Hydro power with the exception of Wuikinuxv, which is local power. BC Hydro stations all have backup generators which can provide up to 36 hours (battery) and 72 hours (fuel).

TELUS has plans to provide Bella Bella with an additional 100Mbps in late 2019/early 2020. There is also a planned radio upgrade for the Bella Coola region which would add 1Gbps radio capacity.

TELUS confirmed it is exploring opportunities to work with CityWest to leverage future west coast fibre build.

Landline Service

All residents of the Central Coast currently have landline service provided by TELUS. However, each community's landline service is dependent on a radio connection. If the connection between the community's telephone switchboard and the remote radio is compromised only local dialing is available.

TELUS confirmed the landline infrastructure is vulnerable to flood or fire, particularly in Bella Coola, as there is a long stretch of aerial fibre between Bella Coola and Williams Lake.

All sites are vulnerable to weather conditions that can impact the microwave radio links (snow, storms, rain, smoke).

Cell Service

TELUS has four cell service sites within the Central Coast: Bella Coola (2), Hagensborg, and Bella Bella. These communities have cell service and TELUS has no plans to add additional coverage at this time.

4G LTE currently serves with communities with plans to upgrade to 5G in the short-term future.

Each major site has generator backup to last approximately 10 hours before refueling. TELUS confirmed the cell service infrastructure is vulnerable to flood or fire, particularly in Bella Coola, as there is a long stretch of aerial fibre between Bella Coola and Williams Lake.

Future Plans

TELUS is open to collaborate and partner with the Regional District and communities within the District to provide the technology required to connect residents to Canada's Fastest Mobile Network.

CityWest

CityWest is a communications company providing internet, home phone and television services to communities in northwest BC. CityWest will manage and implement the Connected Coast project and will receive \$12.4M to provide the necessary infrastructure to enable 23 communities to connect to the internet.

Currently, CityWest does not provide any services to communities within the Central Coast Regional District.

Internet Service

CityWest will have the capability to provide 10G+ to each community on the Central Coast, but the amount each community will be able to accommodate will depend on the infrastructure of the local ISP (known as the "last-mile" provider) and/or TELUS. Any registered service provider or business will be eligible to receive the internet service.

Future Plans

CityWest has indicated that all five CCRD communities are slated for connectivity by the second half of 2020 under the current project plans.

Xplornet

Internet Service

Xplornet provides high-speed rural internet to approximately 24000 homes in British Columbia, including several hundred in the Central Coast Regional District.

Xplornet services the west coast via several satellites including ViaSat2, Jupiter, and Jupiter2. Download speeds range from 5Mbps to 25Mbps and data ranges from 25GB up to 200GB per month, depending on the package.

In April 2019, Xplornet announced that it has purchased capacity on the upcoming Jupiter 3 satellite, which will enter service in 2021. Jupiter 3 will provide rural BC residents with download speeds of up to 100Mbps, quadrupling the top speed that is currently available.

Appendices

Full survey results from each community are available upon request.

DATE: August 31, 2022
TO: Ken McIlwain, CCRD Operations Manager
FROM: Jacob Scissons
FILE: 3383.0005.02
SUBJECT: **DENNY ISLAND COMMUNITY WATER SYSTEM – AUGUST 2022 UPDATE**

WELL AND TREATMENT PLANT

- The groundwater well and treatment plant commissioning is complete.



- Raw and treated water samples will be collected for submission to Vancouver Coastal Health.

STORAGE RESERVOIR

- The reservoir leak testing and disinfection work is complete.

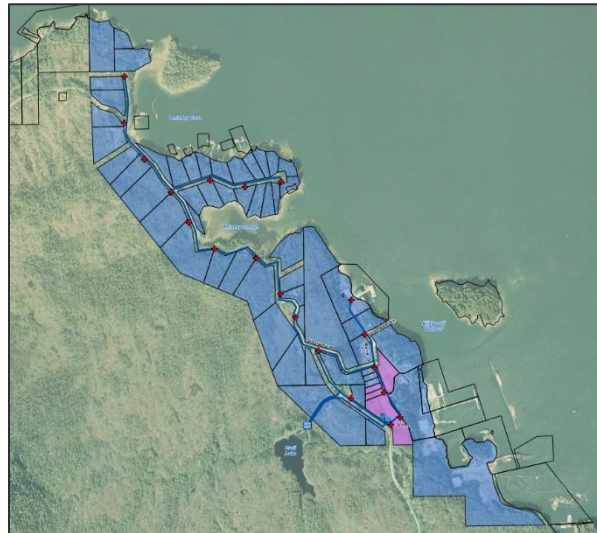


WATER DISTRIBUTION SYSTEM

- The installation of the water distribution pipe is advancing through the School District #49 property.



- The design and tender package for the CCRD distribution system contract is being advanced for projected issuance this fall.



Sincerely,

URBAN SYSTEMS LTD.



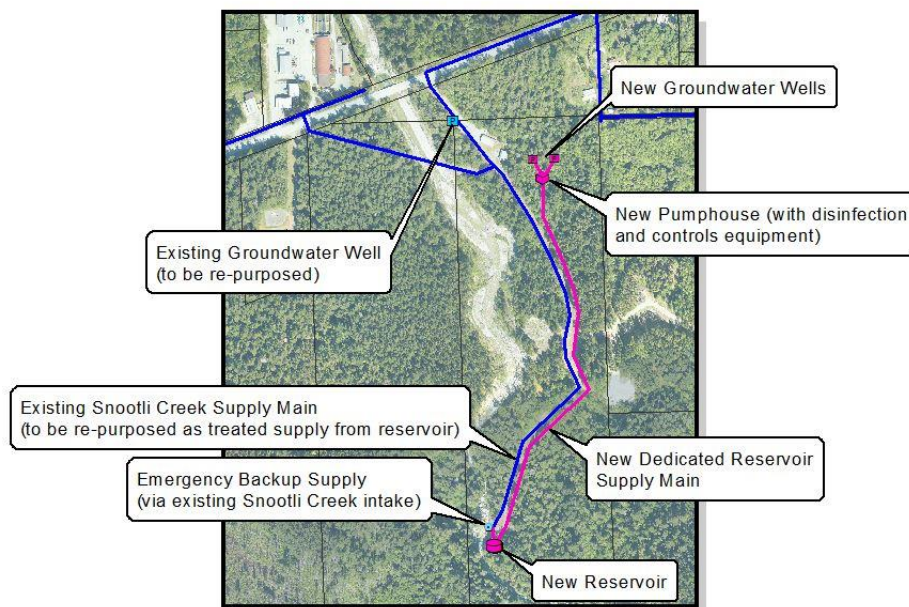
Jacob Scissons, P.Eng.
Project Manager

U:\Projects_KAM\3383\0005\02\C-Correspondence\C1-Client\2022-08-31 Denny Island Water System - August 2022 Update.docx

DATE: August 31, 2022
 TO: Ken McIlwain, CCRD Operations Manager
 FROM: Jacob Scissons
 FILE: 3383.0005.02
 SUBJECT: **HAGENSBORG COMMUNITY WATER SYSTEM – AUGUST 2022 UPDATE**

WATER SUPPLY / TREATMENT / STORAGE

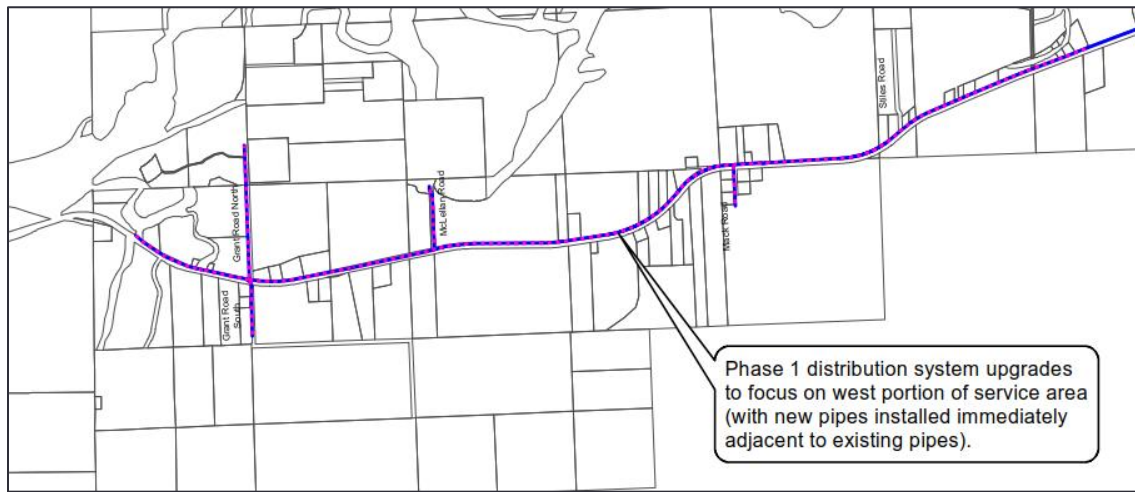
- The water supply, treatment, and storage concept is depicted below.



- Test well drilling is pending to confirm the quantity and quality of the proposed new groundwater source. Well drilling contractors are extremely busy and scheduling this work has been a challenge.
- Vancouver Coastal Health review will be completed following water quality testing.

WATER DISTRIBUTION SYSTEM

- Distribution system improvements will focus on the west portion of the service area, where pipe sizes and condition are of greatest concern. This is generally west of Walker Park Road, where the previous pipe replacement work ended in the late 1990s / early 2000s, as shown below.



- Geotechnical fieldwork (test pits) is being coordinated.
- Permits from the Ministry of Transportation and Infrastructure are pending.

CONSULTATION WITH NUXALK NATION

- Representatives from Nuxalk Nation and the CCRD are meeting on site on September 1st to review the areas where infrastructure upgrade work is proposed.
- Archaeological review and monitoring plans will then be refined for the project to advance to tendering and construction.

PROCUREMENT / PROJECT DELIVERY

- The project team is reviewing the pros and cons of a single construction contract for all works vs a series of smaller contracts for each discipline of work.

Sincerely,

URBAN SYSTEMS LTD.



Jacob Scissons, P.Eng.
Project Manager

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SERVICE REPORT

To: Curtis Slingerland, CAO
CC: CCRD Board of Directors
From: Ken McIlwain, Operations Manager
Meeting Date: Sept 8, 2022
Subject: Bella Coola Airport and Facilities Service Update

Service Background:

The Central Coast Regional District (CCRD) is responsible for provision of the Bella Coola Airport and Facilities Service to Electoral Areas C, D and E. Originally established under Supplementary Letters Patent as a function of the Regional District in 1972, the CCRD undertook to convert the function to a service of the CCRD through Bylaw No. 410, adopted April 12th, 2012, with Electoral Areas C, D and E as participants.

The Bella Coola Airport is a fully certified airport and operates under Transport Canada Civil Aviation Airport Certificate 5151 p527. The service is managed by the CCRD Operations Manager with oversight from the CCRD CAO and Board of Directors. For regulatory purposes the CCRD CAO acts as the Accountable Executive and the CCRD Operations Manager is the Airport Manager. A contract Airport Attendant carries out daily duties including inspections and wildlife control.

The airside infrastructure managed under the Airport and Facilities Service includes a 1280 m (4200') by 30 m (100') paved runway with two taxiways and an apron, a LL100 Av Gas fueling facility, and a baggage/freight handling area. The landside infrastructure includes a passenger terminal, five leased spaces in the passenger terminal building, lease lots, a parking lot, a children's play area/green space and the CCRD Winter Maintenance Facility/Office.

The airport runway, taxiways and aprons are in relatively good condition, although resurfacing will likely be required within the next decade. The airport currently supports daily scheduled air service to Vancouver International Airport – South Terminal. Prior to COVID-19, the Bella Coola Airport supplied service to approximately 11,000 passengers on an annual basis. The number of passenger movements dropped by more than two thirds during the height of the COVID-19 pandemic. Since the provincial reopening, passenger movements have recovered to slightly more than half pre-pandemic levels.

In 2016, the CCRD commissioned the development of the Bella Coola Airport Master Plan. The Master Plan is a guiding document that will assist the CCRD in making operational and capital investment decisions over a 10 to 20-year time horizon.

The Master Plan addresses Aircraft Safety, Airport Capacity, Forecast Demand, Regional Planning, Revenue, Groundside Activities and Land Uses. The planning process included an analysis of existing infrastructure to help determine investment priorities. Stakeholder consultations were completed to gain insight from residents and stakeholders around opportunities and areas where improvement is desired. An Airport Land Use Plan was completed to provide a framework to guide future development at the airport over the long term (e.g., 20 years).

2022 projected revenue sources (unaudited) for the Bella Coola Airport service are as follows:

- Passenger User Fees - \$86,800
- Landing Fees - \$26,500
- Ground Leases - \$8,126
- Terminal Rental - \$26,201
- Fuel Surcharge - \$6,000
- Fuel Sales - \$33,000
- Deferred Rural Dividend and BCAAP Grants - \$542,700
- RATI Terminal Enhancement Project Grant - \$328,322

Quarterly Highlights:

- Pacific Coastal currently provides daily scheduled air service between Bella Coola and Vancouver (currently 7 days a week). From July to September there is a second flight added, 3 days a week, for a total of 10 flights a week.
- Scheduled passenger traffic between Bella Coola and Vancouver has increased to more than half of pre-pandemic levels. In July of 2022, there were 535 incoming and 600 outgoing passengers, which is about 84% of pre-pandemic levels. This shows strong growth from only a few months ago when April 2022 passenger movements were at 57% of pre-pandemic levels.
- Over the past two months work crews have been busy undertaking upgrades to the Bella Coola Airport terminal building. The first phase of the project involved construction of a new timber frame entrance to the terminal, featuring a covered ramp and stairway, complete with lighting, custom handrails, and a bench. This work is part of a \$325,000 project funded through Pacific Economic Diversification Canada – Regional Air Transportation Initiative for the renovation of Airport Terminal building to increase passenger capacity and improve accessibility. Airport Attendant James Taylor reports that passengers are thrilled with the new entrance and people with mobility challenges have made a point of expressing to him how much of an improvement the new entrance is.

The project is on schedule with renovations anticipated to be complete late this fall. As part of this project, the bathrooms at the facility will be upgraded. While the renovation on the bathrooms are being undertaken, additional facilities will be made available.



Photo: New Timber Frame Entrance to Bella Coola Airport Terminal. Completed August 2022. Photo Credit: Ken McIlwain

- The new Airport Fuel System upgrade project funded by BC Air Access Program is progressing steadily. Following an RFP process, a contract was awarded to Aviation Ground Fueling Technologies for up to \$10,000 to provide engineering and technical support for the project. An Invitation to Quote was issued for electrical installation services. A contract was awarded to Wilmax Electrical for \$9,190 plus additional hourly work as required. An ITQ was advertised for construction of an engineered concrete pad along with subgrade work. A contract was awarded to BW Bonn Interiors for \$33,871.50 for these works. Tank and fueling system design/construction work will proceed over the winter, with project completion anticipated next spring/summer.
- The regional district received notice that the tenant in the upper office area on the south side of the building will be vacating the space. Rental of this space is a valuable source of revenue for the airport.

Grant Funded Projects Administered Under the Service:

In March of 2018, the CCRD received \$392,282 in grant funding from BC Rural Dividend Program for the Bella Coola Airport Tourism and Capacity Enhancement Project. In addition to helping with obstacle removal, the funding has paid for trail development, a play area, and green spaces at the airport. Further projects to be completed with this funding include a cultural piece at the airport, lot development and further trail enhancement. The

funding is currently budgeted between the Airport, Economic Development and Parks and Recreation services. Staff are working with the province to secure project funding extensions as required.

In 2021, the CCRD was awarded \$563,000 in funding from BC Ministry of Transportation and Infrastructure to undertake construction of a new cardlock aviation fueling system that will meet current environmental regulations and enhance the Bella Coola Airport accessibility to aircraft, as an attendant will no longer be required for fueling.

In August of 2021, the CCRD was awarded \$328,322 from Western Economic Diversification Canada for Bella Coola Airport terminal renovations. The renovations are targeted at improving accessibility, passenger capacity and efficiency of the facility. The construction contract has been awarded and work started in July 2022 with substantial completion expected by the end of November 2022.

Financial/Budgetary Implications:

Total Budget (Including confirmed grants):

Total 2022 Anticipated Revenues: \$1,057,949 (including confirmed grant revenues and carry forward surplus of \$84,005)

Total 2022 Revenues to Aug 30, 2022: \$647,929 (including confirmed grant revenues)

Percent total expenditures to Aug 30, 2022: \$463,921 or 71%

Budget (Excluding grant revenues):

Total 2022 Anticipated Revenues: \$270,932(excluding special project grant revenues but including carry forward surplus of \$84,005)

Total 2022 Revenues to Aug 30, 2022: \$189,234 (excluding special project grant revenues but including carry forward surplus of \$84,005) Please note that the August user fees, and charges have not yet been entered due to the timing of the report.

Percent total expenditures to Aug 30, 2022: \$219,848 or 116 % (excluding special project expenditures)

Grant Funded Special Projects

The following are active Grant Funded Special Projects –revenue and expenditures for BC Airport.

- 1) Special Project: BC Rural Dividend - Bella Coola Airport: Tourism and Capacity Enhancement Initiative #201802003 - RD Project Management Lot-development (502451-210)
Total 2022 Budgeted Grant Revenue: \$30,210
Total Expended: \$0.00

- 2) Special Project: Ministry of Transportation & Infrastructure - BC Air Access Program – Bella Coola Airport Fueling Station
Total Grant Revenue: \$563,000
Total Expended: \$85,950

- 3) Special Project: Western Diversification Canada – Regional Air Transportation Initiative (RATI) – Bella Coola Airport Terminal Renovations
Total Grant Revenue: \$328,322
Total Expended:\$208,921

Notes on Financial Variance:

The following comments apply to the 2022 budget as approved in the 2022-2026 financial plan:

- Spending of grant funds is expected to accelerate rapidly through the remainder of 2022.

- Passenger traffic on scheduled flights, as a percentage of pre-pandemic levels increased significantly between April 2022 and July 2022. We will have a better indication after the summer, as to what the annual revenues from passenger user fees will look like. Passenger user fee revenue from January 1, 2022 to August 31, 2022 has already surpassed passenger user fee revenue for all of 2021.

- Fuels sales for 2022 have been slow so far but are expected to continue to strengthen as regional economic conditions improve. We expect a revenue shortfall from the amount budgeted for LL100 fuel sales.

Respectfully,

Submitted by: _____


Ken McIlwain, RPF, Operations Manager

Approved by: _____


Curtis Slingerland, Chief Administrative Officer



REQUEST FOR DIRECTION

To: Board of Directors, CCRD
From: Curtis Slingerland, CAO
Meeting Date: September 8, 2022
Subject: Community Works Fund Policy

Issue/Background Summary:

At the March 10, 2022 regular board meeting, the Directors of the Central Coast Regional District (CCRD) passed the following motion:

Resolution 22-01-11: THAT Administration is directed to develop a policy to provide guidance on the appropriate and principled distribution of Community Works Funds.

Community Works Funding (CWF) is a direct annual allocation to support local priorities. The funding is based on a per capita formula with a base funding. For 2022 that was \$57,000 base funding with an additional \$45 per person. The funding includes populations that live on First Nations Reservation lands.

For the CCRD this amounted to \$203,956 for 2022.

Population and Funding

Analysis of the population numbers and comparison to the expenditures (2008-2021) through the CWF resulted in roughly 85% of funding being directed to areas C, D and E. Together they represent about 60% of estimated population for the CCRD.

This is in comparison to Area A which received 4.5% of funding, with roughly 6% of the population. Area B represents roughly 33% of the population but did not receive directed funding through CWF. It is important to mention that both Area A and Area B benefit from projects that are CCRD wide (Digital Mapping, Office Building Purchase, Asset Management Planning).

For convenience, see below as a comparison.

Electoral Area	Funding (% of Total Spent) *	Population (% of Total) **
A	4.41%	6.31%
B	0.00%	33.31%
C, D, E	84.87%	60.39%
Broad CCRD	11%	-

*Calculated by total spending of CWF from 2008-2021
**Calculated using 2021 Census Data

Based on this analysis, Area B does not receive a proportionate amount of funding compared to other areas in terms of its population, while Area A is proportional to its population. This is explored further below.

Taxation, Services and Funding

One reason that may explain this disproportionate funding is the level of taxation and consequently low service levels.

Area B is equal to 0.4% of annual tax levy for the CCRD, meaning that just \$3,469 comes from Area B out of the \$912,596 collected. This is an indication that there aren't significant service levels that require funding through the CWF. This is due to the reserve lands under federal jurisdiction in Area B.

In comparison, Area A has an average residential tax of \$231 that sits lowest among electoral areas and a low service level. Denny Island Airport is the only requisitioned tax service that isn't shared by all electoral areas. In time, the Denny Island Water system will benefit from access to CWF funds. The limited number of services are an indicator that there does not need to be significant funding through CWF.

What also needs to be noted though is the type of projects being funded. For Area C, D, and E a significant amount of funding is directed to Solid Waste Management. While the three areas benefit from this funding, there are significant regulatory requirements that flow from Solid Waste Management which require substantial funding. These regulatory requirements must be met regardless of where the funding is sourced. So, while there may not be proportional funding between the Electoral Areas in use of the CWF, it may be the best way to allocate the funding based on the whole of the Regional District.

For the reasons above, the funding of projects from CWF is not unreasonable. That being said, the Board is free to determine how financial resources are utilized.

There are a few policy options available to the Board.

1. Do not change the policy.
2. Change the policy to create some sort of balance between allocating funding to broad regional District objectives and allocating separate funding to each Electoral Area.

For Option 2, there are several options including:

1. allocating funding based on population alone with some base funding for regional objectives
2. allocating base funding to each electoral area and for regional objectives
3. a combination of the two options above

Some risks of undertaking Option 2 includes:

- By reallocating funding, it creates several smaller 'pools' of funds that may not be substantial enough on their own to undertake large projects
- By reallocating funding, certain projects that have used CWF in the past may have to rely on a different financing method such as raising taxes or borrowing while 'pools' of funds are unused

- This allocation may not be the most effective way of using Regional District funding based on provided services

The Regional District currently has flexibility in how they spend CW Funding which allows the Board to decide what is a reasonable objective of the funding. Allocating funding through policy takes away that flexibility that the Board has but guarantees funding to each Electoral Area.

The current policy does not guarantee funding to each Electoral Area but does allow the Board to determine during each budget period how they wish to use the CWF.

There is no legislative requirement for the Board to follow, though the terms of the agreement must be met.

Options

Option 1: Leave Policy F-16 in its current form

As detailed above, Option 1 would be to leave the policy in its current form. Concerns on equitable funding can be mitigated by having staff present the policy during budget cycles and emphasize the method of financing for each project and how that affects the ratio of funding to each electoral area. This at the very least keeps the information in front of the Board for consideration. At the same time, the Board can have the flexibility to fund projects as it sees fit. It should be noted that the CWF is the only almost unrestricted funds which the board can use for their strategic plan.

No action from the board is required.

Option 2: Update Policy F-16

Option 2 would be to develop a policy that allocates funding to each Electoral Area. Other Regional District's allocate funds such as

- 10% of funding to broad regional projects
- 10% of funding allocated as split among all Electoral Areas
- 80% of funding allocated to each Electoral Area based on per capita formula

This model is just an example, and not a suggestion. If the Board wishes to pursue Option 2, staff can come back with models that might make sense for the CCRD's financial situation. These models would be brought before the new board after the election for consideration.

THAT the Directors of the Central Coast Regional District direct administration to develop a Community Works Fund Policy that allocates funds based on _____.

Policy, Bylaw or Legislation:

Policy F-16 Community Works Fund Allocation

Financial/Budgetary Implications:

There could be significant changes to funding of Regional District services if the policy is amended. Different funding sources may be required if funding was allocated different from the current model. These effects may not be fully understood until the next budgeting cycle, depending on needs of any Electoral Areas.

Time Requirements – Staff and Elected Officials:

If the current policy is maintained, staff would commit to providing additional information during the budgeting cycle.

If directed to bring amendments to the policy, staff would require additional time to bring a variety of models to the Board, as well as attempt to analyze the impacts of each of those models.

Approved by:  _____
Curtis Slingerland, Chief Administrative Officer

**2022 Community Works Fund
Allocation**

	Budget 2022	Electoral Area
<u>Denny Island Water</u> local Contribution for SPF Grant	240,000	Area A
<u>Centennial Pool Renewal</u> local Contribution for SPF Grant	150,000	Area C,D,E
<u>Solid Waste Management Plan</u> Progress Thorsen Creek Landfill DOCP with focus on Groundwater monitoring and Well Installation	97,500	Area C,D,E
5-year effectiveness review for regional Solid waste management plan	15,000	Regional
<u>Asset Management Planning</u>	50,000	Regional
<u>Asset Retirement Obligation</u>	75,000	Regional
<u>Official Community Plan</u>	150,000	Regional

CENTRAL COAST REGIONAL DISTRICT
POLICIES

F-16 Community Works Fund Allocations

Preamble: Community Works Funds are made available to eligible local governments, including the Central Coast Regional District, by the Government of Canada pursuant to the Agreement on the Transfer of Federal Gas Tax Revenues (Gas Tax Agreement) between the Union of BC Municipalities and the governments of Canada and British Columbia. Funding under the program is intended to be directed to local priorities that fall within one of the eligible project categories and that are in keeping with the Agreement’s intended outcomes.

Purpose: The purpose of this policy is to provide a measured approach for the best use of the funds available, paying particular attention to the strategic priorities of the Central Coast Regional District as determined by the board of directors.

Policy: It is the policy of the Central Coast Regional District that money from the Community Works Fund shall be expended or allocated as follows:

1. First, by satisfying the requirements of the Gas Tax Agreement by fulfilling the regional district’s commitment to Capacity Building, Integrated Sustainability Planning and Capital Investment Planning.
2. Second, by providing funding for eligible projects according to the regional district’s strategic priorities as determined by the board of directors. Where a conflict is found to exist, the funds shall first be allocated to functions and services already established by the regional district, and then to those functions and services under consideration for establishment.

Adopted: April 11, 2013

Reviewed: June 9, 2016

Amended: April 9, 2020



REPORT TO THE BOARD

To: Board of Directors, CCRD

From: Curtis Slingerland, CAO

Meeting Date: July 14, 2022

Subject: Request for Land Use Concurrence – Denny Island RADAR and Communications Site

Recommendation:

THAT the Board of Directors of the Central Coast Regional District (CCRD) direct administration to send a letter to the Canadian Coast Guard (CCG) stating that the CCRD has no objections with the installation of the proposed RADAR tower and communications equipment on Denny Island, and further:

- **The CCRD is satisfied with the Canadian Coast Guard’s consultation process, as outlined in the ISED’s Default Public Consultation Process;**
- **The proposed tower is a permitted use;**
- **The proposed concept* and location is acceptable; and**
- **The CCRD has been consulted and concurs with the tower location.**

*Note: the CCG has requested the CCRD state that the proposed ‘design’ is acceptable. This wording was revised by CCRD staff to proposed ‘concept’, as staff did not want to imply that the CCRD undertook a review, or approves of, the antenna design.

Summary:

The Canadian Coast Guard is proposing to construct a new RADAR tower and associated communications equipment on a mountain top in the southwest portion of Denny Island (see attached information package). This will include the installation of a 38m tower and 5m x 10m aluminum building which will house the operations equipment.

As part of the approvals process the Canadian Coast Guard is seeking a land use conformance from the CCRD for the proposed works in the form of a resolution or letter that states:

- **The CCRD is satisfied with the Canadian Coast Guard’s consultation process, as outlined in the ISED’s Default Public Consultation Process;**
- **The proposed tower is a permitted use;**
- **The proposed design and location is acceptable; and**
- **The CCRD has been consulted and concurs with the tower location.**

Discussion:

The Federal Minister of Industry has the authority to approve tower installations such as the one being proposed for Denny Island. As part of the approvals process, Industry Canada relies on Land-use Authorities (CCRD), to work with proponents (Canadian Coast Guard) to provide local knowledge regarding the proposed works. This local knowledge can include the identification of; cultural or environmental sensitivities, planning priorities, First Nations considerations, or other relevant considerations.

Ideally, Industry Canada encourages Land-use Authorities to establish specific protocols regarding antenna siting's. These protocols could provide guidance to proponents regarding consultation requirements, applicable land use bylaws/plans, First Nations considerations, preferred siting locations, aesthetic preferences, among others. In the absence of such a protocol, the proponent is required to follow the Innovation, Science and Economic Development (ISED) Canada default consultation process. Given that the CCRD has no antenna siting protocols, the ISED Canada default consultation process was followed in this instance.

A consultation summary provided by the Canadian Coast Guard states:

- Heiltsuk Nation was consulted regarding the proposed works, and they expressed no issues with the installation;
- A notice was placed in the May 26, 2022 edition of the Coast Mountain News detailing the proposed works and outlining a June 28, 2022 comment deadline (see Appendix A of attached package);
- One comment was received from the public which outlined concerns regarding the amount of helicopter traffic associated with the preparatory construction process, although support was expressed for the installation of the RADAR. The Canadian Coast Guard indicates that they followed up with the concerned resident and were later provided with a comment from the resident showing support for the project (see Appendix B of attached package); and
- Due to the remoteness of the site, there were no properties within a radius of three times the proposed tower height, and hence there was no need to notify property owners.

It should be noted that a CCRD operated airport is located on Denny Island. Initial discussions with CCRD staff did not identify any flight/airport related concerns regarding the installation of a 38 m tall tower at this location, primarily due to the fact that the Denny Island Airport operates under Visual Flight Rules (daytime flights only) and the tower location is not in line with the runway/typical flight paths. However, the Board may wish to seek confirmation from the CCG that flight safety was considered, and will not be impacted by, the installation of the RADAR tower.

Given the fact that:

- 1) The CCRD has no antenna siting protocols and the ISED's Default Public Consultation Process was followed in this instance; and
- 2) No on-going concerns regarding the installation of the tower and associated building were raised by the general public and/or the Heiltsuk Nation; and

- 3) The CCRD does not have any bylaws in place for Denny Island which regulate land use and/or permitted uses; and
- 4) The Canadian Coast Guard consulted/reached out to the CCRD on May 26th, June 6th and July 7th 2022 regarding the proposed works; and

Provided that:

- 5) There are no issues raised by the CCRD Board of Directors regarding the proposed works.

It is recommended that the Regional District provide a letter to the Canadian Coast Guard stating that the CCRD has no objections with the installation of the proposed RADAR tower and communications equipment on Denny Island, and further:

- The CCRD is satisfied with the Canadian Coast Guard's consultation process, as outlined in the ISED's Default Public Consultation Process;
- The proposed tower is a permitted use;
- The proposed concept and location is acceptable; and
- The CCRD has been consulted and concurs with the tower location.

Alternative Options:

1. The Regional District may elect not provide the CCG with land use concurrence at this time, but rather seek additional information from the CCG regarding the proposed works, specifically as they relate to flight/airport safety.

Details:

Proponent: Canadian Coast Guard (CCG)

CCG Site: Denny Island

Land Use Authority: Central Coast Regional District

Coordinates: 52°6'12.7" N, 128°4'27.6" W

Proposed Works: Installation of Coastal RADAR system, including 38 m tower and associated equipment building

Submitted and approved by: 
Curtis Slingerland, Chief Administrative Officer



July 07, 2022

Public Consultation Summary & Land Use Concurrence Request

The Canadian Coast Guard is seeking land use concurrence from the Central Coast Regional District for a proposed coastal RADAR System on Denny Island.

CCG Site: Denny Island
Prepared by: D'Arcy Grant, P.Eng
Senior Engineer
Coordinates: 52°6'12.7" N, 128°4'27.6" W
Land Use Authority: Central Coast Regional District

Objective

As part of the Federal Government's Ocean's Protection Plan, the Canadian Coast Guard is undertaking a project to construct a new RADAR and communications site. This site's navigational abilities will be enhanced by the addition of VHF and Microwave antennas as well as a High Gain X-Band RADAR. The site is located 8 kilometres southeast of Bella Bella on Denny Island, BC at 505m elevation to enhance range of RADAR signals. The purpose of developing this new RADAR site includes but is not limited to:

- Enhance maritime situational awareness for the CCG and other federal partners such as National Defence and Port Authorities;
- Address immediate gaps in RADAR coverage on Canada's west coast in support of maritime safety activities;
- Enhance the CCG's ability to identify vessels and to improve the common operating picture in the area;
- Provide support to Transport Canada in enforcing the moratorium on tanker traffic on British Columbia's north coast; and
- Provide a back-up solution for Marine Communications and Traffic Services centres in the event of the loss of digital signals from vessels navigating in Canadian waters.

Description of the Site

The Canadian Coast Guard is proposing the installation of a 38m tower to support the installation of a maritime RADAR system and communications equipment on a remote mountain top in the southwest area of Denny Island. The equipment to operate the site will be contained in a 5mx10m aluminum building. The coordinates of the site are: 52°6'12.7" N, 128°4'27.6" W, on Provincial Crown Land. The site was chosen on this 505m high mountaintop due to the ability to see Lama Passage, Seaforth Channel, Fisher Channel, and the general maritime area around Bella Bella.

Access to the site is only by helicopter; there are no roads planned to the site. There is no electricity available, so the site will be powered by on-site diesel generators.



Map source: Google Maps

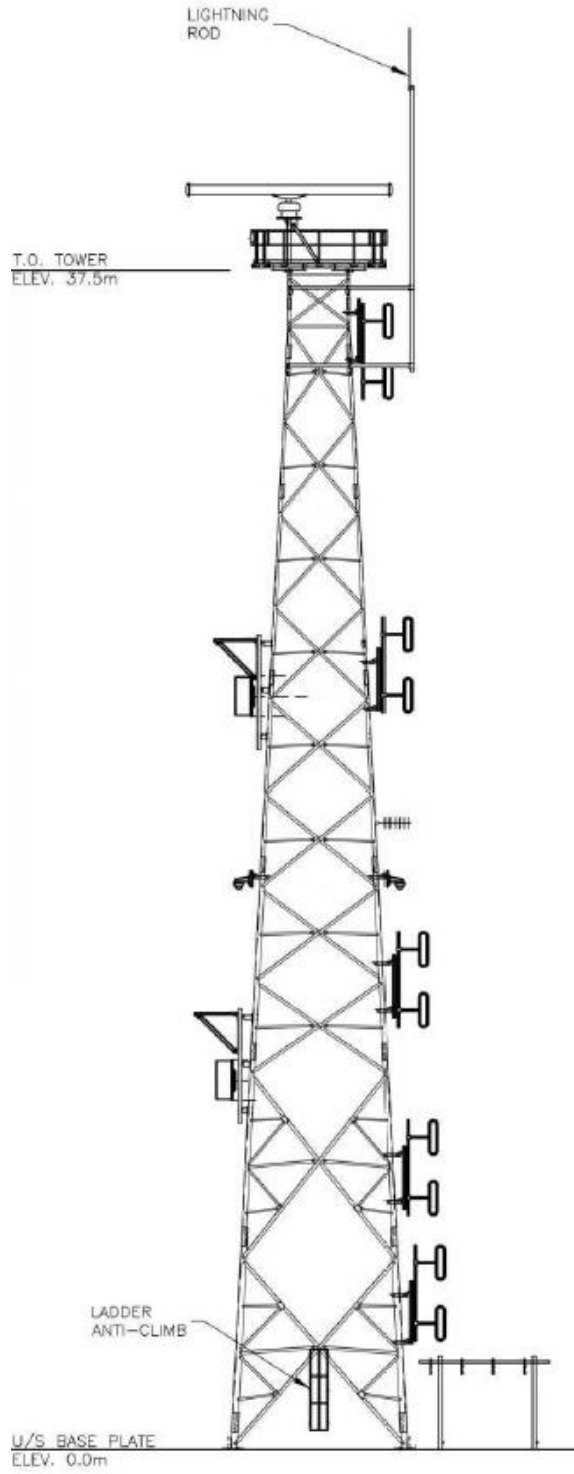
Existing Structures

Given the remote location, there are no existing structures in the area that could be considered for this installation.

Visibility of Tower

The proposed installation on a 505m high remote mountaintop approximately 2 km from the coast means that the tower will only be visible from the water, and the distance will minimise the visual impact of the installation.

**Elevation Plan – Tower Profile
(For discussion purposes only)**



TOWER PROFILE

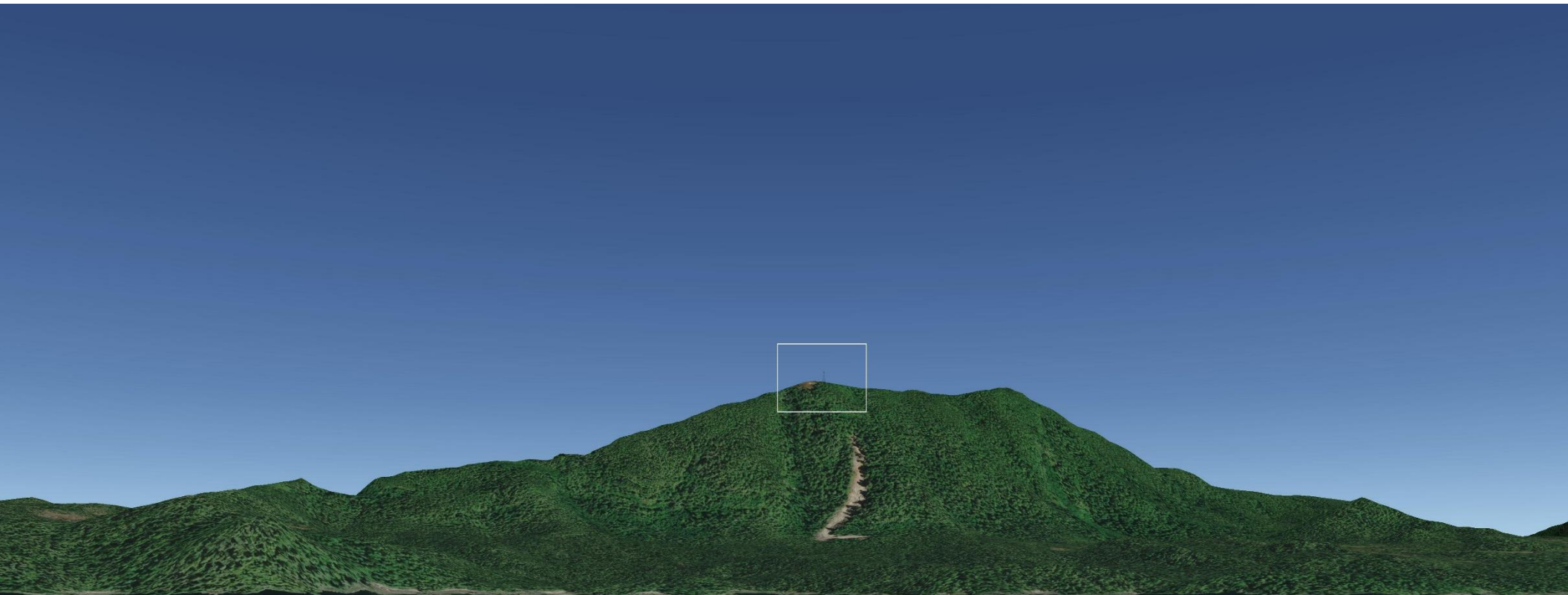


Photo Simulation of Denny Island RADAR Site
For Discussion Purposes Only

View of RADAR Tower from Inside Passage waters
of Lama Passage



Consultation Process and Summary

Innovation, Science and Economic Development (ISED) Canada Default Consultation Process

As the Central Coast Regional District does not have an established and documented consultation process applicable to tower siting on Provincial Crown Land, the CCG was required to follow the ISED Public Consultation Process as follows:

- **Notify any property owners within a radius of three times the proposed tower height:** Due to the remote location of the site, there are no properties other than Provincial Crown Land within the radius, therefore there was no need to notify any property owners.
- **Place a notice in a local paper welcoming public comments within the prescribed timelines:** The CCG placed a notice in the Coast Mountain News on 26 May, 2022, with a closing date for comments of 28 June, 2022. See Appendix A for a copy of the newspaper notice.
- **Request land use concurrence from the relevant land use authority:** The CCG is now seeking land use concurrence from the CCRD in order to complete ISED's consultation requirements.

Consultation Summary

1. The CCG has completed consultation with the local Heiltsuk Nation for the Denny Island site, and they expressed no issues with the installation.
2. During the public commentary period of the public consultation process, the CCG received one (1) comment about the installation. The comment was supportive of the RADAR installation, but had issues with the way the preparatory construction process was disrupting people's day-to-day lives. The construction process issue was addressed directly with the commenter by the CCG's Marine and Civil Infrastructure group. A redacted copy of the comment showing the support for the installation can be found in Appendix B of this document.

Land Use Concurrence Request

Although the CCG RADAR installation is exclusively regulated by the Federal Government, ISED requires the CCG to consult with the relevant land use authority as a commenting body in the siting of antenna support structures. As a form of comment, the CCG is requesting land use concurrence from the CCRD in the form of a resolution or a letter that addresses the following items:

- *That the Central Coast Regional District is satisfied with the CCG's consultation process, as outlined in ISED's Default Public Consultation Process;*
- *That the proposed tower is a permitted use;*
- *The proposed design and location is acceptable;*
- *That the Central Coast Regional District is has been consulted and concurs with the tower location.*

Please send your concurrence to the undersigned at darcy.grant@dfo-mpo.gc.ca

Thank you,
D'Arcy Grant, P.Eng
Canadian Coast Guard

Appendix A Newspaper Public Notice

www.coastmountainnews.com

Coast Mountain News

Thursday, May 26, 2022 A11

BC Classifieds.com

...in your community, online and in print

ONLINE bclassifieds@blackpress.ca
IN PRINT 1.866.865.4460

eEDITIONS Black Press Media



Friendly Frank says...
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Announcements	Services	Rentals	Rentals	BUYING RENTING SELLING <i>place your classified ad today!</i> 1-866-865-4460	Legal	Legal	Legal
Information	Medical Health	Apt/Condo for Rent	Homes for Rent		Legal Notices	Legal Notices	Legal Notices
<p>LOOKING FOR A BANYARD (Gary, Stephen or John that is!)</p> <p>Former Squamish neighbor wishes to contact Stan and Jana's sons to forward photos. Please contact jmlbar@sympatico.ca</p>	<p>GET UP TO \$50,000 from the Government of Canada. ALL ages & Medical Conditions. Quality: Have a child under 18 instantly receive more money. CALL BRITISH COLUMBIA BENEFITS 1-800-211-3550 OR Send a Text Message with Your Name and Mailing Address to (604) 739-5500 For Your FREE benefits package.</p>	<p>People in Motion Williams Lake 2 Bedroom for Rent in low income housing. Available for end of May. Phone: 778-412-9300</p>	<p>Williams Lake 3 Bedroom House & 3 Bedroom Mobile. No pets. Call Between: 8:00 a.m. - 6:00 p.m. 250-392-7617</p>				
Employment	Merchandise for Sale	Legal	Legal	Legal			
Career Opportunities	Misc. Wanted	Legal Notices	Legal Notices	Legal Notices			

Caretaker (Horsefly, BC)

Caretaker needed, perfect opportunity for male retiree. Diesel generator knowledge and 4x4 vehicle is a must. Looking for motivated individuals. Free internet and T.V. From May 1st until September 1st. Monthly pay is \$1100.

No drinking, No drugs, No smokers & No pets.

Call: 250-620-3356 and leave a message.

CASH for all gold & silver! Buttons, coins, bars, jewelry, nuggets, sterling, 999.9 Silver+.

Also buying coin collections, Royal Canadian Mint Coins & old money. Canada & world collectors WANTED.

Todd 250-864-4321.

Big Lake Annual Community Garage Sale

Saturday, May 28th 9:00 am - 2:00 pm

Over 15 households participating. Maps \$2 pickup at Heritage Site on Pritchard Road. Mini Doughnuts, coffee and concession stand with hamburgers and hotdogs!

Williams Lake Furniture Sale

3265 Pine Valley Road

Saturday, May 28th 9:00 a.m. starting

Hiding lawnmower, couches, beds, etc.

Williams Lake Multi Family Garage Sale

54 Fairview Drive (Golf Course Area)

Saturday, May 28th 9:00 am - 2:00 pm

Williams Lake Parking Lot Garage Sale Fundraiser

377 Hodgson Road

Saturday May 28th 9:00 am - 2:00 pm

Labourers

UNITED Concrete & Gravel Ltd., Williams Lake Division has an opening for a Yard Labourer Person - You would need to be physically fit and like working outdoors. - Good hand radio communication, and work safely with others. - Questioning small equipment experience is an asset, and the ability to work with concrete to make blocks - Valid driver license safety oriented good listening skills - Competitive wage and benefits provided

Drop off resume at 245 Hodgson Road to Brandy or Pylech, or email suer@ulvna.ca

Services


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GET BACK ON TRACK! Bad credit? Bills? Unemployed? Need Money? We Land! If you own your own home - you qualify. Pioneer Acceptance Corp. Member BBB. 1-877-587-1420 www.pioneerwest.com

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Central Coast REGIONAL DISTRICT

NOTICE OF PUBLIC HEARING

What: Public Hearing regarding Bella Coola Valley Zoning Amendment Bylaw No. 504

When and Where: Wednesday, June 8th, 2022 @ 7:00 pm
Central Coast Regional District office
626 Cliff Street, Bella Coola, BC

The Public Hearing will be chaired by Director Northeast of the Regional District Board.

The Applicants are Robert and Jennifer Sherlock

Proposal: Zoning Bylaw No. 71, Amendment: Bylaw No. 504 is proposed to rezone the subject property from R-1 residential to C-1 commercial. The subject property is legally described as Lot A, Plan VP 31244, Section 25, Township 6, Land District 12. The physical address is 4330 Highway 20.

How can I provide a comment? Anyone who believes that their interest in property is affected by the proposed Bylaw shall be afforded a reasonable opportunity to be heard at the Public Hearing. They may make written submissions on the matter of Bylaw 504 which must be received at our office by 4:00 pm on June 7, 2022. Those wishing to present at the hearing and needs virtual access must contact Evangeline Hanuse to arrange details. The entire content of all submissions will be made public and form part of the public record for this matter.

Email: ehanuse@ccrd.ca
Hand/mail: PO Box 186, 626 Cliff St., Bella Coola BC V0T 1C0
Phone: 250-799-5291
Fax: 250-799-5750

Need more info? A copy of the proposed bylaw and other relevant background materials are available for review by the public at the Central Coast Regional District office Monday through Friday, 8:30 am to 12:00 pm and 1:00 pm to 4:00 pm.

Please do not attend the Public Hearing if you are feeling sick or experiencing any cold or flu related symptoms.

Who can I speak to? Evangeline Hanuse, (250)799-5291

PUBLIC NOTICE


PROPOSED 38 METRE TALL SELF-SUPPORT TOWER FOR COASTAL RADAR & VHF MARINE COMMUNICATIONS

PROPOSED STRUCTURE: As part of the public consultation process required by Innovation, Science, and Economic Development Canada, the Canadian Coast Guard (CCG) is inviting the public to comment on a proposed marine telecommunications site that includes a 38 metre tall self-support tower on Provincial Crown Land. The site is on a remote mountain top, 505 m above sea level, and allows the CCG to increase marine and environmental safety in Lama Passage, Seaforth Channel, Fisher Channel and the general marine area around Bella Bella. This installation is part of the Federal Government's Oceans Protection Plan.


COORDINATES: 52° 6' 12.7" N, 128° 4' 27.6" W

ANY PERSON may comment by close of business day on 28 June, 2022, with respect to this matter.

CCG CONTACT: Further information can be obtained by contacting:
D'Arcy Grant, P.Eng
Canadian Coast Guard
Email: darcy.grant@dfp-mpo.gc.ca



Map Source: Google



PLEASE RECYCLE THIS NEWSPAPER.

Appendix B Public Comment

From: Soizic Le Saout <XXXXXXXXXXXXXXXXXX>

Sent: June 20, 2022 3:09 PM

To: Teng, Brian <brian.teng@dfo-mpo.gc.ca>; ehanuse@ccrd.ca; Grant, D'Arcy <Darcy.Grant@dfo-mpo.gc.ca>; ic.spectrumprincegeorge-princegeorgespectre.ic@canada.ca

Subject: comments on project " CCG RADAR and Communication Tower on Denny Island"

Dear Brian Teng, Darcy Grant, Evangeline Hanuse and officers of Innovation, Science and Economic Development Department,

I am a resident of Denny Island, BC and I am contacting you regarding the CCG RADAR and Communication Tower project that is currently occurring on Denny Island.

I personally have nothing against the project goals and targets. I believe these could be convenient improvements for communication on the coast and I support this initiative. However, I do not support and personally disagree strongly with the current way the work is done.

Most of the work currently is conducted via helicopter ferrying cement, equipment, supplies, ... Please understand that such an infrastructure require multiple helicopter trips daily. When cement work was occurring, helicopter trips started at 7 am until after 8 pm, with several trips per hours (at least 3-4 trips per hour). I live on this part of the world because I enjoy the remoteness and serenity of the place. Helicopters are loud. Driving directly or nearby residences (houses, float-houses or live-aboard) were people live is a nuisance and this is an euphemism. Please imagine being in your house, your yard, on the road or nearby a local store and not being able to pursue a discussion with another community member just because an helicopter is landing, departing, travelling or just hovering nearby. Would you like living in this place ?

In addition to noise, please realize that jet fuel exhaust are toxic and take time to dissipate. Personally, not only does it pollute the air for up to a couple hours after an helicopter flew on top of our live aboard and garden, which triggers headache exacerbated by the recurring noise; but it also pollute the water we drink as we use rainwater collection as our main source of drinking water. Would you drink, cook, shower or wash anything with water contaminated by jet fuel exhaust?

I understand remoteness requires special measures and I understand helicopters are needed. Therefore, I would like to bring to your attention at least two alternatives that I would be grateful if you would consider for the remaining work and future works in the area : i) Helicopters could and should depart and land from the Denny Island airport. Fuel could be trucked to them via an arrangement with Shearwater. This may even be considered a safety improvement as helicopters would not be so close to the water anymore, potentially disturbing small vessels and kayaks via the wakes departure and landing create. In addition, being away from the main diesel and gasoline reservoirs may also be considered a safety improvement Being at the airport will drastically reduce noise and air pollution and would be highly appreciated. ii) Flight plans could and should be strongly revisited so that helicopters would not be allowed to fly above or nearby people housing, live aboard, yards or stores.

I am a simple civilian. I do not often complain about other people activities and work. However this noise and air pollution is barely liveable anymore. I miss the calm and fresh air I used to have at my home. I would appreciate that residents quality of life be maintained and preserved as much as possible even if this means not taking the shortest route. I understand the constraints with fuel expenses, however, disregarding people health and well being for economic reasons is not what I would expect

Appendix B Public Comment

from government programs intended to enhance and improve communication and hence life quality on the coast.

I thank you for your concern and understanding. I trust you will at least revisit the helicopter flight plan to ensure no helicopters fly repeatedly hours after hours on top of people residence, may they be house, live aboard, float home and gardens. Flying from and to the airport seem to me a durable and easy to implement improvements. I trust you have the skill and competence to put this adjustment in place.

Thank you for your care and understanding.

Sincerely

Soizic Le Saout

SUBJECT: Central Coast Regional District Housing Needs Report Projection Update
 DATE: July 18, 2022
 FILE: 3383.0008.01

1.0 INTRODUCTION

This memo provides an update on the population and household projections for Central Coast Regional District (CCRD) based on historical growth patterns shown in census information dating from 2001 with the latest census 2021 data. The projections for each community are conducted based on the historical trend of population and households in the past 20 years. The long-term trend of 20 years is used for consistent projections which minimize the influence by temporary short-term shock in population growth or decline. Using a long-term trend also limits the ability to capture recent short-term changes in population or household patterns.

It has also not been possible to consider potential causes of population growth, such as industrial expansion or new development projects, or future housing development which enables more people to move to the region or to a subregion. Therefore, the projection should be interpreted as a baseline growth scenario of what might occur in the future based on historical trends if the status quo economical and development scenario is maintained.

2.0 POPULATION PROJECTIONS

Within the CCRD, the population in all subregions is expected to decline or stay the same, except for in Area A. The growth in Area A will not offset the decline in other areas, which means that the CCRD's population will decrease by roughly 0.3% every five years. Area B, Area D, and Bella Coola 1 are the regions where population decline is expected in the next 10 years.

Table 1: Projected Population (2021-2031)

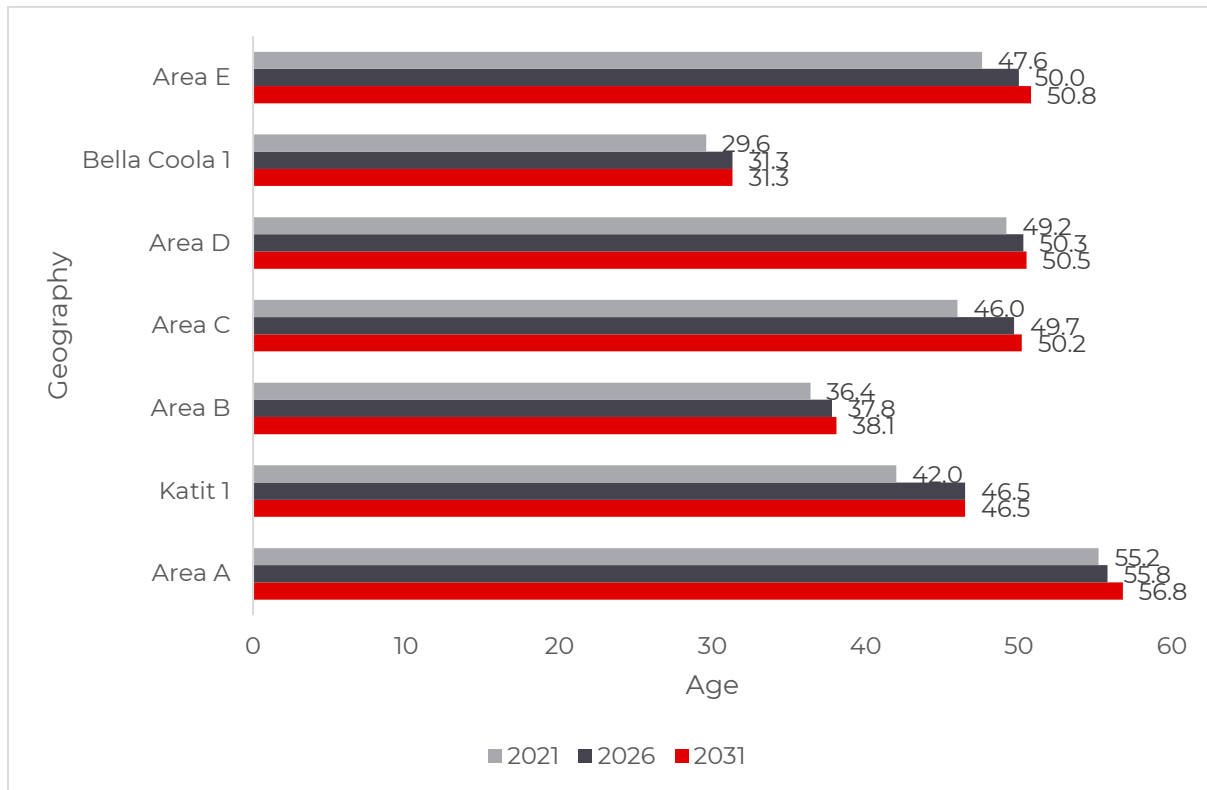
	2021	2026	2031	Change from 2021 to 2026	Change from 2026 to 2031
Area A	150	160	160	10	0
Katit 1	80	80	80	0	0
Area B	1,190	1,180	1,180	-10	0
Area C	660	660	660	0	0
Area D	400	390	390	-10	0
Bella Coola 1	940	940	930	0	-10
Area E	160	160	160	0	0
CCRD	3,580	3,570	3,560	-10	-10

Projected population growth by age indicates that the cohort that will decline the most between 2021 and 2026 are those aged 14 or younger, 25 to 64, 15 to 19, and then 20 to 24. Older population cohorts (65 to 84, and 85-and-over) are expected to increase modestly over the same timeframe.

In Area A, where the total population growth is predicted to increase, the population aged 14 or younger will decrease while the cohorts aged 20 and over will all increase. Residents aged 25 to 64 will increase the most in the next 10 years. In other subregions, all the age cohorts will decrease over time with the exception of those aged 85 years and older, or residents aged 65 to 84 in Areas B, C, D, E and Bella Coola 1.

The median age across all areas is set to increase into 2026 and 2031. Bella Coola 1 will have the youngest median age of 31.3 in 2031 and Area A will have the oldest median age of 56.8.

Figure 1: Projected Median Age (2021-2031)



3.0 HOUSEHOLD PROJECTIONS

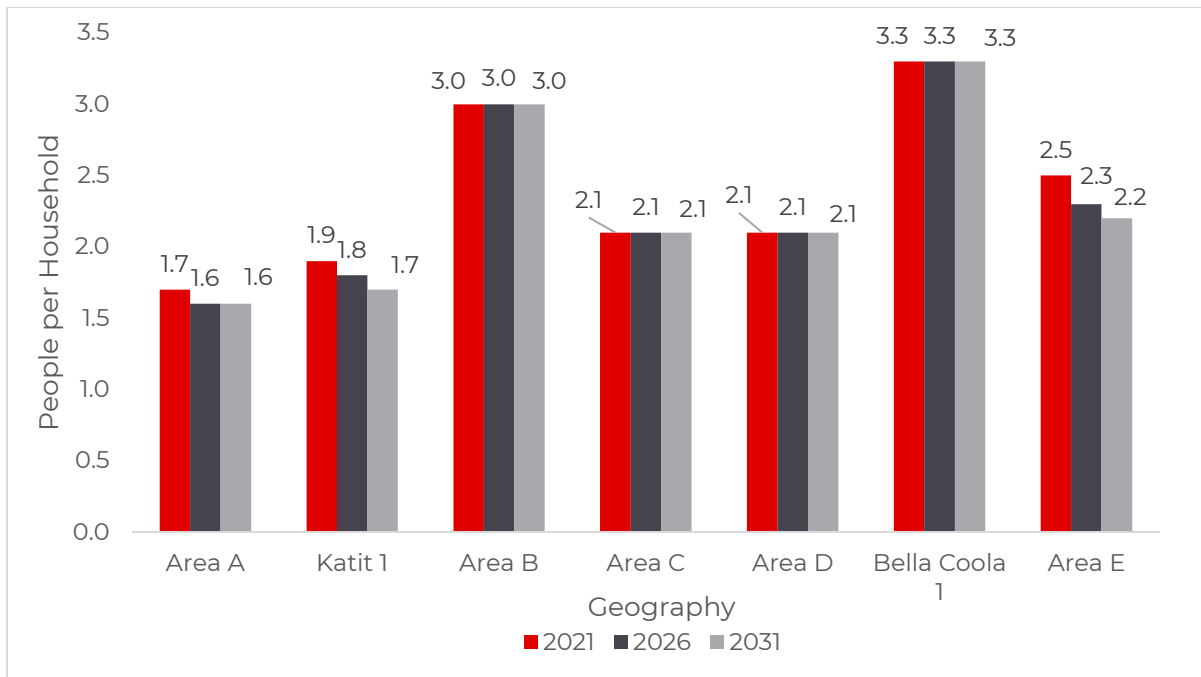
From 2021 to 2031, the CCRD is projected to see the number of households increase by 20. Area A, Katit 1, Area C, and Area E are projected to see modest growth in the number of households. Area A will grow the most. Area B and Area D are projected to see decreases in the number of households in this timeframe, while Bella Coola is projected to see the number of households unchanged.

Table 2: Projected Households (2021, 2026, 2031)

	2021	2026	2031	Change from 2021 to 2026	Change from 2026 to 2031
Area A	90	97	103	7	6
Katit 1	40	43	45	3	2
Area B	395	393	392	-2	-1
Area C	315	316	317	1	1
Area D	190	187	185	-3	-2
Bella Coola 1	285	285	285	0	0
Area E	65	70	73	5	3
CCRD	1,380	1,391	1,400	11	9

The average household size will either remain the same or decrease throughout the CCRD and its subregions.

Figure 2 Projected Average Household Size (2021, 2026, 2031)



4.0 PROJECTED DWELLING SIZES NEEDED

The anticipated need for housing units was only conducted for Area A, Area C, Area E, and Katit 1 as they are the only areas projected to experience household growth between 2021 and 2031. In these subregions, it is likely that there is a greater need for two-bedroom units and units with three-or-more bedrooms. To determine the additional housing unit sizes needed by bedroom sizes, this would require the census data on distribution of primary household maintainers by age groups with different demand for dwelling sizes, which has not been released as of today. Therefore, the breakdown of anticipated housing units by bedroom size is not currently available.

Table 3: Area A, Anticipated Housing Unit Sizes Needed (2026 and 2031)

	2021-2026	2026-2031	Total
Anticipated Household Growth	7	6	13
Anticipated Housing Units	7	6	13

Table 4: Katit 1, Anticipated Housing Unit Sizes Needed (2026 and 2031)

	2021-2026	2026-2031	Total
Anticipated Household Growth	3	2	5
Anticipated Housing Units	3	2	5

Table 5: Area C, Anticipated Housing Unit Sizes Needed (2026 and 2031)

	2021-2026	2026-2031	Total
Anticipated Household Growth	1	1	2
Anticipated Housing Units	1	1	2

Table 6: Area E, Anticipated Housing Unit Sizes Needed (2026 and 2031)

	2021-2026	2026-2031	Total
Anticipated Household Growth	5	3	8
Anticipated Housing Units	5	3	8



REQUEST FOR DECISION

To: Curtis Slingerland, CAO
CC: Board of Directors, CCRD
From: Meg Schadt
Meeting Date: September 8, 2022
Subject: Electoral Area Directors Orientation Manual

Recommendation:

THAT the Board of Directors of the Central Coast Regional District endorse the Electoral Area Orientation Manual as a living document to be updated and maintained by administration;

AND THAT the Electoral Area Orientation Manual be presented to the Board of Directors following the local government election in October 2022.

Issue/Background Summary:

Consultant Alison Sayers presented the orientation manual at the July 14th meeting and received feedback from the directors which has now been incorporated into the document. The following sections have been added:

- Interacting with the Media and Stakeholders: p. 28
- Addressing Constituent Concerns: p. 29-31
- CCRD Average Residential Property Tax table: p. 36
- Frequently Asked Questions: p. 77-78
- Important Websites and Contact Information: p.78

There have been significant edits to:

- Community and Economic Development: p. 43
- Pool Commission - section removed from p. 50
- Economic Development Advisory Committee: p. 50
- Voting at Meetings: p. 57-58

This is a living document and further changes and edits will occur.

Financial/Budgetary Implications:

None

Time Requirements – Staff and Elected Officials:

Minimal time requirements, to update document as changes occur.

Options to Consider:

- Adopting the document as a living document.
- Request further changes

Submitted by: 
Meg Schadt, Executive Assistant

Approved by: 
Curtis Slingerland, Chief Administrative Officer

Central Coast Regional District



Orientation Manual for Electoral Area Directors

DRAFT

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Introduction

Congratulations on your recent election to the Central Coast Regional District Board of Directors! The intent of this manual is to ensure a comprehensive briefing for newly elected officials on all aspects of the CCRD's operations and procedures, as well as to ensure outstanding issues and concerns are considered following local government elections. The manual and associated orientation will also serve as an important refresher for those re-elected to office.

This manual has been designed to assist you as you undertake your new role and the many responsibilities that it holds. It will also serve as a reference for you throughout your term. Reasons for development of this manual are as follows:

- 1) **The issues are complex** – From overlapping government jurisdictions, to new environmental and fiscal challenges, local leaders must deal with increasingly complex issues while still being mindful of the basics, such as providing fire protection and safe, reliable drinking water.
- 2) **The demands and expectations are high** – Complex issues and relationships can mean intense demands on your time. Your constituents expect you to solve problems and ensure a bright future for their community thoughtfully, quickly, and efficiently.
- 3) **Technology has changed the governing environment** – A local government website with current information, social networking, virtual public meetings, and online government services, are critical for local governments to govern and provide services effectively. Many residents are comfortable interacting regularly with online information and services, but we must continue to ensure that no one is left out.
- 4) **Instant feedback** – Today's technology means you can be constantly connected to your constituents and that your work is more visible than ever, subject to instant, round-the-clock scrutiny and feedback. Appropriate use of technology is empowering for citizens and elected officials. It can also be stressful, unless used judiciously and with respect for the process of healthy civil discourse.
- 5) **Resources to meet increasing needs are often scarce** – Local leaders must find ways to raise revenue in lieu of heavy tax increases. Because of CCRD's geographical remoteness and low number of taxable properties relative to the number of people it serves, this challenge is particularly and uniquely acute in our region.
- 6) **Teamwork is essential** – While you ran and became elected as an individual, you are now a member of a team. You cannot govern, create policy, or lead the community alone. The best way to achieve your goals and serve your constituents is to work in partnership with other members of the CCRD Board.
- 7) **Governing is difficult** – Your success as an elected official depends on your ability to balance many views; including your own.

- 8) **You can't please everyone** – Being a member of the CCRD Board means making tough and sometimes unpopular decisions. Tight budgets, high expectations, increasing demands, and unforeseen conflicts make the job of leading today's local governments very difficult. It requires resilience, a commitment to learning about the issues, a willingness to compromise, an ethical centre, and above all, a commitment to do what is best for your community and the entire region.
- 9) **There are few perfect solutions** – Governing is an ongoing process of weighing options, sharing ideas, seeking feedback and input, assessing facts and data, and making the best possible overall decision on the basis of information and resources you have.

The objectives of this orientation manual are to:

- Provide an opportunity for the newly elected Board to receive information about CCRD and processes of local government;
- Provide an opportunity for senior staff to explain the operation of their respective departments and acquaint the Board with relevant issues, departmental concerns, outstanding and future issues and other matters;
- Lay the foundation for ongoing frank discussion, trust, and teamwork between elected and appointed officials at the CCRD;
- Familiarize all Directors with goals, policies, procedures, rules, and regulations that pertain to the operation of the Board;
- Acquaint and familiarize the Board with the duties and responsibilities of staff and Board, understand their relationship to each other, and provide an opportunity for the Board to understand the functions of our local government workforce.

You will notice that there are notes throughout the manual that reference relevant material in the attached Schedules. Please note that there are also a few Union of British Columbia Municipalities (UBCM) Fact Sheets that are not specifically referenced throughout the manual, so you may wish to read through these individually (all are included in Schedule E).



Reconciliation Statement

The Central Coast Regional District is committed to continual engagement and meaningful efforts in the ongoing and often complex process of Reconciliation. The CCRD shares overlapping jurisdiction with and within the traditional and unceded territories of the Heiltsuk Nation, Nuxalk Nation, and Wuikinuxv Nation, as well as the Kitasoo/Xai'Xais Nation and Ulkatcho Nation.

CCRD's reconciliation efforts are guided by the principles enshrined in the Truth and Reconciliation Commission of Canada's Calls To Action, the Report of the Royal Commission on Aboriginal Peoples, and the United Nations Declaration on the Rights of Indigenous People. Just as importantly, efforts are also guided by continuous improvement of 1:1 and government-to-government relationships at the community level, including but not limited to:

- acknowledging and condemning the historical genocide of Indigenous peoples of the Central Coast through smallpox, forced sequestration of communities to reservations and residential schools, suppression of traditional governance, legal customs and land and stewardship responsibilities, the denial of human dignity and human rights, and other means as detailed extensively in Canadian Royal Commission reports;
- acknowledging the ongoing and continuing systemic colonialism and genocide of Indigenous peoples still occurring in our region, Canada, and the world today;
- acknowledging and working to change ongoing oppression of and racism towards indigenous people in our region;
- engaging in opportunities for collaboration between CCRD and local Indigenous peoples;
- acknowledging and honouring the colonial governance structure of Chief and Council, and the traditional governance structure of hereditary chieftainship;
- open communication and transparency of decision-making;
- encouraging, modelling, and promoting inclusive behaviour by CCRD staff and elected officials;
- requiring cultural competency training for staff and elected officials;
- continuous creation and improvement of policy via an inclusive lens;
- affirmative action hiring policies and practices.

CCRD is a colonial government established in 1968 by the Province of British Columbia, and acknowledges and honours the fact that Indigenous peoples in the Central Coast region, and throughout what is now called Canada, are sovereign nations and have been governing themselves since time immemorial.

CCRD's Mission, Vision, and Strategic Plan

The Central Coast Regional District is governed by an elected body of five Electoral Area Directors. As an EA Director for the CCRD, you are responsible, in concert with the other Directors, for making important decisions about the scope of services that CCRD provides and how to pay for those services. Together you and the other Directors are also responsible for establishing policies that affect every dimension of our community – local economic growth, land use and planning, critical infrastructure, regional collaboration, long-term financial management, and more. These decisions are generally best when guided by a clearly defined set of principles. CCRD's guiding principles are embodied in the following statements:

CCRD MISSION

To foster the sustainable socioeconomic and environmental well-being of the Central Coast through the professional and efficient delivery of mandated regional and community services

CCRD VISION

Our vision for the Central Coast Regional District is an inclusive, resilient, and sustainable group of communities thriving as a diverse locally-influenced economy within a safe, healthy, and natural environment.

These principles are the goals for our local government, and outline our community's vision for its future. Your responsibility as an elected official, serving as a member of the local government leadership team, is to help support, improve, and put in place policies, programs, and services that will carry out the mission to make the community's vision come true.



STRATEGIC PLAN

In 2019, the CCRD Board identified and adopted as part of their Strategic Plan, the following Core Values and Strategic Goals:

CORE VALUES

Good Governance

Transparency

Professionalism

Accountability

Inclusiveness

Collaboration

Resilience

Integrity

Productivity

Sustainability

STRATEGIC GOALS



Good Governance and Administration:
Fostering Efficiency in Service Delivery



Building Our Capacity:
Strengthening Relationships and Innovative Partnerships



Improving Our Infrastructure:
Investing in Safe and Sustainable Public Works



Effective Community Planning:
Enhancing Our Social, Health, Environmental and Economic Systems

It will be your task as the new CCRD Board, to develop a new Strategic Plan to guide you over the next four-year term. Your priorities will help define how the CCRD serves and guides the community. They also guide the Board and help ensure that you and your fellow Directors operate from a shared foundation that defines an overall direction and your leadership team's commitment to the community. You will learn more about Strategic Planning further along in this manual. Please see **Schedule C** for CCRD's complete current plan and amendments.

Local Government Structure

GUIDING PROVINCIAL LEGISLATION: THE COMMUNITY CHARTER AND THE LOCAL GOVERNMENT ACT

Local governments are created and regulated by the Provincial government through the *Community Charter* and the *Local Government Act*. The *Community Charter* establishes areas of responsibility for local governments and establishes a framework within which local governments, particularly municipalities, must operate.

The *Local Government Act* sets out regulations for specific areas of responsibility. Of the two pieces of legislation, the *Local Government Act* is the most relevant for regional districts, particularly for CCRD which is the only regional district in British Columbia with no municipalities within its borders. The table below sets out the division of responsibilities between the two pieces of legislation.

<u>Community Charter</u>	<u>Local Government Act</u>
<ul style="list-style-type: none"> ▪ Principles, Purposes and Interpretations ▪ Municipal Government <ul style="list-style-type: none"> ○ Purposes, Powers, and Limits on Powers ○ Public Participation and Council Accountability ○ Municipal Procedures, including Council Roles and Responsibilities ○ Financial Management ○ Municipal Revenue ○ Bylaw Enforcement and Related Matters ▪ Governmental Relations, including Provincial-Municipal Relations, Provincial Regulations, and Dispute Resolutions 	<ul style="list-style-type: none"> ▪ Incorporation of Municipalities and Regional Districts ▪ Boundary Expansions and Amalgamations ▪ Elections ▪ Regional Districts <ul style="list-style-type: none"> ○ Governance and Procedures ○ General Powers and Responsibilities ○ Service Structure and Establishing Bylaws ○ Financial Management ○ Bylaw Enforcement ▪ Regional Growth Strategies ▪ Planning and Land Use Management ▪ Heritage Conservation ▪ Improvement Districts ▪ Local Government Legal Proceedings

The *Community Charter's* purposes are to provide local governments (particularly municipalities and their councils) with:

- a) a legal framework for the powers, duties and functions that are necessary to fulfill their purposes;
- b) the authority and discretion to address existing and future community needs; and
- c) the flexibility to determine the public interest of their communities and to respond to the different needs and changing circumstances of their communities.

Municipal purposes defined by the *Community Charter* are to provide for the good government of its community, for services, laws and other matters of community benefit, for stewardship of the public assets of the community and to foster the economic, social and environmental well-being of its community.

The *Local Government Act* is the primary legislation governing regional districts' and improvement districts' service provision and approval processes. This Act also applies broadly to all local governments including municipalities in relation to matters such as incorporation, boundary changes, statutory requirements for elections, and planning and land use powers. The Act also includes key provincial powers such as the authority for the office of the Inspector of Municipalities. And, while the *Community Charter* is focused on municipalities, it should be noted that many provisions, such as public accountability and procedural matters, apply to regional districts as well.

REGIONAL DISTRICTS

Legislation enabling the creation of regional districts was introduced in 1965. There are currently 27 regional districts, which cover the majority of the province, except for the Stikine region in the northwest and the Northern Rockies Regional Municipality in the northeast. The legislative powers and requirements for regional districts are contained mainly in the *Local Government Act*.

Regional districts are made up of municipalities (referred to as member municipalities), and unincorporated areas (referred to as electoral areas). The only exception is the CCRD, which provides service to only Indigenous peoples, unincorporated communities, and rural areas. The individual jurisdictions that comprise a regional district work together to enable the organization to fulfill its purposes as a service provider, administrative agency, and federation.

The *Local Government Act* prescribes the purposes of regional districts as follows:

s. 185 recognizing that regional districts are an independent, responsible, and accountable order of government within their jurisdiction, the purposes of a regional district include:

- 1. providing good government for its community*
- 2. providing the services and other things that the board considers are necessary or desirable for all or parts of its community*
- 3. providing for stewardship of the public assets of its community, and*
- 4. fostering the current and future economic, social, and environmental well-being of its community*

First and foremost, **regional districts are local government service providers**. They exist to play three important service-related roles:

- 1. Local:** They are the local governments for their electoral areas, responsible for providing basic local services such as community planning, water supply, and fire protection. For example, CCRD's Bella Coola Water service provides water only to properties in Electoral Area E.

2. **Inter-jurisdictional:** They are inter-jurisdictional service bodies that provide local government sub-regional services across jurisdictional boundaries to different combinations of municipalities (where applicable) and electoral areas. For example, CCRD's Centennial Pool provides service to Electoral Areas C, D, and E in the Bella Coola Valley.
3. **Regional:** They are regional service bodies, responsible for providing important regional services to their entire regional communities. For example, CCRD's Emergency Management service is mandated to provide coordinated emergency management services to all five electoral areas.

Regional districts establish and provide their services, including maintaining the assets associated with those services, in direct response to the expressed needs, desires and instructions of the municipalities and electoral areas that comprise the region. At the CCRD, the regional district Board of Directors, on which only and all electoral areas are represented, serves as the political forum in which these needs, desires, and instructions are expressed.

There are certain services that every regional district is required by provincial law to deliver. General government administration, emergency management, and solid waste management planning are perhaps the most notable. The number of required services is small relative to the number of voluntary services most regional districts choose to provide.

The range of services provided by different regional districts is vast. Here is a list of CCRD's current services:



Emergency Management



Fire Protection
(Bella Coola, Hagensborg)



Airports
(Bella Coola, Denny Island)



Library Services



Solid Waste Management and Recycling



House Numbering



Centennial Pool



Street Lighting



Parks and Recreation



Land Use Planning



Water Services
(Bella Coola, Hagensborg, Denny Island)



Community and Economic Development

More details are provided for each service later in this manual, including the Community Bus service provided by the Central Coast Regional Hospital District.

ADVOCACY

Outside of service delivery, another broad set of actions carried out by regional districts, including the CCRD, involves efforts to influence the federal and provincial governments through various advocacy initiatives mandated by the Board on behalf of constituents in the region. Much of this advocacy work occurs within the framework of the Union of BC Municipalities annual convention, which is described later in this manual.

The CCRD's efforts, including potentially establishing new services, existing service enhancements, as well as advocacy priorities, are steered by the Board of Director's mandated Strategic Plans and related Advocacy Plans.

ELECTORAL AREAS

Electoral areas are regions outside municipal boundaries, often referred to as rural or unincorporated areas. CCRD has five electoral areas as follows:

Electoral Area A

Commonly referred to as the "Outer Coast," Area A includes Ocean Falls, Denny Island and Wuikinuxv/Rivers Inlet, and all points in between. The boundary commences west of the Bella Coola town site and follows the regional district boundaries north almost to the First Nations community of Klemtu (Kitasoo Xai-Xais Nation), and south past Rivers Inlet and Wuikinuxv, home and ancestral unceded territory of the Wuikinuxv Nation.

Population: 226*

Electoral Area B

This area consists of seven square kilometres located on Campbell Island, also known as Bella Bella. It is the home and ancestral unceded territory of the Heiltsuk Nation.

Population: 1193*

Electoral Area C

Located in the eastern portion of the regional district, this area is situated at the upper (eastern) end of the Bella Coola Valley. It includes Hagensborg, the Saloompt, Firvale, Stuie, and The Precipice, and borders the Cariboo Regional District. It is the ancestral unceded territory of the Nuxalk Nation, and partly also the Ulkatcho Nation.

Population: 661*

Electoral Area D

Commencing in Hagensborg, this area runs from the Augsburg Church west to Tatsquan Creek, and includes two reserves: Four Mile and Townsite (Nuxalk). It is the home and ancestral unceded territory of the Nuxalk Nation.

Population: 1340*

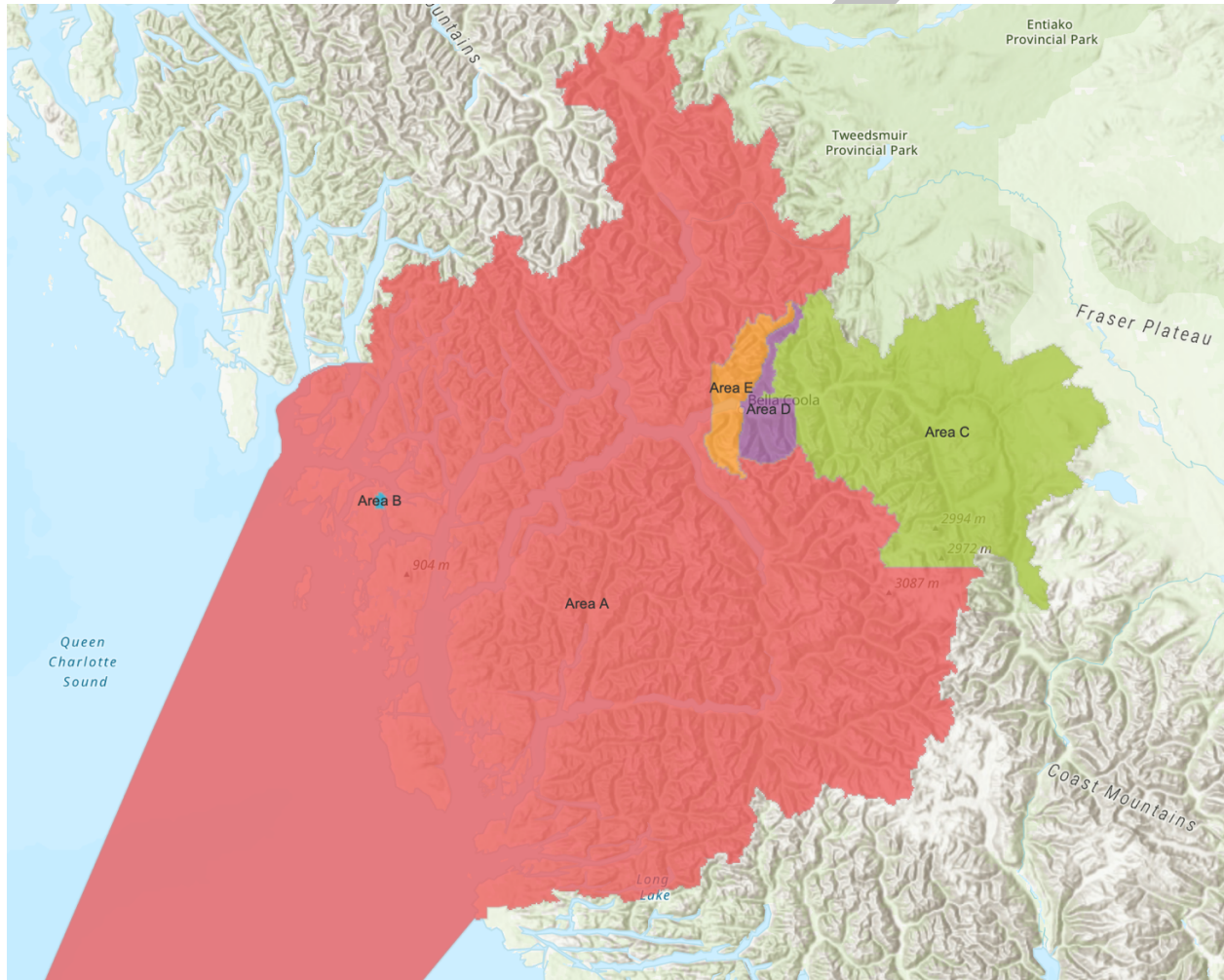
Electoral Area E

Electoral Area E encompasses the Bella Coola town site, which consists of a small residential population and contains the majority of the commercial activity in the valley. It is the home and ancestral unceded territory of the Nuxalk Nation.

Population: 162*

*2021 Census data

CCRD Electoral Areas



(Image: Urban Systems)

MUNICIPALITIES

While CCRD has no municipalities within its borders, and therefore no member municipalities at the Board table, it is helpful to understand a little bit about municipal structure within BC.

A municipal government can provide any service that its Council considers necessary or desirable, much in the same way that regional districts can provide services that the Board considers reasonable or desirable. However, the provincially-required services that

municipalities must provide differ from the requirements for a regional district. For example, municipalities are required to bear all expenses related to road construction and maintenance within the boundaries of the municipality, as set out in *Division 5* of the *Community Charter*.

Directors may be interested to know that past explorations by CCRD into the possibility of incorporating Bella Coola into a municipality have ultimately concluded without further action due to the financial burden of the municipal road maintenance requirement. The tax increase to property owners in Bella Coola to maintain roads would be astronomical, and therefore prohibitive.

The Chair of a regional district and the Mayor of a municipality function in similar ways, however a Mayor holds a few special powers set out in the *Community Charter* that a regional district Chair does not have.

One other significant difference involves budgeting. Municipalities can have a discretionary fund which can be used each year for unexpected or unforeseen expenses. The nature of how it is spent is determined by Council. Regional districts, on the other hand, by law do not have discretionary funds at the regional level. Some regional districts set aside a certain amount of funding for each electoral area (based on a *per capita* or other formula) through the Grant-In-Aid function, which can be spent at the discretion of each Director to support specific projects or events in their electoral area. CCRD, due to a number of factors, including the wide discrepancy between tax contributions from each electoral area, combined with a very small budget, uses a regional approach, rather than an electoral area approach, in an effort to maintain fairness throughout the region. See “Grant-In-Aid” on p. 43 of this manual for more information.

There are other specific differences between municipalities and regional districts that are beyond the scope of this manual, given that there are no member municipalities within CCRD.

IMPROVEMENT DISTRICTS

Improvement Districts are another order of local government (referred to as “local authorities”) which provide a defined set of services to a subset of constituents (such as to a subdivision, neighbourhood, or community) of another regional government body, such as a regional district.

There are currently about 200 improvement districts in BC. Within the CCRD region, there are two: the **Ocean Falls Improvement District (OFID)** and the **Noosatsum Waterworks Improvement District (NWID)**. On January 1st, 2021, the water supply and distribution and fire protection services of a third improvement district, the Hagensborg Waterworks Improvement District, were converted into services of the CCRD.

Every improvement district is governed by a board of elected trustees, elected by the property owners serviced by the improvement district, at an Annual General Meeting. They are responsible for service delivery in similar but less formal ways as Directors of a regional district. The powers exercised by the trustees (to enact and enforce its regulations and

charges, to assess and collect taxes, to acquire, hold and dispose of lands, to borrow money and to expropriate land) flow from the improvement district's bylaws, the Local Government Act and other applicable statutes. Typically, an improvement district provides one or two services. OFID is a rare exception, and provides nine services, which is the most of any improvement district in BC.

Improvement districts are no longer eligible for most types of financial support from the Province of BC or the Government of Canada for capital projects, unless the improvement district agrees to transfer the provision of its services to a municipality or regional district. Over the years, many improvement districts have either incorporated as municipalities or have transferred the services they provide to municipalities or regional districts.

REGIONAL DISTRICT BOARDS

The *Local Government Act* establishes the Board as the governing body of a regional district. Regional district Boards are a federation of elected officials from the communities within the region. Despite any change in its membership, through elections or otherwise, the Board of a regional district is a continuous decision-making body and may complete any proceedings started but not completed before the election or other change, such as resignation, disqualification, or death.

The elected officials on an RD Board are Electoral Area Directors, Councillors or Mayors representing member municipalities, and treaty First Nations elected representatives. Because CCRD has no municipalities and no treaty lands within its borders, its Board is a federation of only EA Directors.

The Board of Directors in every regional district is a collective decision-making body that acts through resolutions and bylaws. Before a resolution can be made, or a bylaw adopted, voting must occur. In municipalities, voting is a relatively straightforward matter: every member of council votes on every issue, and every member receives one vote. In regional districts, voting is not always so simple, for a variety of reasons that mostly come into play only for larger regional districts. At CCRD, every EA Director gets one vote on every decision, with the exception of services that are provided only to the electoral areas in the Bella Coola Valley, in which case only the EA Directors for Areas C, D, and E vote. See **Voting** later in this manual for more information.

ELECTORAL AREA DIRECTORS

A person elected, acclaimed, or appointed to office on a Board must make an oath or solemn affirmation of office within certain time limits as set out in the *Local Government Act*, in the presence of the Corporate Officer or Chief Elections Officer. Once a Board member takes office, the member is entitled to hold that office through its term and to vote and otherwise act in the office during that time unless the member resigns or becomes disqualified. In most cases, a resignation or disqualification results in a by-election, which is a special election held outside of the normal four-year time frame for local government elections.

It is important for all Directors to take seriously the four-year commitment that comes with being elected. By-elections, especially for CCRD, are expensive and time-consuming, and depending on other circumstances at the time of the by-election, may also come with a cost regarding workload and stress level of staff.

The Directors of a regional district must generally agree on what services will be provided and at what cost. As such, all CCRD Directors are expected to:

- Consider the well-being and interests of the entire region, as well as the communities they represent, when making decisions
- Participate in Board and committee meetings and contribute to decision-making
- Carry out other duties as assigned by the Board, such as chairing committee meetings
- Follow the rules in legislation, bylaws, and Board policies

ALTERNATE DIRECTORS

By law, every Director must appoint an Alternate Director, who will attend meetings on their constituents' behalf when the elected Director cannot attend. Time limits, eligibility, limits on the number of meetings an EA Director can miss before they are disqualified from continuing to hold office, and related matters are set out in the *Local Government Act*.

On behalf of an absent EA Director, the Alternate Director may take the place of, vote, and generally act in all matters for the absent EA Director, including in relation to a matter delegated to that Director by the Board.

BOARD CHAIR AND VICE CHAIR

At the November meeting of the CCRD Board every year, the Directors nominate and elect by a majority vote two Directors: one to serve as Board Chair, and one to serve as Vice Chair.

The Chair is the head and Chief Executive Officer of the regional district. The Chair has all the responsibilities of a Director, plus a number of additional responsibilities. Under the *Local Government Act*, the Chair must:

- See that the law is carried out for the improvement and good governance of the regional district
- Recommend bylaws, resolutions and other measures that may assist in the peace and good governance of the regional district
- Communicate information to the Board, for example from the Chief Administrative Officer or from meetings attended outside the region
- Chair board meetings, including overseeing their conduct, maintaining order, and knowing the rules of governing meetings
- Establish standing committees and appoint people to those committees
- Direct the management of regional district business and affairs
- Be the "face" of the regional district, including as the primary spokesperson to the media regarding political issues and major news of the CCRD

- Suspend regional district officers and employees if the chair believes this is necessary, subject to confirmation by the board

The Vice Chair has, during the absence, illness or other disability of the chair, all the powers of the chair and is subject to all rules applicable to the chair. At the discretion of the Chair, the Vice Chair may also generally work very closely with the Chair in terms of preparation for meetings, discussion of key issues, and the like, in order to be prepared to take on the Chair's responsibilities on very short notice if needed.

If the Chair and the Vice Chair are not present at a meeting of the Board, the Directors present may elect an Acting Chair who, during that meeting, has all the powers of the Chair and is subject to all rules applicable to the Chair.

CENTRAL COAST REGIONAL HOSPITAL DISTRICT

All, or portions of, regional districts are designated under provincial law as regional hospital districts (RHDs) for the purpose of raising capital funds for hospital facilities in their areas. Central Coast Regional Hospital District (CCHRHD) provides an annual grant to each of the hospitals in the region: RW Large Hospital in Bella Bella, and Bella Coola General Hospital in Bella Coola.

RHDs are structured differently in different regions of the province. In our region, the CCRD Board is also the CCRHD Board. CCRHD meetings are usually very short, and generally focus on the annual grant, including the budget for the Community Bus service.

The Chair and Vice Chair of the CCHRHD are elected for the CCRHD Board, using the same procedure by which they are elected for the CCRD Board.

Board Accountability

CONFLICT OF INTEREST

In order to maintain strong public confidence in local governments, persons in elected office must be, and appear to be, free of conflict and from personal interest and benefit when carrying out their duties and exercising their authority.

This area is regulated by Part 4, Division 6 of the *Community Charter*. At a meeting of the Board or a committee (or any meeting referred to in section 93 of the *Community Charter*, such as a Commission of the Board), if a Director has a direct or indirect pecuniary interest in a matter or another interest in a matter that constitutes a conflict of interest, the Director must declare their interest and declare in general terms why it is a conflict. Once the declaration is made, the Director must not:

- a) remain or attend at any part of the meeting during which the matter is under consideration;
- b) participate in any discussion of the matter at such a meeting;
- c) vote on a question in respect of the matter at such a meeting; or
- d) attempt in any way, whether before, during or after such a meeting, to influence the voting on any question in respect of the matter.

If a Director has made the declaration, but later receives legal advice on the issue and then determines that they were wrong regarding their entitlement to participate in respect of the matter, the Director may return to the meeting and withdraw the declaration by stating upon which basis the Director has determined that they are entitled to participate.

A Director who has a direct or indirect pecuniary interest in a matter must not use their office to attempt to influence in any way a decision, recommendation, or other action made or taken regarding that matter:

- a) at one of the types of meetings listed above;
- b) by an officer or an employee of the CCRD; or
- c) a person who has been delegated certain responsibilities by the Board.

Moreover, a Director must not use their office to attempt to influence in any way a decision, recommendation, or action to be made or taken by any other person or body, if the member has a direct or indirect pecuniary interest in the matter to which the decision, recommendation or other action relates.

As a consequence of contravening these provisions pertaining to conflicts of interest, inside influence and outside influence, the Director is disqualified from continuing to hold office until the next general local election, unless the contravention was done inadvertently or because of an error in judgement made in good faith.

RESTRICTIONS ON ACCEPTING GIFTS

A Director must not, directly or indirectly, accept a fee, gift, or personal benefit that is connected with the Director's performance of their duties. There are exceptions to this rule which are:

- a) a gift or personal benefit received as an incident of protocol or social obligations that normally accompany the responsibilities of office;
- b) compensation authorized by law; and
- c) a lawful contribution made to a Director who is a candidate for election.

If the Director does receive a gift or personal benefit that exceeds \$250 in value or the collective total value of such gifts and benefits received directly or indirectly from one source in any 12-month period exceeds \$250, the Director, as soon as reasonably practical, must file with the CCRD's Corporate Officer a disclosure statement indicating:

- a) the nature of the gift or benefit;
- b) its source including, if it is from a corporation, the full names and addresses of at least 2 individuals who are directors of the corporation;
- c) when it was received; and
- d) the circumstances under which it was given and accepted.

Again, upon failure to disclose the above information, the Director is disqualified from continuing to hold office until the next general local election unless the contravention was done inadvertently or because of an error in judgement made in good faith.

RESTRICTIONS ON PROVIDING ASSISTANCE

A regional district Board's general powers, as set out in *Part 8, Division 1, Section 263* of the *Local Government Act*, include "to provide assistance for the purpose of benefiting the community or any aspect of the community". Many newly elected officials mistakenly assume this means that a regional district Board is able to directly help businesses.

Providing assistance in this manner is restricted as set out in *Section 273*, as follows:

"a board must not provide assistance to an industrial, commercial or business undertaking".

In this case, "assistance" includes a grant, benefit, advantage, lending money, guaranteeing repayment of borrowing, an exemption from a tax, fee, or charge, and other forms of assistance as identified in *Section 271* and *Section 272*.

The only exception to this is that a Board may provide assistance under a partnering agreement with a business.

DISCLOSURE OF CONTRACTS

If the CCRD enters into a contract with a Director or a person who was a Director at any time during the previous six (6) months and that person has a direct or indirect pecuniary interest, that contract must be reported at an open public Board meeting and the Corporate Officer must be advised of the contract as soon as reasonably practical.

Once again, the consequence for failure to do so, is disqualification from office until the next general local election, unless the contravention was done inadvertently or because of an error in judgement made in good faith.

RESTRICTIONS ON USE OF CONFIDENTIAL/INSIDER INFORMATION

As defined in Section 117 of the *Community Charter*, a Director, current or former, must not use information or a record that was obtained in the performance of their office and is not available to the general public for the purpose of gaining or furthering a direct or indirect pecuniary interest of the Director.

Disqualification from office until the next general local election is the penalty for contravention of this provision.

If any regional district Director or former Director has contravened any conflict of interest legislation, and realized financial gain in relation to that contravention, the regional district or any elector may apply to the Supreme Court for an order under this section. The Supreme Court may order the Director or former Director to pay to the regional district an amount equal to all or part of the person's financial gain as specified by the court.

With respect to all issues surrounding conflicts of interest in any of their forms as described above, when in doubt, err on the side of caution and make the declaration, and/or seek legal advice from your own lawyer.

Remuneration

STIPENDS, ALLOWANCES, AND REMUNERATION

According to CCRD Bylaw No. 518 (2022), *Board Remuneration and Expenses*, Board remuneration is as follows:

- a) The CCRD Chair's monthly allowance is \$800
- b) The CCRHD Chair's monthly allowance is \$90
- c) The Board meeting stipend for each Director (except for the Chair) is \$525
- d) The Board meeting stipend for the Vice Chair, when acting as Chair, is \$575
- e) The Board meeting stipend for an attending Alternate Director is \$460
- f) Special meetings of the Board are remunerated at an hourly rate of \$45/hr for the Chair, and \$40/hr for each Director
- g) The per hour remuneration for Local Work Assignments, for which a prior consensus of the Board has been reached, is \$36
- h) The per day remuneration for all Directors for attendance at conventions (AVICC, UBCM, Chairs and CAOs, etc.), for which a prior consensus of the Board has been reached, is \$290
- i) The per day remuneration for out-of-town representation (such as meetings with Ministers, not associated with UBCM), for which a prior consensus of the Board has been reached, is \$290
- j) Remuneration for out-of-town travel, for which a prior consensus of the Board has been reached, is \$290 per full day, and \$145 per half day.
- k) Board remuneration will be reviewed and increased annually by CPI (as per *F-18 Annual Board Adjustment Policy*), effective every January.

TRAVEL EXPENSES

- a) All reasonable expenses incurred for travel and accommodation shall be reimbursed as per receipts submitted. Prior arrangements may be made to have registration fees, air travel and/or accommodation expenses paid directly by the regional district, in which case no reimbursement shall be made to the director.
 - b) A Director who utilizes non-commercial facilities for overnight accommodation shall be paid a private accommodation allowance, provided the period of accommodation would not exceed that required for the purpose of attending to regional district business. The private accommodation rate is \$50/night.
 - c) For full days, directors may claim a per diem of \$100 which includes all meals plus \$11 for incidentals. The daily allowance for meals includes:
 - a. \$22 for breakfast,
 - b. \$27 for lunch and
 - c. \$40 for the evening meal
- *Provided such meals have not been provided as part of a convention or other event.

In order to claim a meal allowance, the Director must be away from home on regional district business for the entire period noted beside the applicable meal. For clarity, meals

for Electoral Area Directors for areas A and B will be paid at actual costs by the regional district when they are in Bella Coola on regional district business.

When meals are provided at conferences or meetings, no meal allowance is to be claimed for those meals which were consumed. Where meals are provided, there is no reimbursement if the director chooses to eat elsewhere.

- d) Automobile travel shall be reimbursed as per Canada Revenue Agency's Automobile Allowance Rates in effect at the time of travel. It is the responsibility of individual directors to report actual travel distance to the Chief Administrative Officer for reimbursement.

The Director for Electoral Area A shall be provided with the opportunity for one trip annually to attend other communities in the electoral area at the expense of the regional district to a maximum of \$2,500.

The amount compensated for automobile travel outside the regional district shall not exceed the amount that would be compensated for air travel to the same destination.

Where travel expense is reimbursed to this office that exceeds our kilometre rate, our kilometre rate shall be used for reimbursement to directors or committee/commission members. Any remaining balances will be credited to the administrative travel account.

For attendance at conventions, if requested, an advance may be made.

- e) Alternate directors will not be compensated for travel incurred within the electoral areas and within the regional district.

OTHER EXPENSES

The sum of \$1,000.00 will be paid to each director when they take office, either at the beginning of the term or after being installed after a by-election, in expectation of purchasing technology capable of conducting Regional District business. Additionally, \$500 will be made available to the Directors for any maintenance for their technology two years into their four-year term. Any software required by the director will be provided or paid for by the Director. The director must purchase a computer capable of conducting Regional District Business.

The sum of \$60 per month will be paid to each director in recognition of the costs associated with personal cellular phone and internet use.

The sum of \$90 per month will be paid to the Chair in recognition of the costs associated with personal cellular phone and internet use.

A dependent-care subsidy, to a maximum of \$100 per board meeting will be provided to directors in recognition of dependent-care costs incurred for attendance at regular board meeting, if applicable.

For the purposes of conferences, a dependent-care subsidy up to a maximum of \$100 per day will be provided to directors in recognition of childcare costs incurred for attendance at those conferences, if applicable.

If a Director is unable to find a suitable caregiver for the purposes of conferences, the Director may use the \$100 per day subsidy towards costs associated with having a dependant travel with the Director.

Reimbursement for remuneration and expenses shall be made only upon the submission of a signed expense voucher in the format approved by the Chief Financial Officer.

All expense reimbursement will only be paid to the extent that it has been budgeted annually for the Director. If a Director requests expenses reimbursement beyond what has been budgeted for that year, the request must be approved by the Board.

For clarity, directors are paid the following items through the payroll system on the last working day of each month. and signed expense vouchers are not required for reimbursement:

- i. Board meeting stipend and monthly allowances;
- ii. Costs associated with technology;
- iii. The directors' cellular phone and internet allowance;
- iv. The Chair's cellular phone and internet allowance.

TRAVEL AND ACCIDENT INSURANCE

CCRD provides travel and accident insurance to staff and elected officials, including Alternate Directors. This policy covers CCRD-related business travel only.

The principal sum for Accidental Death and Dismemberment insurance is \$200,000. Weekly accidental indemnity is eligible to be paid out at \$400 for total disability, and \$200 for partial disability.

Board and Staff Relationship

The success of a Board - Chief Administrative Officer (CAO) relationship depends very much on the care and effort that is put into building and maintaining that relationship. Some of the steps that can promote a positive relationship include:

- A common approach to the handling of concerns and complaints;
- Communicating requests for staff action through the Chief Administrative Officer;
- Communicating any request for Board action through the Chair;
- Discussing any questions on items on the agenda with the Chief Administrative Officer prior to the Board meeting;
- Advance Notice - The CCRD's professional image is preserved when prior notice is given to staff that certain information will be sought during meetings, thereby allowing a thorough and accurate response. Frequent, open, and frank discussion is encouraged between Directors and the CAO.

FUNCTION OF THE BOARD

The Board is the legislative body charged with the responsibility to provide good government for its region, and is one of the region's primary decision-makers for consequential decisions, such as approving budgets and determining tax increases. The Board also maintains a high-level strategic focus on the community's goals, major projects, and other long-term considerations such as community growth, land use, capital improvement plans, and strategic planning, rather than on administrative details.

The Board also reviews and evaluates (ideally annually) the Chief Administrative Officer's performance, hires a CAO as needed, and also releases (fires) the CAO when necessary.

At CCRD, the hiring, releasing, and evaluating of a CAO by the Board has historically most often been undertaken with the help of an outside consultant, and when needed, a lawyer.

FUNCTION OF THE CHIEF ADMINISTRATIVE OFFICER (CAO)

The Chief Administrative Officer (CAO) is one of the officer positions that must be established under Sections 234-235 of the *Local Government Act*. The CAO has the following general powers, duties, and functions:

- Overall management of the operations and services of the regional district;
- Ensuring that the policies, programs and other directions of the Board are implemented; and
- Advising and informing the Board on the operation and affairs of the regional district.

Further information regarding the role and function of CCRD's CAO is discussed later in this manual, under Statutory Staff Roles.

INTERACTING WITH THE MEDIA AND STAKEHOLDERS

The Board Chair (and Vice Chair in the Chair's absence) generally acts as the "face" of the CCRD, as the CCRD's primary spokesperson to the media regarding **political issues** and **major news** of the CCRD; and as the CCRD's representative in meetings with political stakeholders that focus on issues affecting the entire regional district. The CAO (or other staff as appointed by the CAO) generally acts as the CCRD's spokesperson and representative regarding issues that are operational in nature.

The Chair and CAO will generally determine together who would be most appropriate to speak with the media or stakeholders about a particular matter. Thus, it is important as an EA Director to be able to distinguish when a matter is "political" in nature, and when it is "operational" in nature.

Issues are generally considered to be political in nature, and therefore most appropriate for the Chair to speak to, when:

- The CAO has asked for Board discussion or a Board decision on a matter at a public meeting, and the decision has not yet been made
- An EA Director has brought a new matter to the Board table for discussion, and no decisions have yet been made by Board resolution directing staff to take action
- The community is divided on a matter or several constituents have expressed concern to their EA Director and/or CCRD staff
- The Board is currently in advocacy conversations with politicians in other orders of government about an issue
- The issue involves major "good news" or "bad news" announcements regarding a funding award, new infrastructure or significant changes to existing infrastructure, and new service delivery or major new aspects of delivery of an existing service
- They involve the declaration of a State of Local Emergency, or significant updates on any emergency (such as a wildfire or flood) that may affect or is currently affecting the community
- They involve hiring or departure of the CCRD CAO
- Any other matter that the Chair and CAO have decided together that it is better for the Chair to speak to the media

Issues are generally considered to be operational in nature, and therefore most appropriate for the CAO to speak to, when:

- They pertain to the ongoing delivery of an existing CCRD service and do not involve decisions made recently by the Board
- They pertain to established, ongoing conversations between CCRD staff and staff from other orders of government, and do not involve decisions made recently by the Board
- They pertain to an upcoming local government election
- Any other matter that the Chair and CAO have decided together that it is better for the CAO to speak to the media

EA Directors as Spokespersons for Their Electoral Area

At times, it may be appropriate for an EA Director to speak directly to the media or stakeholders about an issue pertaining only to their electoral area. If an EA Director wishes to speak on behalf of the CCRD, the appropriate course of action is to consult with the Chair and CAO before doing so, in order to determine together who would be the best spokesperson on the matter.

ADDRESSING CONSTITUENT CONCERNS

One of the most satisfying - and also at times one of the most challenging - aspects of being an elected official is hearing from your constituents and responding to their concerns.

Depending on the course that your term takes, including what happens within the CCRD and in the world around us, constituents may contact you infrequently (if at all), or often, with a wide variety of issues and concerns they wish to discuss. It can be challenging and nuanced, especially at first, to know how to handle these types of conversations. Here are a few things to keep in mind:

- 1) **It is your job as an elected official to be available and accessible to your constituents, and approachable regarding issues pertaining to the CCRD. However, this does not mean you need to tolerate harassment; abusive, disrespectful, racist, sexist, or other discriminatory language or behaviour; or unreasonable contact** such as a constituent visiting you unexpectedly at home or at work to discuss CCRD business, harassing or threatening you on social media, or calling you at inappropriate hours of the day or night. You are not obligated to meet with a constituent at their home, nor are you obligated to meet with a constituent alone. It is important to set clear boundaries with any constituent whenever warranted, regarding what is appropriate and what is not tolerated regarding their interactions with you, including meeting in a public place with the CAO or another member of the Board also present if this helps you to feel more comfortable. If any constituent is repeatedly (meaning more than once) engaging in disrespectful behaviour with you, bring the matter to the Chair and CAO for their help and support. While very rarely a problem, if a constituent is repeatedly harassing you, or threatening your or your family's physical safety, call the RCMP immediately.
- 2) **Constituents may come to you with questions or concerns about a particular CCRD service or function.** If you are well-versed on the details of the service, you can speak to the matter directly. If you are unsure how to respond, check with the CAO (who may refer you to another staff member) for details about the service, and then depending on the nature of the questions or concern, either you or the CAO/staff can follow up with the constituent.
- 3) **Constituents may wish to speak with you about fixing or addressing issues that are outside of CCRD purview,** for example ferry service, or local road maintenance, which are under provincial jurisdiction; or most aspects of airport operations, which are under federal jurisdiction. There may be opportunities to either refer the constituent to the

appropriate level of government, or earmark their concerns as an issue for CCRD advocacy on their behalf.

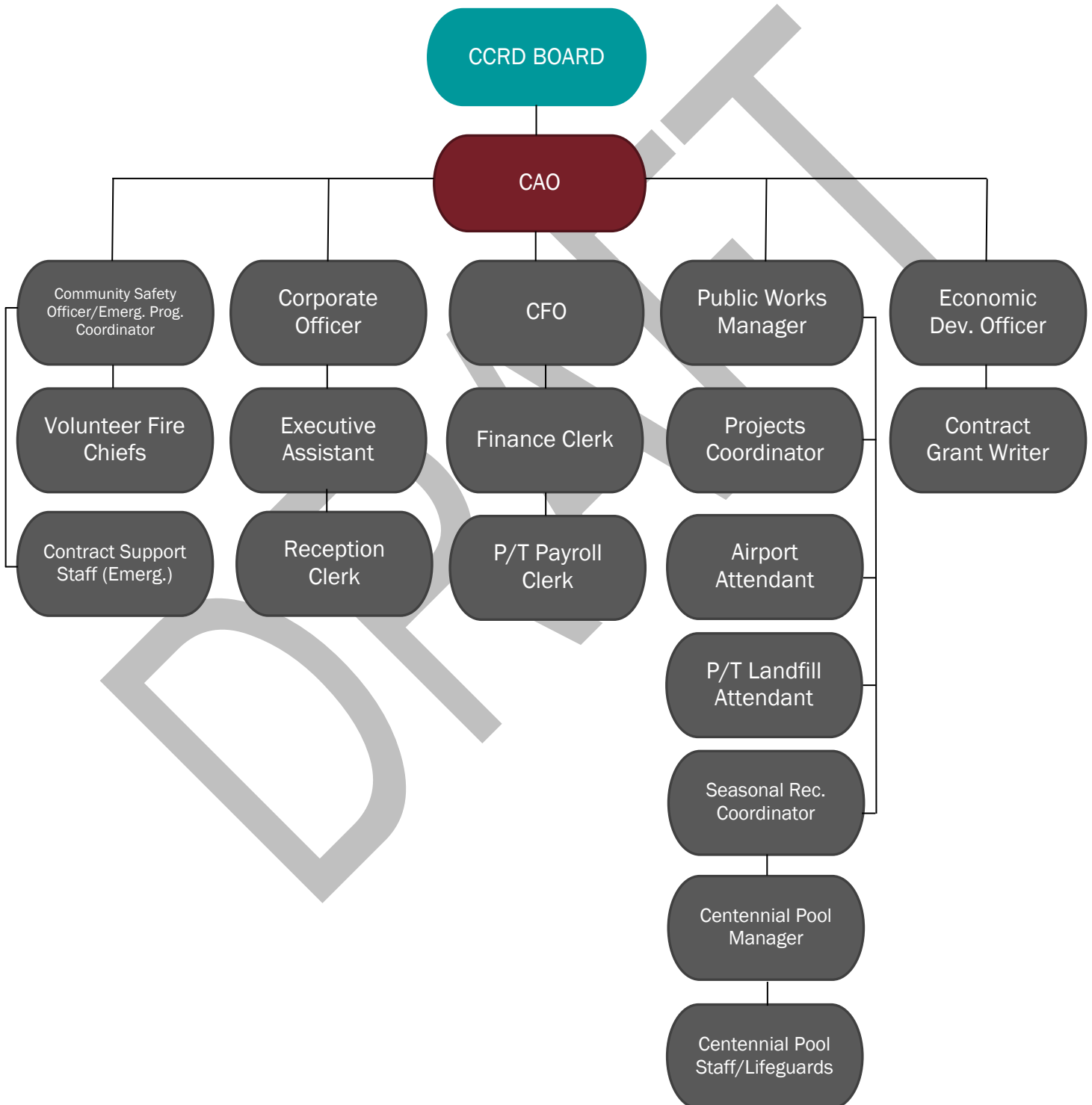
- 4) **Constituent concerns that involve other levels of government may or may not be opportunities for CCRD to advocate on behalf of the community.** It is helpful to confirm if the CCRD has already engaged in advocacy on their concern, either recently or historically, and then either report back to the constituent on the results of previous advocacy efforts, or bring the matter forward to the Board for discussion as a potential new advocacy issue.
- 5) **It is not always obvious which constituent concerns should be brought to the Board table for discussion and potential advocacy efforts.** If you are considering an issue for Board discussion, you can choose to first discuss the issue with the Chair and/or CAO, then follow the procedure in the “Notice of Motion” section of the *Meeting Procedures Bylaw*. Some things to consider in your discussion:
 - a) Is this concern involving an issue within the purview of either the provincial or federal government, or both?
 - b) Is this a concern that many people share, or that has the potential to affect many people?
 - c) Is this something new, that CCRD has never dealt with before?
 - d) Is the matter urgent?
- 6) **It is important for Directors to weigh carefully whether or not they should deal directly with the complainant or refer them to staff.** The following are some of the risks to the CCRD when complaints are handled directly by Directors:
 - a) It tends to remove responsibility from the staff who are supposed to handle such matters, thereby, reducing their effectiveness for the future.
 - b) If elected officials begin to accept such demands frequently, they may find themselves impossibly overloaded having to deal with minor and repetitive matters.
 - c) Elected officials, by design of good governance practices, usually do not have an intimate knowledge of every aspect of the organization of the CCRD and how it works, including extensive knowledge of legislation or existing policy. Thus, it is all too easy for a Director to inadvertently provide incorrect or misleading information, which may impact their and CCRD’s credibility in the community.
- 7) **As determined by provincial legislation, CCRD is not able to provide assistance (financial or otherwise) directly to a business, with very few exceptions.** This is sometimes not known or understood by constituents. If you’re not sure how to respond to a request from an individual or business, discuss the matter with the Chair and CAO.
- 8) **Any member of the public, whether a CCRD constituent or not, always has the right and the option of being a Delegation to the Board at a public meeting.** You may choose to encourage a constituent to do this by referring them to CCRD office staff, in order to complete the appropriate paperwork. There are many reasons you might encourage a constituent to follow this course of action:

- a) The constituent has come to you repeatedly with an issue and is not satisfied with how you are handling it
 - b) You feel the entire Board would benefit from hearing from the constituent on this issue before determining how to handle it
 - c) The issue is one that is of high value to or concern of the general public, and deserves recording in publicly-accessible meeting minutes
 - d) You are uncomfortable interacting 1:1 with this constituent for reasons related to item #1 above
 - e) Discussing the matter constitutes a conflict of interest for you
- 9) **Before engaging in written correspondence with a constituent, take time to reflect on your choice of words, and apply what is commonly referred to as “The Vancouver Sun Test”, by asking yourself this question: “Would it be okay with me if my email/Facebook comment/letter ends up on the front page of the Vancouver Sun?”** If the answer is “no”, reconsider your response.

DRAFT

Organizational Chart

The CCRD is comprised of departments, each headed by a lead staff. This administrative team meets regularly as a team, and individually with the CAO, to discuss issues and general solutions to administrative or service delivery issues, and will recommend options to the Board on policy development.



Statutory Staff Roles

Sections 233-238 of the *Local Government Act* define two statutory roles within local government, appointed by the Board: a Corporate Officer, and a Chief Financial Officer. And, while not a statutorily required position, nearly all local governments in BC also have a Chief Administrative Officer. The same person may be appointed to two or more positions. Before taking on the duties of office, a person appointed to an officer position(s) for a regional district must swear or affirm an oath of office.

CHIEF ADMINISTRATIVE OFFICER (CAO)

The Chief Administrative Officer oversees the conduct of all regional district business in pursuing the regional district's purpose and serving the will of the Board. At CCRD, the office of the Chief Administrative Officer:

- Reviews services, service areas, programs, budgets, and policy initiatives;
- Makes recommendations to the Board;
- Ensures that the Board's directives are carried out;
- Establishes standards and priorities for civic administration;
- Motivates and monitors performance to ensure standards are met, priorities are pursued, and high-quality regional district services are consistently and sustainably delivered; and
- Manages organizational development to ensure good communication between departments and coordinated efforts to address regional district priorities.

The CAO is appointed by the CCRD Board and is responsible to the Board for the execution of the Board's decisions and the work of CCRD departments and services. The CAO attends meetings of the Board and may speak to the matter under discussion.

CHIEF FINANCIAL OFFICER (CFO)

The CFO is assigned the responsibility of financial administration, which includes the following powers, duties, and functions:

- Receiving all money paid to the regional district;
- Ensuring the keeping of all funds and securities of the regional district;
- Expending and disbursing money in the manner authorized by the board;
- Investing funds, until required, in authorized investments;
- Ensuring that accurate records and full accounts of the financial affairs of the regional district are prepared, maintained and kept safe;
- Exercising control and supervision over all other financial affairs of the regional district.

The CFO is appointed by the Board, and reports directly to the CAO, as reflected in CCRD's organizational chart.

CORPORATE OFFICER

The Corporate Officer is assigned the responsibility of corporate administration, which includes the following powers, duties and functions:

- Ensuring that accurate minutes of the meetings of the Board and committees are prepared and that the minutes, bylaws and other records of the business of the Board and committees are maintained and kept safe;
- Ensuring that access is provided to records of the Board and committees, as required by law or authorized by the Board;
- Certifying copies of bylaws and other documents, as required or requested;
- Administering oaths and taking affirmations, declarations, and affidavits required to be taken under this or any other Act relating to regional districts;
- Accepting, on behalf of the board or regional district, notices and documents that are required or permitted to be given to, served on, filed with, or otherwise provided to the Board or regional district;
- Keeping the corporate seal and having it affixed to documents as required.

The Corporate Officer is appointed by the Board, and reports directly to the CAO, as reflected in CCRD's organizational chart.

SUSPENSION AND TERMINATION OF OFFICERS

Given the complexities of employment law, CCRD Directors are encouraged to exercise due diligence and seek legal counsel before making a decision to suspend or dismiss an officer or employee. Expensive lawsuits and severance payouts have resulted in serious financial and political consequences for several local governments in BC over the past few years, due to a lack of due diligence by Boards and Councils.

The Chair has the power to suspend an officer or employee if they consider it necessary. The suspension must be reported to the Board at its next meeting, and the Board then has the option to confirm the suspension, confirm and extend the suspension, or reinstate or dismiss the officer or employee.

The Board may dismiss an officer by terminating their appointment in either of the following ways:

- If for cause, immediately without any period of notice
- In any other case, with reasonable notice and a two-thirds affirmative vote of the council or board
-

An officer must be provided an opportunity to be heard by the council or board before their appointment is terminated. **The termination is subject to any contracts of employment and other legal rules that are in effect.**

Regional District Services

The CCRD offers a variety of services pursuant to the provisions of the *Local Government Act*. For the most part, authority to operate individual services is provided by bylaw subject to the approval of the Provincial Government's ministry responsible for local government affairs.

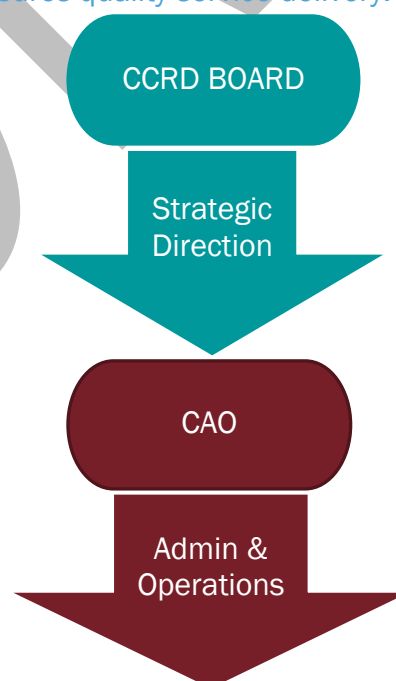
Subject to the specific limitations and conditions established by the *Local Government Act*, regional districts may operate any service that the board considers necessary or desirable. Services may be operated by the regional district or through another public authority, person, or organization. Corporate powers also provide for contracting with another public authority and to establish corporations, partnerships, or joint ventures to operate services.

Generally, bylaws which establish new services require the assent or approval of the electors which may be obtained through various methods including petition, counter petition, or voting. For more information on services and governance, see [CCRD's Service Delivery and Governance Study](#) on the CCRD website.

ADMINISTRATION

A regional district's administration is commissioned with the day-to-day operation of the regional district and is limited by the policies and bylaws of the regional Board, the requirements of the *Local Government Act*, the regional district's Letters Patent and supplementary Letters Patent, as well as other relevant statutes.

The CCRD operates in accordance with the Board-Chief Administrative Officer (CAO) model of local government. The central feature of this model is the separation of governance and administration. The Board is the governing body responsible for setting a vision, developing strategies to achieve the vision, and formulating policies. The CAO is the professional manager responsible for administration. The CAO implements the Board's policies and decisions, handles all operations, and ensures quality service delivery.



FINANCIAL SERVICES

The Financial Services function oversees the financial operations of the CCRD, safeguards the regional district's financial assets, coordinates the budgeting activities, and maintains the CCRD's technological infrastructure as it relates to finances.

The Financial Services Department focuses on the following main areas throughout the year:

Financial Planning

The first area involves compiling an understandable, comprehensive, five-year Financial Plan that meets the statutory requirements and stewardship expectations of the general public. The Financial Plan or budget outlines the expenses that are necessary to meet the service levels and operating requirements of the CCRD. The budget also identifies where the revenues will come from to pay for the identified expenses. Capital items include things like the airport buildings, the Centennial Pool, and water distribution systems. Each year a portion of the tax revenues are budgeted to be set aside in reserve funds for management (maintenance and replacement) of these assets over time. The Board will have the opportunity to hear presentations from the staff relating to each upcoming Financial Plan in December of each year. After a public consultation process in early Spring, a bylaw will be presented to the Board for approval by March 31st. Municipal governments are not allowed under legislation to run an operating deficit.

Taxes and Utilities

Regional districts in BC have the power to impose a property tax levy on private properties within their boundaries, the value of which is determined by BC Assessment Authority. Taxes are collected annually by the Surveyor of Taxes. As well, regional districts have the power to collect fees-for-service from direct users of any utility services provided by the regional district. In the case of CCRD, this includes the Bella Coola Townsite Water System, the Hagensborg Water System, and the Denny Island Water system.

The amount of tax levied to individual properties within the Central Coast Regional District is calculated by determining the amount of funds required to provide each service. Those costs are then allocated amongst the total of the assessed value of the properties within each service, or electoral area. BC Assessment Authority determines the assessed value of properties. The provincial Surveyor of Taxes collects, levies and distributes the regional district tax requisition (the amount of funds required to provide the service) amongst the individual properties based on the assessed value.

Authority to levy taxes is generally contained within an establishing bylaw. A limit for each \$1,000 of assessed value is usually imposed on each service or function.

The annual requisition to the province is submitted in early April in conjunction with the adoption of the Five-Year Financial Plan on or before March 31st. The Regional District receives the levy in one lump sum at the beginning of August. In the months between, CCRD, as is typical for all governments in BC, borrows its needed funds from the local credit union

(Williams Lake and District Credit Union), or the Municipal Finance Authority of BC, discussed later in this manual.

CCRD Average Residential Property Tax 2018-2022

Electoral Area	2022	2021	2020	2019	2018
Area A	\$231	\$244	\$282	\$297	\$253
Area B	\$727	\$834	\$910	\$965	\$634
Area C	\$807	\$684	\$659	\$642	\$626
Area D	\$634	\$554	\$540	\$526	\$513
Area E	\$421	\$346	\$302	\$292	\$258

Financial Reporting

The third area of focus for Financial Services is to maintain and report the financial affairs of the CCRD in an efficient, accurate and timely manner. The annual financial statements are audited by a Board-appointed auditor.

A separate report is prepared to itemize the total remuneration and expenses and benefits paid to each Director. Annually, a Statement of Financial Information (SOFI) report is also prepared that shows the remuneration of staff over \$75,000 and suppliers over \$25,000.

Financial Services prepares a quarterly report for the Board itemizing the budget-to-actual expenditures to help inform Directors how the CCRD is performing compared to the Financial Plan, and processes and pays all supplier invoices and payroll for all staff members every two weeks, and for Directors once per month.

Other

The CCRD'S reserve funds are invested with the Municipal Finance Authority of BC, according to Board policy, to preserve capital, insure liquidity, and achieve a high rate of return. The *Local Government Act* limits the investment instruments to those guaranteed by the Federal or Provincial Governments or by any of the five major Schedule "A" banks. Is this CCRD's practice?

Risk management and coordinating the CCRD's liability insurance are also functions falling under the Financial Services mandate. The CCRD's liability insurance is purchased through the Municipal Insurance Association (MIA) which is a self-insurance pooling program made of 85% of the local governments in BC.

Financial Services' day to day operations include: Cash Management, Accounts Payable and Receivable, Payroll and Benefits Administration, Borrowing and Investing, Grant Funding applications, various Provincial reporting i.e. Gas Tax, and Local Government Data Entry reporting.

EMERGENCY MANAGEMENT

Emergency Management is the coordination and implementation of steps and resources required for the mitigation and prevention, preparedness, response, and recovery tasks associated with emergencies. Emergency Management activities include planning, training, and responding to emergencies such as wildfires, tsunamis, earthquakes, and flooding.

The Central Coast Regional District (CCRD) Emergency Management Plan (January 2018) is the guiding document for how the CCRD will:

- Identify and determine potential risk to Central Coast communities
- Provide policy guidance and direction to emergency management organizations
- Review and update emergency plans
- Establish and maintain an emergency training program and conduct exercises
- Establish procedures for implementing emergency plans
- Establish procedures for notifying people who may be impacted by emergencies
- Coordinate the provision of food, clothing, shelter, transportation, and medical services in an emergency
- Set priorities for restoring essential services
- Recommend priorities to essential service providers.

When an emergency occurs in our region which necessitates action from the CCRD's Emergency Management Program, the Board is immediately functioning under the guidance of the *Emergency Programs Act*. This Act provides the CCRD, including the Board, extraordinary powers and responsibilities to protect the safety of its communities, including but not limited to the following:

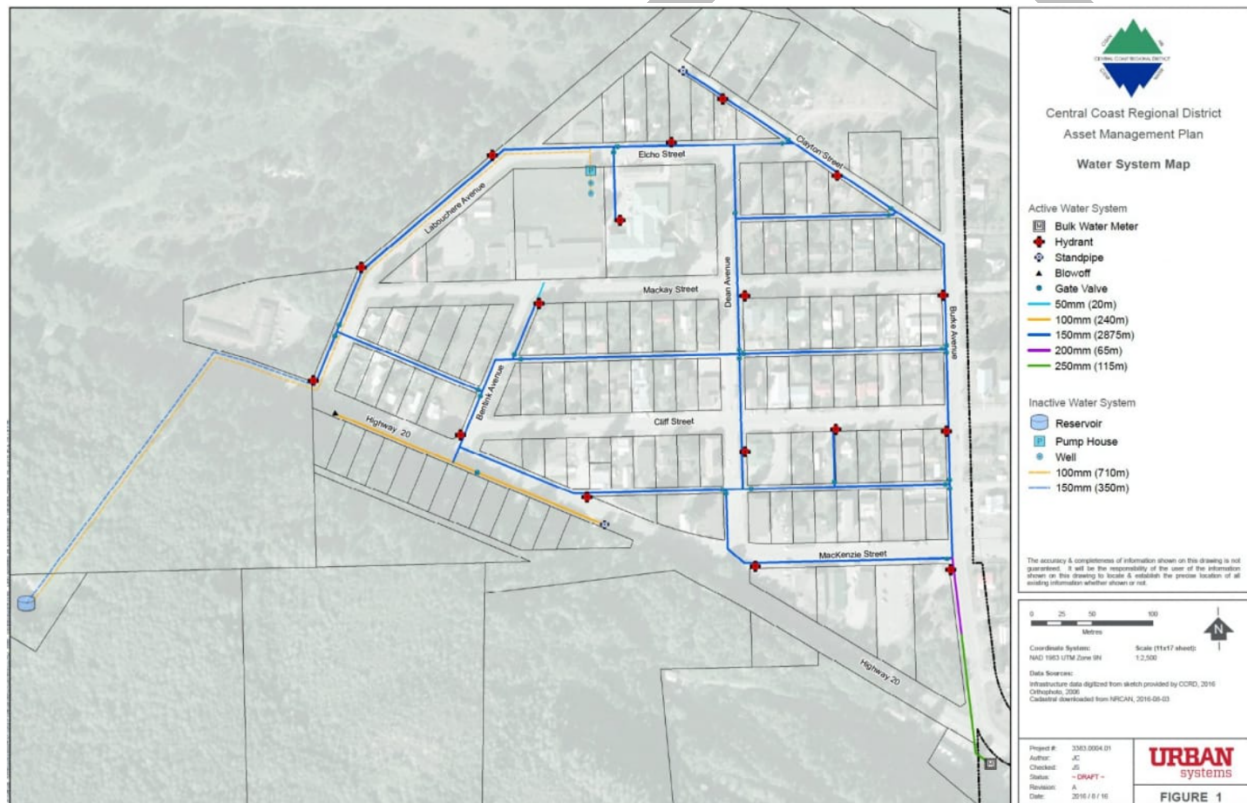
- The Act grants the CCRD Chair the power to declare a State of Local Emergency (SOLE), generally at the recommendation of the CCRD's Emergency Programs Coordinator.
- The Act empowers the CCRD to undertake all acts and implement all procedures that it considers necessary to prevent, respond to, or alleviate the effects of an emergency or disaster
- The Act protects the CCRD from liabilities as a result of undertaking actions or procedures during an emergency, as long as those actions or procedures were undertaken in good faith

WATER

CCRD currently provides water service to homes and businesses in the Bella Coola townsite (Electoral Area E) and homes and businesses in Hagensborg (portions of Electoral Areas C and D); and is beginning development of a new service to provide water to several residences on Denny Island (Electoral Area A).

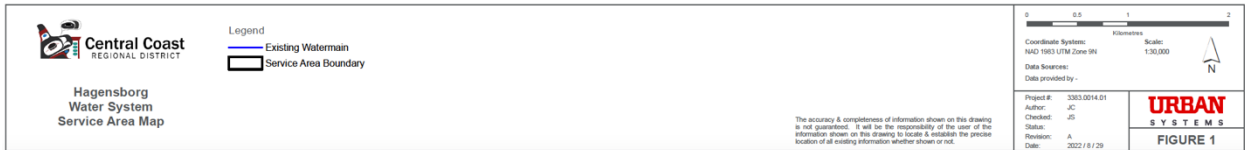
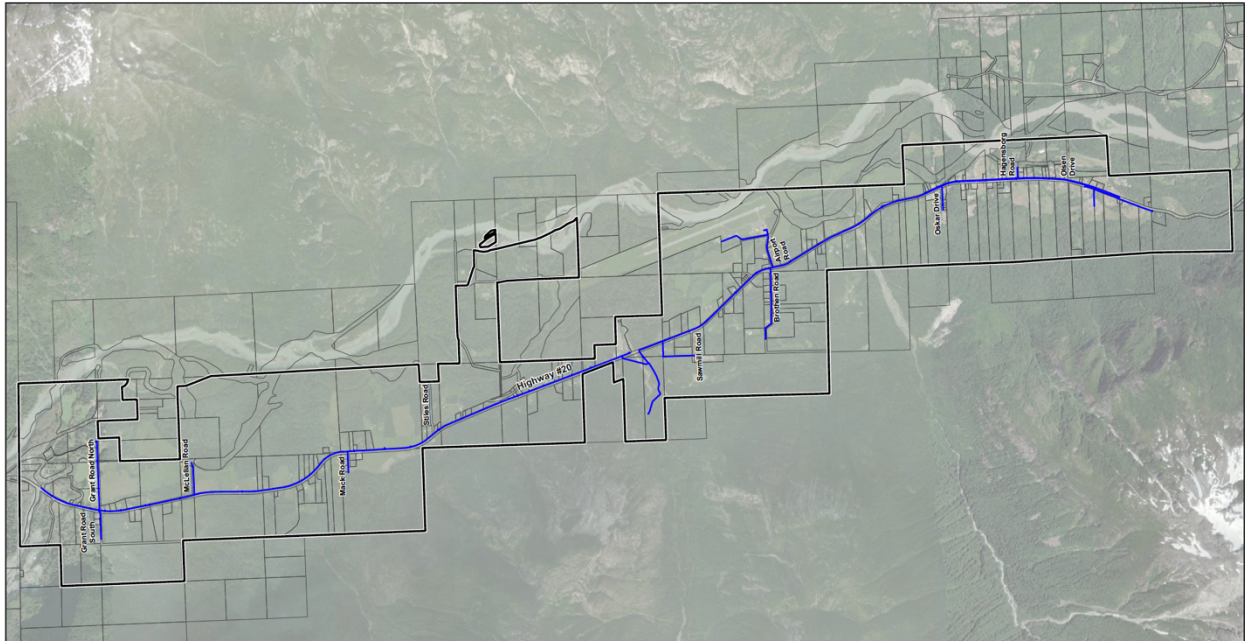
Bella Coola

The Bella Coola Townsite Water service is a distribution system which carries water - which CCRD purchases via a service agreement from the [Nuxalk Nation](#) - to homes and businesses within the Bella Coola townsite. This is a fee-for-service system, which means that direct users of the system cover the costs of operating it. The Bella Coola Townsite Water System serves 82 connections.



Hagensborg

Hagensborg Water Service was established as a CCRD service on January 1st, 2021, after several decades of existence as a service of the now-dissolved Hagensborg Waterworks District. The Hagensborg Water System serves 220 connections, as a fee-for-service system.



DRAFT

Denny Island

Denny Island Water System will also be a fee-for-service system for several residences on Denny Island. Planning and preliminary work on-the-ground continue, and initial operation has not yet commenced. It will serve an estimated connections, and is being planned and constructed in partnership with School District 49.



SOLID WASTE MANAGEMENT

In British Columbia, regional districts develop solid waste management plans under the provincial Environmental Management Act. These plans are long term visions of how each regional district would like to manage its solid wastes in accordance with the pollution prevention hierarchy. [CCRD's Solid Waste Management Plan](#) (SWMP) will be renewed on a 10-year cycle to ensure that it reflects the current needs of the region as well as current market conditions, technologies and regulations.

The CCRD submitted its first SWMP to the Province for approval in 1996. This plan was not approved due to concerns regarding plan financing. Consequently, the CCRD revisited the planning process and prepared a revised plan which the Province approved in 2004.

This draft document represents an update of the CCRD's solid waste management plan and once approved by the Province (along with any approval conditions), becomes a regulatory document for solid waste management and serves to guide the solid waste management related activities and policy development in the CCRD. In conjunction with regulations and operational certificates that may apply, this plan regulates the operation of sites and facilities that make up the region's waste management system.

The CCRD Board of Directors approved the SWMP in open public meeting on March 9, 2017. It was submitted to the BC Ministry of Environment and Climate Change Strategy for review and finalization, and was approved in February 2019.

The plan details waste and diversion targets, all aspects of management of waste at the Thorsen Creek Waste and Recycling Centre, pollution prevention targets, future planned facilities and services, and estimated expenditures through 2026. All Directors should familiarize themselves with the contents of the plan.

At CCRD, Solid Waste Management consists of:

- Establishing and operating a waste transfer station for household, commercial and institutional garbage at Thorsen Creek Waste and Recycling Centre (TCWRC)
- Landfill operations at Thorsen Creek Waste and Recycling Centre
- Recycling depot operations at Thorsen Creek Waste and Recycling Centre
- Solid waste management planning.

TCWRC offers full range of recycling options for local residents and businesses in accordance with the Recycle BC program, as well as many other programs in order to include such things as appliances, batteries, lightbulbs, paint, and used motor oil.

PARKS AND RECREATION

Parks and Recreation services in Electoral Areas C, D and E are managed through the CCRD Operations Department. Bella Coola Valley recreation programming, ice rink flooding and park scheduling are handled by several dedicated volunteers.

The Denny Island Recreation Commission provides recreation service in a portion of Electoral Area A. The authority to maintain the service is provided by the Regional District Board of Directors via bylaw. Commissioners who serve the function are appointed annually by the Board.

CCRD's recreation and parks sites include: Nusatsum Park, Centennial Pool, Snootli Creek Park with hiking trails, Snootli Creek Ice Rink (open in the winter months), and Walker Island Park including a ball park and concession facility.

CCRD's recreational programs include: slow pitch softball, volleyball, skating, and pool programs and lessons.

CENTENNIAL POOL

Originally built in 1967, the Centennial Pool was constructed with proceeds from the federal government as part of their Centennial celebrations. It is located in Hagensborg, east of the Bella Coola town site.

The operation of the facility is funded through local tax dollars from Electoral Area C, D, and E, and user fees. Because it is an outdoor pool, it operates from June through August.

The swimming pool has provided lifeguard training and leadership opportunities for the youth of the Bella Coola Valley since it commenced operations. It offers Red-Cross swimming lessons, lifesaving and First Aid, leadership training, private rentals, school classes, public and lap swims.

STREET LIGHTING

The CCRD has two functions under its Street Lighting Service. One is responsible for the installation and maintenance of 24 street lights in the Bella Coola Valley. The second encompasses all the street lights in the Bella Coola downtown core. A list of locations of these street lights can be found in Schedule A of the [Street Lighting Bylaw](#).

HOUSE NUMBERING

At the request of community groups (the R.C.M.P., the Ambulance Service and valley Volunteer Fire Departments), the Central Coast Regional District enacted a bylaw to establish a house numbering service in Electoral Areas C, D and E, primarily to accommodate emergency situations. This service complements the house numbering which was already in place on the federal reserve lands of Four Mile Reserve and Townsite Reserve.

Although each dwelling in the valley has been issued a house number, participation in terms of signage is currently voluntary. All residents are urged to consider appropriate house identification numbers for their properties in order to assist emergency personnel.

COMMUNITY AND ECONOMIC DEVELOPMENT

Following a Collaborative Economic Development Meeting in October of 2014, CCRD residents identified using a community economic development approach as a suitable match to achieve the economic development outcomes community members and stakeholders envision for the region.

Community Economic Development puts emphasis on inclusion and works to ensure the community, as a whole, participates in developing the economy. It encourages businesses to operate with long-run environmental, cultural, community, and economic well-being in mind. This approach ensures the economy is led by local decision makers.

In the past, CCRD's Community Economic Development Officer (CEDO) has supported community economic development through research, government liaison, communications and marketing, and overseeing the Economic Development Advisory Committee (EDAC).

CCRD has not provided an Economic Development service for several years. Currently, there is grant money in place to hire a Community Economic Development Officer. If the Board chooses to provide this service again, Directors will need to decide if the service will establish priorities and operate through reviving the EDAC, or through the CCRD's strategic planning process. Regardless, a clear set of community priorities is essential to ensure that the Economic Development service is working towards the future that is envisioned by the local residents.

Grant-In-Aid

The Central Coast Regional District has a long history of providing grants to organizations within the Regional District boundaries.

In general, the Board supports non-profit, non-partisan and non-denominational applicants. Due to the limited assessment base, the total average annual amount requisitioned by the Regional District cannot exceed approximately \$25,000 pursuant to the *Local Government Act*.

Applications for assistance are governed by Policy F-17, enacted by the CCRD Board of Directors. Applications are accepted and considered by the Board at the February Board meeting each year. The deadline for all applications is February 1st. Payout to grant recipients is undertaken in August.

Grant Writing Support

The CCRD values the hard-working community groups and volunteers who undertake projects, programs, and services that benefit communities in our Region.

Funded in part by Northern Development Initiative Trust, the Community Grant Writer assists the CCRD with grant applications, identifying funding sources, and submissions in support of qualifying community organizations.

The CCRD Grant Writer Support Program is intended to:

- secure more funding dollars to support community economic development projects and initiatives within the CCRD; and
- build grant writing capacity and expertise within local organizations.

Community organizations operating in the Central Coast region who are seeking funding for a community economic development initiative have an opportunity to access the Community Grant Writer.

Northern Development Initiative Trust

Northern Development Initiative Trust (Northern Development) was established in November 2004 (with Act amendment in September 2005) by the provincial government to foster economic development and job creation in central and northern British Columbia.

Established through these acts of legislation, and initially infused with two deposits totaling \$185 million, Northern Development is a regionally operated economic development funding corporation for central and northern British Columbia. Northern Development operates independently from government and provides the funding and ability to identify and pursue new opportunities for stimulating economic growth and job creation within the region.

In addition to flowing funding into communities, Northern Development makes a difference through working with municipalities, regional districts and First Nations to build economic development staff and program capacity.

It is a catalyst for communities to reach their economic potential. The Northern Development Initiative Trust covers more than 70% of the province, from Lytton to Fort Nelson and from Valemount to Haida Gwaii, including thirty-nine incorporated communities, nine regional districts, one regional municipality and eighty-eight First Nations communities.

By legislated mandate, Northern Development project investments must fall within one of the following ten primary investment areas:

- Agriculture
- Economic Development
- Energy
- Forestry
- Mining
- Olympic Opportunities
- Pine Beetle Recovery
- Small Business
- Tourism
- Transportation

Over the years, many CCRD projects, initiatives, and services have been funded in part by Northern Development. Every year, the CCRD Board appoints one EA Director to sit on

Northern Development's Northwest Regional Advisory Committee. This Committee recommends funding applications to Northern Development's Board of Directors, which makes the final decisions for project investments.

AIRPORTS

Bella Coola Airport

Supplementary Letters Patent #2 was issued by the Province of BC to CCRD (then Ocean Falls Regional District) in 1972 for the purposes of an airport and facilities in electoral areas C and D. At that time, the volunteer Bella Coola Airport Commission was an active participant in the general operations at the airport. Airport operations are now directly overseen by the Operations Manager, who reports to the CAO as accountable executive for airport operations. Pacific Coastal is the only airline which offers scheduled service to and from Bella Coola.

Bella Coola Airport is certified for operation by Transport Canada, and long-term operations strategies are guided by the Bella Coola Airport Master Plan, which was endorsed by the CCRD Board in 2017. For continued, long-term success at the Bella Coola Airport, the CCRD stated the following objectives to be integral to the Master Plan:

Aircraft Safety

The safety of aircraft operations is paramount. Transport Canada standards and the Bella Coola Airport Operations Manual are key references for facility development.

Airport Capacity

Increases in aircraft movements, passengers, and freight will determine the requirement for the expansion of facilities such as aprons/taxiways, terminals, support facilities, vehicle parking, ground access, and other associated infrastructure.

Forecast Demand

There are no official aviation forecasts; therefore, a well-defined forecasting methodology identifies current drivers and aviation demands. The forecasts provide future projections for passenger growth, which, in turn, determine terminal, airside, and landside infrastructure sizing and the suitability of existing aircraft for the Bella Coola Airport.

Regional Planning

The Master Plan is, in principle, a guiding document that will assist the CCRD in making airport investment decisions over the plan period. The planning philosophy projects the aviation needs of the region for the long term. The development of the Bella Coola Airport should be consistent with regional development, which requires taking impacts of air transport growth to the community into account. Factors like aircraft noise, airspace protection, and the hazards of aircraft operations are essential to the plan to ensure that the airport meets the

region's air service expectations. The Master Plan also identifies the required lands for practical development during the master planning period.

Comparable Aerodrome Rates and Charges Review

A comparison of current rates and charges issued by other comparable local and regional aerodromes allows the CCRD to periodically review its current rate structure in order to better capitalize on existing and future sources of revenue potential.

Groundside Activities

The plan identifies potential land uses and alternate sources of revenue for the airport. Opportunities and trends prompted by the stakeholders' consultation assisted the team in determining both aviation and non-aviation land uses.

Land Uses

Aviation (requiring airfield access) and non-aviation land uses (not requiring airfield access).

Denny Island Airport

The Denny Island Airport function was established by a [bylaw](#) adopted in 1992 by the CCRD Board when the community requested that an existing runway become a function of the Central Coast Regional District. The airport itself is a registered aerodrome and does not have a scheduled airline servicing the community. The land is secured by a licence of occupation granted by the Province of British Columbia. The volunteer [Denny Island Airport Commission](#) oversees operations.

Bella Bella Airport

The Heiltsuk Nation owns and operates the only other Transport Canada certified airport in the region, in Bella Bella on Campbell Island. CCRD does not participate in the operations of this airport.

LAND USE PLANNING

Land use planning provides for the orderly development of properties within the Central Coast Regional District. Long range planning includes the development of land use policies and regulations. The policies and vision for the communities are bylaws adopted as Official Community Plans (OCP). Land use regulations are bylaws adopted as zoning bylaws.

The Central Coast Regional District currently has land use bylaws in place in the Bella Coola Valley, or Electoral Areas C, D and E. They include a [zoning bylaw](#), the [Bella Coola Valley Official Community Plan](#), and a subdivision servicing bylaw. Another portion of the Regional District with land use regulations in place is on Calvert Island in Electoral Area A. The vast majority of Electoral Area A is unregulated.

Updates to the Bella Coola Valley OCP will begin in 2022, with background work starting late in the year, and Board involvement beginning in Spring 2023.

Subdivision Servicing and Control

Subdivisions in Electoral Areas C, D and E are governed by the *Bella Coola Valley Subdivision Control Bylaw No.72* which was adopted in 1984. The authority for subdivision approval rests with the BC Ministry of Transportation District Manager.

The approving officer may refuse to approve any subdivision of any parcel of land unless all the requirements of the subdivision bylaw and other applicable regulations have been observed. They may also refuse to approve a subdivision if any existing use on that particular parcel is non-conforming in respect to any other bylaw.

In any subdivision, the Central Coast Regional District stipulates that each parcel must be supplied with sufficient potable water by either being connected to a community water system, or by having proof of availability of sufficient groundwater sources to service the lots being created. The CCRD may also require the owner of the land being subdivided to provide, without compensation, land for public open space in locations and to the extent required by the approving officer for the purpose of providing sufficient open space within the proposed subdivision for park and public use.

Agricultural Land Reserve

Notwithstanding the other provisions of the subdivision bylaw, all lands within the **Agricultural Land Reserve (ALR)**, except those exempted, are subject to the provisions of the **Agricultural Land Commission Act** and regulations, thereby not permitting the subdivision of land and the development of new non-farm uses unless approved by the **Agricultural Land Commission**.

The *Agricultural Land Commission Act* sets the legislative framework for the establishment and administration of the agricultural land preservation program. The ALR takes precedence over, but does not replace, other legislation and bylaws that may apply to the land. Local governments are expected to plan in accordance with the provincial policy of preserving agricultural land. It is the responsibility of the local government under **section 21 of the Act**, to forward applications to the Commission.

FIRE PROTECTION

A small but dedicated group of volunteers manages and delivers CCRD's Fire Protection service and maintains the fire halls and equipment. This service is also the subject of a mutual aid agreement between all volunteer fire departments in the Bella Coola Valley (Electoral Areas C, D and E). This includes the Noosatsum Waterworks Improvement District as well as the **Nuxalk Nation** Fire Department.

Bella Coola Fire Department

The Bella Coola Fire Local Service Area was established by bylaw in 1992 when the Regional District became responsible for the defunct improvement district which had provided fire protection, street lighting, and water service to the Bella Coola town site located in Electoral Area E.

Hagensborg Fire Department

The Hagensborg Fire Local Service Area was converted to a CCRD service by bylaw in **2021** when the CCRD absorbed the services of the Hagensborg Waterworks Improvement District.

Other Regional Fire Services

Fire protection services in Ocean Falls are the responsibility of the Ocean Falls Improvement District. The Heiltsuk Nation has the authority in Bella Bella, and the Wuikinuxv Nation in Wuikinuxv and Rivers Inlet.

LIBRARY

The Province of British Columbia enacted a regulation in 1994 under the Library Act that required the Central Coast Regional District to adopt an establishing bylaw for the purpose of replacing School District No. 49 in the Vancouver Island Regional Library District.

The Central Coast Regional District assumed responsibility for the public library function pursuant to provincial government regulation as established by Regional District bylaw. CCRD requisitions taxes locally to provide quarterly contributions to the Vancouver Island Regional Library (VIRL). All electoral areas participate and pay for the service.

The VIRL, based in Nanaimo, is represented by a Board of Directors who meet quarterly on Vancouver Island. CCRD appoints one Electoral Area Director annually to represent CCRD as a member of the Vancouver Island Regional Library Board of Directors.

The Bella Coola branch of the regional library is located on the Bella Coola town site (Electoral Area E). All other Central Coast communities are serviced by a “Book by Mail” program offered by Vancouver Island Regional Library.

COMMUNITY BUS

Public transit in the Bella Coola valley commenced operations in 2006. The transit service is funded by the Bella Coola General Hospital, and Vancouver Coastal Health Authority in partnership with British Columbia Transit and the Central Coast Regional Hospital District. The operating company, Bella Coola Valley Bus Company Ltd., is authorized to operate, manage and maintain a Public Passenger Transportation System within the Bella Coola Transit Service Area pursuant to the British Columbia Transit Act.

Committees, Boards, and Commissions

Commissions and Committees are an important part of some of the services the CCRD delivers. Individual Directors are assigned to help each Committee or Commission that is responsible to provide a service to the community. CCRD Commissions are usually composed of local volunteers who are not on the board. Committees are generally temporary (ad hoc), such as a Hiring Committee to hire a new CAO, and are struck by the Board as needed.

In addition, the CCRD is also represented on Boards in other organizations by Directors. These include: Vancouver Island Regional Library Board (see “[Library](#)” earlier in this manual); the Municipal Finance Authority Board (see “[Elected Officials Associations](#)”), the Municipal Insurance Association (see “[Elected Officials Associations](#)”) and Northern Development Initiative Trust (see “[Community and Economic Development](#)”).

Commission and Board assignments for Directors occur every year at the November meeting, in conjunction with elections for Chair and Vice Chair. Committee assignments occur as needed.

DENNY ISLAND AIRPORT COMMISSION

The Denny Island Airport function was established by bylaw adopted in 1992 when the community requested that an existing runway become a function of the Central Coast Regional District. The airport itself is a registered aerodrome and does not have a scheduled airline servicing the community. The land is secured by a licence of occupation granted by the Province of British Columbia. The volunteer Denny Island Airport Commission oversees the maintenance and operations of the airport.

The [Denny Island Airport Commission Establishing Bylaw](#) was first enacted in 1992, then updated in 2017 in open public meeting by the CCRD Board.

DENNY ISLAND RECREATION COMMISSION

The Denny Island Recreation Commission (DIRC) receives authority from the Central Coast Regional District Board of Directors to provide recreational services to the residents of Denny Island.

The function is supported by tax dollars which are levied on land and improvements in Electoral Area A, in addition to a portion of the provincial basic grant received annually from the Province of B.C.

The DIRC provides the majority of community activities which historically have included a fitness program, games, youth development, workshops, and special events.

The current DIRC was established through a bylaw enacted by the CCRD Board of Directors on October 8th, 2015.

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

CCRD's Economic Development Advisory Committee (EDAC) has been inactive since 2019. The purpose of the EDAC was to provide achievable and sustainable recommendations on community economic development to the CCRD Board for their considerations. The Committee assisted CCRD staff with implementing resolutions from the Board in regards to community economic development, and approached community economic development with the theory of developing from "inside out" or bottom up for the entire region, from a holistic, collaborative, and community-driven perspective.

As detailed in the **Services** section of this manual under "Economic Development", whether or not to reactivate the EDAC will be a CCRD Board choice.

DRAFT

Board Meetings

TYPES OF BOARD MEETINGS

There are several types of CCRD meetings you may attend during your four years as an EA Director. These are described in detail in the *Local Government Act*, and each type is outlined below. Note that provisions relating to the conduct of local elected officials and some of the council procedure rules under the *Community Charter* apply also to regional districts. These provisions include: open meeting rules, ethical standards, disclosure of confidential information, and disqualification of elected officials and elector approval processes, including the alternate approval process for new services.

REGULAR MEETINGS

The timing of regular CCRD Board meetings and procedures to be followed at meetings are established in CCRD's *Board Meeting Procedures* bylaw. All regional district Board meetings must be open to the public, except for those specific situations outlined in the legislation where the public can be excluded. (See "Closed Meetings" below.)

With annual Board approval of the meeting calendar for the upcoming year, CCRD generally holds 10 regular Board meetings every year, on the second Thursday of each month. With very rare exceptions, there are no regular public meetings in January or August.

When the time for the Regular meeting is reached, the Chair determines whether there is a quorum (at least three Directors present). If there is a quorum, then the Chair calls the meeting to order and follows the order of the agenda as determined by the Board Meeting Procedures bylaw.

There are a few things to note regarding regular meetings of the CCRD Board:

- **CCRD does not issue proclamations**, in accordance with *Policy A-28 Proclamations and Declarations*
- **The minutes record only a brief opening statement of the subject matter, not debate.** Motions, movers and seconders are recorded along with the results of the vote.
- **A bylaw must receive three readings before it is considered for adoption.** In most cases, there must be at least one day between third reading and adoption of the bylaw. If approval from another agency is required, then the approval of that agency (ie: Ministry of Transportation) must be given after third reading, but before final adoption. The bylaw can only be amended or repealed by another bylaw. The bylaw comes into force either the date the bylaw is adopted or a future date, if specified in the bylaw. **EXCEPTION:** Section 890(9) of the *Local Government Act* authorizes a Board to adopt an Official Community Plan or Zoning Bylaw at the same meeting at which the plan or bylaw passes third reading, as long as there are no outstanding approvals from other agencies.

SPECIAL MEETINGS

Special meetings, whether public or in camera, are meetings of the Board which are not scheduled regular public meetings. Special meetings can be called by the Chair or any two EA Directors, for any number of reasons. They should be used judiciously as a tool for discussion and decision-making, and generally only for which the Board must make a decision that cannot wait until the next regular public meeting.

Historically, most special meetings at CCRD have occurred in March, and have to do with budget approval before the provincially-legislated deadline of March 31st each year.

There are public notification procedural requirements that must be followed when calling a special meeting.

PUBLIC HEARINGS

Public Hearings are a legislated requirement which must take place after the first reading, but before the third reading, of a bylaw to amend an Official Community Plan or a Zoning Bylaw. They provide an opportunity for those members of the public who believe their interests are affected by the development to speak to the Board and communicate their concerns. Public hearings are held as required, generally as a separate special meeting. Generally, a public hearing will be held after the Regular meeting at which the bylaw receives first and second reading, but before third reading is scheduled on the agenda.

Any written material (including petitions) from the public to be considered at a public hearing is sent to the Corporate Officer and included in the agenda package for that meeting. If members of the public provide written copies of material to the Board at the Public Hearing, the Corporate Officer will keep a copy of that material for the record.

Generally, either the Chair or the appropriate EA Director presides at Public Hearings, and opens the proceedings by reading a statement that outlines procedures for the hearing and who is entitled to speak during the hearing. The purpose of a Public Hearing is to listen to what members of the public have to say about a proposed development bylaw, not to engage in a debate with them. It is very important that the Board maintains a degree of open-mindedness and remains open to influence, so there is no perception of bias by the public. To quote an article from the Union of British Columbia Municipality (UBCM) News, June 1986:

“There must be no suspicion of suppression by any member of [the Board] of any person attending the public hearing. There is a duty to:

- 1. Listen to all representations;*
- 2. Have an open mind; and*
- 3. Give the public the opportunity of presenting all views.*

There is no duty on [Board]Members to:

- 1. Make their views known individually or collectively;*
- 2. Disclose their deliberations;*
- 3. Debate the merits of the proposal; or*

4. *Attempt to sell the project, amendments or zoning,*

And in fact, to do so, would give the appearance of having already closed your minds on the subject.”

There is no time limit for a Public Hearing. However, once the Public Hearing is closed, the Board must not receive any further information or commentary from the proponent or the public. If any new material is to be received and considered, then the Public Hearing must be reopened, so that all have the opportunity to hear what is being discussed.

COMMITTEE OF THE WHOLE

A Committee of the Whole meeting is typically utilized by a local government when public input on a matter is sought on issues other than those matters referred to in a Public Hearing. The CCRD Board has not historically utilized Committee of the Whole proceedings, thus it is not defined or referred to in *Bylaw 497 Board Meeting Procedures Bylaw*. However, because it is common practice for many local governments in BC, it is included here for reference.

WORKSHOPS

A workshop is a meeting of the Board for the purpose of focusing on a particular topic that is timely for the business of the CCRD, and that may require further depth of review and discussion than time would allow in a regular meeting of the Board. A workshop does not intend or include any decision-making by the Board. Matters that arise during a workshop that require a decision must be tabled as a resolution at the next regular meeting of the Board. A workshop is not a regular meeting, is not the result of any statute, and is not the continuation of an adjourned meeting.

CLOSED MEETINGS

Closed (also known as *in camera*) meetings are Board meetings from which the public is excluded from attending. The basis for closing meetings to the public **must** be found in one of the subsections of Section 90 of the *Community Charter*. As a general rule, matters that fall within the 3 Ls (Land, Litigation/Legal and Labour Relations) are grounds to close the meeting.

The purpose of a closed session is for the Board to deal with matters of a sensitive or confidential nature. The material to be considered at a closed session will be distributed only to Directors, the Chief Administrative Officer, and Senior staff who are directly involved in the matter. This material is **never** distributed to the public nor to the media, even if requested by these people pursuant to the *Freedom of Information and Protection of Privacy Act*. **It is essential that the confidentiality of the matters discussed in closed sessions is maintained.**

Closed sessions are subject to the same rules and regulations that apply to Regular meetings of the Board. The Chair will preside for the closed session meetings. A bylaw cannot be read or adopted in a closed session.

Closed sessions are held only as needed. If a closed session is necessary, then it is usually held immediately prior to or immediately following a Regular meeting. On occasion, there may be closed sessions called at other times. All Directors will be notified as soon as possible about the date and time, but no less than 24 hours in accordance with legislation, as a Closed meeting must be announced by resolution in an open (ie: Regular or Special) meeting. In addition, the Board may enter into a Closed session at any time during a public or open (ie: Regular) meeting.

For additional clarity, the *Local Government Act* refers to the following Section 117.2 of the *Community Charter*, which applies to regional districts:

(substitute “Director” for “council member” and “regional district” for “municipality”)

(1) A council member or former council member must, unless specifically authorized otherwise by council,

(a) keep in confidence any record held in confidence by the municipality, until the record is released to the public as lawfully authorized or required, and

(b) keep in confidence information considered in any part of a council meeting or council committee meeting that was lawfully closed to the public, until the council or committee discusses the information at a meeting that is open to the public or releases the information to the public.

(2) If the municipality suffers loss or damage because a person contravenes subsection (1) and the contravention was not inadvertent, the municipality may recover damages from the person for the loss or damage.

AGENDA ITEMS

A Director wishing to have an item put before the Board for action should consult the Chair. The Chair will determine whether the item can or should be placed on the agenda and whether input from staff or other resources is required before the issue is added to the agenda.

If the Director does not receive the desirable response (or at the suggestion of the Chair, if there is not adequate time to place the issue on the agenda), the Director may bring forward a motion themselves. This is referred to as a “Notice of Motion”, and the procedure is detailed in the most recent version of the Board’s Meeting Procedures bylaw.

Meeting Procedures

MEETING PROCEDURES BYLAW

The business of the Board is regulated by the CCRD's [Board Meeting Procedures Bylaw](#) (also included in Schedule A of this manual). Where that bylaw and the *Community Charter* and *Local Government Act* are silent on an issue, then *Robert's Rules of Order* (see next section) will govern by default.

ROBERT'S RULES OF ORDER: MOTIONS AND HOW THEY WORK

Robert's Rules of Order (or "Parliamentary Procedure") were developed to ensure that meetings are fair, efficient, democratic, and orderly. It helps Chairs run effective meetings without being overbearing, or being railroaded by others at the meeting.

As defined in *Robert's Rules*, motions are the vehicles for decision making. It is usually best (and most often required) to have a motion before the Board prior to discussing an agenda item, to help everyone focus on the motion before them. (Refer to [Agenda Items](#) for procedures for putting a motion before the Board). CCRD staff usually will include a recommended motion as part of their reports to the Board, which are included as part of the Agenda outline.

There are six steps in dealing with a motion:

1. Make the motion;
2. Second the motion;
3. State the motion;
4. Debate the motion;
5. Put forward the question;
6. Vote; and
7. Announce the result of the vote.

In order to bring a matter before the Board for discussion, there must be a motion (ie. a formal statement to take action). Once a Director moves the motion (the "Mover"), another Director is required to second the motion (the "Secunder"). If no one seconds the motion, then the motion cannot be brought before the Board for debate.

Once the motion has been moved and seconded, then debate on the motion amongst the Directors can begin. Every Director has the right to speak. Generally, a Director who has spoken is not entitled to speak in debate again until every other Director who wishes to speak has had the opportunity to do so. It is important to note that the Mover cannot speak against the motion, however, the Secunder may do so.

During the course of debate, there are a number of secondary motions which can be considered before the vote on the main motion. The two most common secondary motions are:

- 1) a motion to amend the motion; and
- 2) a motion to refer the matter back to staff for further information.

Votes on secondary motions must be held before a vote on the main motion.

When debate appears to be finished, the Chair may ask if the Board is ready for the question. *(It is worth noting here that a Director may not force the Chair to call the question by saying "Question", which is a frequent error of convention at local government tables.)* The Chair will state the motion and then ask who is in favour of the motion. The Chair will then ask who is opposed to the motion. The Chair will announce whether the motion is adopted or not and the names of those members that voted contrary to the question will be recorded as part of the minutes. The Chair will then proceed to the next order of business. Although the Mover of a motion cannot speak against a motion as previously noted, the Mover can vote against the motion.

Once the motion is passed, it becomes the official decision of the Board and the approved course of action for the CCRD. Even when a Director votes against a motion, that Director is still bound by the decision of the Board. Debate on the matter is closed and the Board is expected to support that decision, unless the Board subsequently adopts another motion which impacts that decision.

VOTING AT MEETINGS

As stated earlier in this manual, there will be votes on motions which are debated at Board meetings.

General Rules for Voting

If a Director who is present at the time of the vote abstains from voting, the Director is deemed to have voted in the affirmative. The only exception to this is if the Director has left the room due to a conflict of interest, in which case they will be deemed not to have voted.

The Chair, as a Director, is entitled to vote on any question, except as outlined above in Weighted Voting. The Chair's vote carries the same weight as every other vote.

If the number of votes for and against a motion is equal (ie. a tie, for example if only four Directors are present at a meeting, and two vote for a motion and two vote against it), the motion is defeated. **EXCEPTION:** When an appeal of the decision of the Chair (ie. a motion to sustain/appeal a decision of the Chair) results in a tie vote, the decision is sustained; not defeated.

Unless otherwise required by Provincial Legislation or another *Rule of Order*, all decisions of the Board are made by majority of Directors present at the meeting. A majority for the CCRD is three, when all of the Board is present. Exceptions are as follows:

2/3 Majority

Some decisions at regional districts require an affirmative vote of at least two-thirds of all members of the Board, rather than a simple majority. A two-thirds affirmative vote for the CCRD Board is three, which happens to be the same as a simple majority. See Schedule J for more information.

Service Operation Voting

As well, there are CCRD services which are provided to - and therefore funded through a tax or fee-for-service from - only one or some of the five electoral areas. In the case of a service which is provided to and funded by only one electoral area (or a portion of that electoral area), such as Denny Island Water and Bella Coola Water, all five electoral areas vote on decisions related to that service. Where a service is provided to two or more electoral areas, only those directors will vote on decisions affecting that service.

Service Operation Voting Chart

Statute Section	B=Bylaw R=Resolution	Board Action	Voting Entitlement	Decision Threshold
LGA Sec 791	B/R	Administer and operate a service having only one participant	All Directors	Majority
	B/R	Administer and operate a service having more than one participant (if service bylaw adopted)	All Participants	Majority
	B/R	Administer and operate a service having more than one participant (if no service bylaw adopted)	All Directors	Majority
	B/R	Administer and operate a general administration service (with or without a service bylaw)	All Directors	Majority
	B/R	Administer and operate an electoral area administration service (if service bylaw adopted)	All Participants	Majority
	B/R	Administer and operate an electoral area administration service (if no service bylaw adopted)	All Directors	Majority
	B/R	Regulate or prohibit in relation to a non-regulatory service	All Participants	Majority
	B	Exercise specific regulatory and other powers	All Directors	Majority

POSTPONING VS. TABLING

“Tabling” means to temporarily set aside (for consideration at the same meeting) an issue or issues to deal with a more urgent matter. The term “tabling” is commonly misused when the intent of the Board is to terminate discussion of an item until another day or until something specific is completed. The correct term under those circumstances is “postpone”. For example, one may suggest an item be postponed to the next meeting, or to a certain date, or until a staff report addressing certain issues is presented to the Board.

Additional Information

Schedule G – UBCM Fact Sheet #4 – Meetings
Schedule E – Robert’s Rules of Order Cheat Sheet

RECONSIDERATION OF A DECISION

Brought by a Director

If a Director wishes to have a decision reconsidered by the Board, then the Director can bring a motion to reconsider the decision at the next meeting, provided that the Director voted on the prevailing side. This means that the Director must have voted in favour of the adopted motion. This reconsideration must be done before any action has been taken to implement the motion by staff, and it cannot have received approval by the electors and cannot already have been brought back for reconsideration by the Chair or any other Director, in accordance with the CCRD's *Board Meeting Procedures Bylaw*.

Brought by the Chair

According to Section 217 of the *Local Government Act*, the Chair may call for reconsideration of a matter, at the meeting of the Board following the original vote. The Chair may not return an item for reconsideration if it has had the assent of the electors or it has already been reconsidered by the Board under Section 217 of the *Act*.

The effect of rejecting a bylaw or resolution is that it is deemed to be repealed and is of no effect.

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Guidelines for Working Together As a Team of Electoral Area Directors

Differences of opinion amongst Directors are a normal and healthy part of the decision-making process. To ensure that a thorough and fair process has been followed before reaching a final decision, Directors are expected to listen to and respect others' opinions on every issue, and to review all administrative research, advice, and options, as well as any policy and budgetary consequences, before voting on any matter.

The final decision might not be one that every individual Director personally agrees with and they may even have opposed it. It is important to emphasize that once the final decision is passed by a motion at a regular meeting of the Board, all members of the Board must accept and move forward with the position taken.

Establishing and enhancing relationships with each other in a political and decision-making setting where colleagues at times disagree, is key to working effectively as a Board.

To this end, the Chair and the Board commit to:

- Actively listen to their peers in order to understand their perspective
- Keep an open mind to alternative ideas and solutions
- Share information with all Directors so everyone is well-informed
- Share credit with all involved in a success story
- Express appreciation for the contribution of colleagues
- Follow proper meeting etiquette including:
 - Not adding items to the immediate agenda unless the issue is critical and time sensitive
 - Being prepared for the meeting
 - Attending punctually
 - Ensuring introductions are done
 - Following proper process (Rules of Order)
 - Minimizing sidebar conversations
 - Allowing the person speaking to finish their comments
 - Turning off cell phones and the like
- Focus comments on the issue and not judge the people involved
- Respect the confidential nature of the information with which they are entrusted
- Be honest with colleagues at all times
- Monitor body language and avoid disrespectful behaviours such as eyerolling, book-closing, slumping chairs, and “sighing.”
- Accurately represent the statements and positions of colleagues
- Use humour carefully
- Reflect on behaviour and if they have overstepped these guidelines, apologize
- Accept, in a non-defensive manner, feedback from colleagues
- Look first to the Chair to hold colleagues accountable to these commitments. If the Chair is not taking action, “call” colleagues on their behaviour in a respectful manner using actions or tactics that are in proportion to the misbehaviour. Minimize the amount of intervention that is required in a public venue, and follow up in more depth with a colleague in a private setting.

CODE OF ETHICAL CONDUCT

Policy E-7 Ethical Standards of Conduct for Elected Officials, commits the CCRD Board to strive to conduct public business with integrity, in a fair, transparent, and honest manner, and with respect for one other, for staff, and for the public. Each Director must recognize the unique contribution and role each person has in making the regional district a better place to work and live.

Directors should thoroughly read *Policy E-7*, which can be found in this document in Schedule B. It provides guidelines for elected officials in the areas of:

1. Acting in the public interest
2. Complying with the law
3. Conduct of members
4. Respect for process
5. Conduct of public meetings
6. Decisions based on merit
7. Communication
8. Conflict of interest
9. Gifts and favours
10. Confidential information
11. Use of public resources
12. Advocacy
13. Policy role of members
14. Positive workplace environment
15. Implementation of the policy
16. Compliance and enforcement of the policy

Policies, Bylaws, and Strategic Planning

The CCRD receives its authority to regulate from the *Local Government Act* and *Community Charter* and must be the designated authority to enforce regulations pertaining to certain issues in order for any bylaw to be legal and enforceable. Depending on the issue or situation, many factors must be considered to determine whether local government action is warranted and if so, which regulatory tool should be utilized. CCRD does not employ a bylaw enforcement officer. When enforcement is necessary, CCRD may rely on legal counsel and the RCMP.

Please refer to the **Regular Meetings** section of this Manual for an explanation on the reading of bylaws.

UNDERSTANDING POLICY-BASED DECISION MAKING

Policy is a plan of action agreed to by a group of people with the power to carry it out and enforce it. Policy can be as specific as adopting a bylaw establishing rates and charges for a service, or can be broader, such as an Official Community Plan, which provides a generalized course of action regarding future land use and development. Generally, policy-making means deciding *what* is going to be done in CCRD communities, not *how* the CCRD is going to do it.

Good public policy is:

- Beneficial to the community;
- Necessary to move the community forward or to respond to a specific emerging need;
- Consistent with the government's overall mission;
- Easily understood by the community in general and by those who will be most affected by it;
- Open to change or improvement as circumstances change or evaluation suggests a new direction;
- Responsive to urgent needs, emerging challenges, or needed changes of direction; and
- Able to be enacted on the basis of ease of enforcement.

Policy-making can be passive as well as active. Deciding not to act (or not deciding), deciding to do something the way it was done last year, or making a special exception to a rule, are all policy decisions. It is important for each Director to become familiar with CCRD Board policies and bylaws which are included as Schedules A and B.

STRATEGIC PLANNING

Today's local governments generally use strategic plans to set clear policy goals and priorities for action. The CCRD's strategic plan is a four-year plan coinciding with the term of the Board. The 2019-2022 Strategic Plan is attached as Schedule C for information.

A strategic planning or goal-setting process:

- Moves the organization and the community toward a desired future;
- Provides a framework for action by CCRD staff;

- Guides the entire regional district team in the same direction by sharing different ideas and then agreeing on which goals will be priorities;
- Helps Directors manage their time more effectively by deciding what the Board will focus on;
- Establishes clear guidelines for the Chief Administrative Officer and staff; and
- Provides guidelines and priorities for budgeting, particularly when facing financial constraints.

A strategic plan defines broad policy goals that span several years. Strategic priorities, objectives and actions narrow the timeframe and describe how the organization will achieve the long-term goals. The strategic plan serves as a framework for setting annual priorities and defining action strategies.

Strategic Planning Steps

A strategic planning goal-setting process follows these general steps:

1. **Identify issues and needs.** Challenges to be pursued, needs to be met, or problems to be solved are identified by the Board and Chief Administrative Officer and often emerge from constituent feedback or from a broad constituent involvement process.
2. **Define goals.** Goals define the desired outcome in response to a challenge, need, or problem. Goals often identify a point or outcome to work toward, beyond what the Board can accomplish in one year or even one term of office.
3. **Establish action strategies/objectives.** Strategies, objectives, targets, or milestones define steps intended to be taken within a specified timeframe to move toward goals. Strategies are usually tied to the annual financial plan and define measurable achievements so that progress can be assessed.
4. **Choose priorities.** Priorities define what will be done first based on both need and available resources. Money is often the key factor in determining priorities. But to ensure that attention is paid to the most important challenges, needs, or problems – not just to the affordable ones – the Board may not wish to discuss financial issues during initial discussions of priorities.
5. **Provide resources for action.** Translating goals and strategies into services and actions is generally a staff role but Directors monitor progress on the priorities the Board has set. The annual financial plan is the operating framework for accomplishing the work that has been agreed to. The next section in this document will focus on linking policy goals and available funds.
6. **Evaluate progress.** Unsolicited feedback gives the Board one way to assess progress towards its goals; it is also an important indicator of how well government priorities are connecting with constituents' needs and interests. Regular and rigorous measures of performance are important as well. Performance measures can include surveys to assess how constituents view services and overall government performance.

Although the CCRD's Strategic Plan is developed for a four-year period, it is evaluated on an ongoing basis and supplemented with an annual review session each fall. Included in these

review sessions is an opportunity to present “blue-sky” ideas which are defined as creative ideas that are not limited by current thinking or beliefs – in other words, the sky is the limit! This ideal approach, however, must be tempered with the reality of CCRD’s significant financial and human resource constraints.

LINKING POLICIES AND MONEY: BUDGETING AND FINANCIAL PLANNING

Regional districts are required to adopt a five-year financial plan by bylaw before March 31st each year. A regional district is not authorized to make expenditures other than those included in the financial plan, unless there is an emergency situation. Regional districts must not propose expenditures that exceed the proposed funding sources for that year. Any actual deficit accrued in a particular service must be included in the following year’s financial plan as expenditure for that service. The Board must undertake a process of public consultation regarding a proposed financial plan before it is formally adopted.

The financial plan is the CCRD’s most important annual policy statement. It defines how the local government team will implement its priorities for the next fiscal year and where the money will come from to carry out that work plan.

The annual financial plan is much more than a spending plan. It is:

- A statement of priorities for the community;
- A management blueprint for providing services;
- The document that translates policies into action;
- A tool for protecting the government’s long-term financial health; and
- A communication document for the public.

The process of developing and monitoring the annual financial plan requires the cooperation of citizens, the Board, the Chief Administrative Officer and all staff. It is challenging for many reasons:

- The population of the community has diverse needs and preferences and not everyone has the same ability to pay for services;
- Provincial and federal regulations can affect local government activities;
- Many local government services are difficult to plan and evaluate;
- Budget decisions are made in a political environment with pressure to address short-term problems and respond to special needs – sometimes at the expense of long-term planning;
- Engaging constituents in the budget process is important and highly recommended but it is also extremely challenging as few members of the public attend CCRD meetings or provide input during consultation;
- Elected officials often have differing views about priorities for spending and raising money;
- Constituents’ desire for public service often exceeds their willingness to pay taxes or fees; and
- Typically, there is not enough money to fund all identified needs.

Adding to the challenge of local government budgeting are:

- demands for lower taxes; regulations that limit local revenue-raising authority;
- local, national and global economic challenges that affect local revenue; and
- reductions in provincial and federal financial support.

To succeed, it is important for the Board to be well-prepared, well-informed, and willing to work as a team for the good of the entire region.

The following sections provide a snapshot of CCRD's budget process. They focus on what you, as an elected official, need to know to make good decisions about CCRD's financial plan. The CFO is the best resource for providing details on the District's approach to budgeting. You will be provided information on the budget process during the orientation session, but are encouraged to ask questions at any time. Reviewing the current year operating budget is recommended if you are new to elected office.

ANNUAL FINANCIAL PLAN

The Annual Financial Plan lays out CCRD's financial plan for the upcoming fiscal year. Generally, the CFO will prepare a budget for the Board to review, revise and adopt. Budget preparation and review are based on guidelines and priorities established by the strategic plan and the administrative team.

Typical components of a financial plan include:

- A message from the CFO highlighting major service area priorities, changes from previous years, and key challenges for the current year as well as a summary of revenue and expenditures;
- A summary of service area priorities and a breakdown of how money has been allocated to carry out those priorities and produce specific outcomes;
- Details on revenue, its sources, changes in sources of revenue, and issues for further study, including tax requisition;
- Details on expenditures organized by service area, including operating expenses for the specific fiscal year and capital expenses that can be spread over multiple years for public improvements and acquisitions; and
- Comparative data showing how spending has changed over several years, including, in some cases, projections for the following year.

THE FIVE-YEAR FINANCIAL PLAN

The Five-Year Financial Plan is a bylaw that, under provincial legislation, must be adopted by the Board before the end of March each year.

Typical components of the Five-Year Financial Plan include:

- Revenue and expenditures by service over the next five years
- Revenue and expenditures by objects over the next five years

ANALYZING AND INTERPRETING FINANCIAL PLANS

CCRD Directors can assess the proposed financial plan by asking the following questions:

- Does the financial plan reflect local priorities? Review the budget against the CCRD's Strategic Plan goals and strategies to make sure that it allocates money appropriately. If something is missing, ask why.
- Is the budget balanced, and was it balanced in prior years? The *Community Charter* requires local governments to adopt "balanced" budgets. Your job is to make sure the financial assumptions for revenues and expenditures that produce the balanced budget are sound.
- How is the revenue structure changing? Examine revenue trends to assess how reliable the revenue projections are, and what changes in the revenue structure will mean for this financial plan and the region's longer-term financial health.
- How is the service expenditure plan changing? In looking at expenditure requests, which are usually organized by service area and objects, focus on areas where significant changes are proposed and ask why if that is not clear.
- How do proposed capital projects support local priorities? Does long-term spending affect long-term financial health? Make sure that proposed capital spending projects are consistent with agreed-upon priorities and review and discuss funding for capital projects, as well as plans for asset management.
- Is the budget just balanced or does it include funds for emergencies? Reserve funds help local governments meet future fiscal challenges.
- Does the budget include reserves to fund asset management for each service's asset?

PARTICIPATORY FINANCIAL PLANNING

The residents of the Central Coast are the primary customers for the services you will fund in the annual financial plan. Engaging constituents in shaping the budget potentially increases their trust and strengthens their connection with government. The *Community Charter* requires that a public consultation process is undertaken regarding the proposed financial plan before it is adopted annually in March (as a bylaw), so Directors should plan on soliciting and listening to their feedback.

EVALUATING THE EFFECTIVENESS OF POLICIES

Data Collection

The first and last measure of good government is constituent satisfaction. Conducting a survey is an efficient tool used for service delivery planning, budgeting, goal setting, and performance measurement. Ongoing feedback tools such as community meetings are also utilized for these purposes.

Data Analysis and Benchmarking

The Chief Administrative Officer and senior staff may routinely analyze data collected in surveys and other performance feedback systems. Benchmarking, which compares trends

over time or compares locally collected data with indicators from other regions, will help staff identify emerging problems and find ways to solve them.

Public Feedback

Lastly, it is important to keep constituents in the loop on policy and service delivery effectiveness. Regular reports on local government activities, annual reports, and access to documents and data keep citizens informed about government effectiveness in carrying out priorities and encourages ongoing feedback to both the Board and staff.

Refer to pages 28-30 of this manual (**Addressing Constituent Concerns**), for guidance on how to handle constituent concerns and complaints.

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Attendance At Functions

As a Director on the CCRD Board, you may be invited during your term to attend many events. You will receive some of these invitations directly from community members, and some through email from an organization. You should respond directly to the individual organization in all instances EXCEPT when directed to respond to CCRD staff. Where you are requested to RSVP to staff, please do so by responding to them as soon as possible to ensure deadlines are met.

Directors are authorized to attend the following events with the approval of the Board in any given year, provided there are sufficient funds in CCRD's budget:

- The Union of BC Municipalities Annual Convention (UBCM);
- The Association of Vancouver Island and Coastal Communities Annual Convention (AVICC).

The CAO may also attend the above conventions, subject to approval by Board resolution.

Directors may, by resolution of the Board, attend meetings, courses, seminars, conferences, conventions, and any other functions related to their service on the CCRD Board.

If a Director is invited to attend a function and is officially representing the CCRD, the District will cover the cost to purchase the event ticket, registration, and travel expenses (when applicable and if approved by the Board), but would exclude spouses or other guests the member wishes to have attend with them.

Elected Officials Associations

CCRD is a member of the Association of Vancouver Island and Coastal Communities (AVICC), Union of British Columbia Municipalities (UBCM), and the Federation of Canadian Municipalities (FCM). These organizations exist to provide a collective voice for local government at the local, provincial, and federal government levels.

Member local governments become involved in the services provided by AVICC and UBCM by initially submitting resolutions of the Board for debate and endorsement at the AVICC Annual General Meeting and conference. AVICC-endorsed resolutions are then submitted to the Union of British Columbia Municipalities for further debate and endorsement. Provincial government representatives are in attendance at UBCM annual conventions and are fully aware of issues of importance coming from member local governments to be endorsed. The Board may also resolve to submit a resolution to FCM for debate and endorsement at its annual convention.

ASSOCIATION OF VANCOUVER ISLAND AND COASTAL COMMUNITIES (AVICC)

The Association of Vancouver Island and Coastal Communities (AVICC) is the longest established area association under the umbrella of the Union of BC Municipalities (UBCM). The area association was established in 1950. It now has a membership of 53 municipalities and regional districts that stretches from the North Coast Regional District down to the tip of Vancouver Island and includes Powell River, the Sunshine Coast, the Central Coast and the North Coast. The Association deals with issues and concerns that affect large urban areas to small rural communities.

The Annual General Meeting & Convention held in April each year provides members with the opportunity to bring forward issues and concerns from their individual communities through resolutions and debates. The Executive is constantly working to make this event informative while giving members an opportunity to share their issues. Further information on AVICC is available at www.avicc.ca.

UNION OF BRITISH COLUMBIA MUNICIPALITIES (UBCM)

The Union of British Columbia Municipalities (UBCM) is a non-profit organization consisting of members formed for the purpose of representing the various local governments of the Province in one organization and allowing a common voice for local government. Through conventions, UBCM provides an opportunity for local governments of all sizes and from all areas of the province to come together, share experiences, and take united positions. These positions are then taken to other orders of government and organizations involved in local affairs. UBCM is involved in intergovernmental committees, regular meetings with Provincial Ministers and has contact with senior government on a daily basis. It provides central services for its members through a variety of programs and is an important source of information for local government.

An Annual General Meeting and Convention for UBCM takes place mid-late September. Further information on UBCM is available at www.ubcm.ca

FEDERATION OF CANADIAN MUNICIPALITIES (FCM)

The Federation of Canadian Municipalities (FCM) represents the interests of local governments on policy and program matters that fall within federal jurisdiction. Members include Canada's largest cities, small urban and rural communities, and 18 provincial and territorial municipal associations. It has been the national voice of local government since 1901. Since then, local governments have maintained a strong advocacy role in lobbying the federal government to include local governments concerns in policy development and national decision-making. Through their national organization, FCM makes sure the federal government understands the full impact of their decisions on local governments and taxpayers.

Local government leaders from all parts of Canada assemble annually in early June, to establish FCM policy on key issues.

FCM also invites its members to submit resolutions. However, these resolutions should be on subjects of national local government interest and fall within the jurisdiction of the federal government. Further information is available at www.fcm.ca.

LOCAL GOVERNMENT LEADERSHIP ACADEMY (LGLA)

The Local Government Leadership Academy (LGLA) is a leadership development initiative that serves local government and First Nations elected officials and senior administrators throughout the Province of British Columbia by improving the competencies needed to effectively manage and lead BC's communities.

The LGLA is governed by a board representing the Union of BC Municipalities, Ministry of Community Services, Local Government Management Association, Municipal Finance Authority, and First Nations Leadership Council. The Municipal Insurance Association and BC Assessment also have the opportunity to sit on the LGLA Board. Further information is available at www.lgla.ca

MUNICIPAL FINANCE AUTHORITY OF BC

The Municipal Finance Authority of British Columbia (MFA) was created in 1970 to contribute to the financial well-being of local governments throughout BC. The MFA pools the borrowing and investment needs of BC communities through a collective structure and is able to provide a range of low cost and flexible financial services to our clients equally, regardless of the size of the community. The MFA is independent from the Province of British Columbia and operates under the governance of a Board of Members appointed from the various Regional Districts within the province.

The MFA provides long-term, short-term, and equipment financing, investment management, and other financial services to communities and public institutions in BC.

In the case of CCRD, revenue anticipation and short-term funds are borrowed every year from the local credit union to cover the costs of providing services for the year, until the yearly tax requisition is collected by BC Assessment and remitted to CCRD, at which time CCRD then pays off the loan.

CCRD holds investment funds with the MFA, as well as an existing loan for the capital construction of the Bella Coola Water distribution system. This loan will be paid out in November 2022.

The MFA is governed by a Board of Trustees, which exercises the executive and administrative powers and duties of the organization, including the selection of the secretary and treasurer and our external auditors, with both appointments approved by the Members of the Authority.

The Members of the Authority are elected officials appointed by the Boards of each regional district in BC. The number of MFA Members (currently 39) is based on the population of the regional districts. The Members of the Authority represent all 28 regional districts.

The Members meet twice a year, once at the Annual General Meeting (AGM) held before March 31st each year, and again in the fall, in conjunction with the annual Union of BC Municipalities Convention. At these meetings, the Members review requests for financing and authorize the issue and sale of securities. At the AGM, the Members elect ten Trustees, including the Chair and Vice-Chair. Four Trustees must be from Metro Vancouver, one from the Capital Regional District, and the other five from the remaining regional districts.

Regional district member and alternate member appointments are requested annually in mid-November and are due by the last day of February of the following year. The CCRD Board chooses which Director will serve on the MFA Board every year in November, in conjunction with elections for Chair and Vice Chair, and other Commission and Committee appointments. More information can be found at www.mfa.bc.ca.

MUNICIPAL INSURANCE ASSOCIATION OF BC

The Municipal Insurance Association of BC (MIABC) is a member-owned reciprocal insurance pool. Members are all local government in BC. MIABC offers several types of insurance options to its local government members, as well as UBCM, LGLA, CivicInfo BC, and itself, including: liability, property, facility user, cyber, volunteer accident, and legal expense insurance.

Similar to the governance structure of the MFA, one CCRD Director is appointed each year in October to represent CCRD at the MIABC Annual General Meeting. At this meeting, members elect the Board of Directors, which includes elected officials and staff representatives from member communities.

MIABC also offers training opportunities and risk management grants to its members. More information: <https://www.miabc.org>

UBCM and FCM Resolutions

Each year, the CCRD Board has an opportunity to forward resolutions to the Union of BC Municipalities (UBCM) and the Federation of Canadian Municipalities (FCM) annual conventions to influence the direction of public policy and advocacy work of each organization. These resolutions are usually regarding topics that are common to many if not all local governments in BC and/or Canada, and are under the authority of either the federal or provincial government.

UBCM RESOLUTIONS

Resolution Categories

Resolutions submitted to UBCM are separated into the following categories:

- A. Section A resolutions address priority issues relevant to all local governments.
- B. Section B resolutions are divided into three parts:
 - Part 1: Resolutions that support established UBCM policy.
 - Part 2: Resolutions on new issues or issues considered previously but not endorsed, within the jurisdiction of local government.
 - Part 3: Resolutions on new issues or issues considered previously but not endorsed, outside the jurisdiction of local government.
- C. Section C resolutions are resolutions that are referred to similar resolutions in the Resolutions Book; to policy papers, reports, or special sessions at Convention; or to Area Associations.

Procedures for Submitting UBCM Resolutions

1. Members are urged to submit resolutions first to Area Associations for consideration. Resolutions endorsed at Area Association annual meetings are submitted automatically to UBCM for consideration. The CCRD's Area Association is the Association of Vancouver Island and Coastal Communities (AVICC) and their deadline for resolutions is typically early February. The deadline for submission of resolutions directly to UBCM is June 30th.
2. Resolutions received after the submission deadline of June 30th will not be printed in the Resolutions Book and may only be admitted for debate by special motion during Convention. Resolutions received after the deadline will be examined by the Resolutions Committee and separated into the following categories:
 - Emergency resolutions recommended to be admitted for debate
 - Late resolutions not recommended to be admitted for debate

A resolution may be deemed emergency in nature only if the topic has arisen since the June 30th deadline. Emergency resolutions may be discussed only after all Section A resolutions have been debated, but not before the time printed in the Convention Program. No other late resolutions will be admitted for debate; they will instead be entered automatically into the resolutions cycle for the following year, starting with consideration by the appropriate Area

Association. Referral to the following year ensures that these issues are not lost and that the broader membership may still consider the resolutions.

Guidelines for Drafting UBCM Resolutions

All resolutions consist of a preamble and an enactment. The preamble describes the issue and the enactment outlines the action being requested. A resolution should answer three questions:

- (a) What is the problem?
- (b) What is causing the problem?
- (c) What is the best way to solve the problem?

Preamble

The preamble begins with "WHEREAS" and is a concise sentence about the nature of the problem or the reason for the request. It answers questions (a) and (b) above, stating the problem and its cause, and should explain, clearly and briefly, the reasons for the resolution. The preamble should contain no more than two "WHEREAS" clauses. If explaining the problem requires more than two clauses, then provide supporting documents to describe the problem more fully. Do not add extra clauses.

Enactment

The enactment begins with the phrase "THEREFORE BE IT RESOLVED" and is a concise sentence that answers question (c) above, suggesting the best way to solve the problem. The enactment should propose a specific action by UBCM. Keep the enactment as short as possible, and clearly describe the action being requested. The wording should leave no doubt about the proposed action.

Writing Tips

- a) Address one subject in the text of the resolution. Since your community seeks to influence attitudes and inspire action, limit the scope of a resolution to one specific subject or issue. Delegates will not support a resolution if it is too complex for them to understand quickly.
- b) Use simple, action-oriented language and avoid ambiguous terms. Explain the situation briefly and state the desired action clearly. Delegates can then consider the resolution without having to analyse complicated wording or vague concepts.
- c) Provide factual background information. Even a carefully written resolution may not be able to convey the full scope of the problem or the action being requested. Provide factual background information to ensure that the resolution is understood fully. Submit background information in one of the following two formats:
 - a. Supplementary Memo - A brief, one-page memo from the sponsor local government, which outlines the background that led to the adoption of the resolution by the council or board.

- b. Council/Board Report - A report on the subject matter, presented to council or board in conjunction with the resolution. If it is not possible to send the entire report, then extract the essential information and submit it with the resolution.

Resolutions submitted without background information will not be considered until the sponsor has provided adequate background information.

- d) Construct a brief, descriptive title. A title identifies the intent of the resolution and is usually drawn from the "enactment clause". For ease of printing in the Resolutions Book and for clarity, the title should be no more than three or four words.
- e) Check legislative references for accuracy. Where necessary, identify:
 - the correct legislation, including the title of the act or regulation
 - the correct jurisdictional responsibility (responsible ministry or department, and whether it is provincial or federal)
- f) Focus on issues that are province-wide. The issue identified in the resolution should be relevant to other local governments across the province. This will support productive debate and assist UBCM to represent your concern effectively to the provincial or federal government on behalf of all BC regional districts and municipalities.

UBCM Gold Star Resolutions Criteria

1. Resolution must be properly titled.
2. Resolution must employ clear, simple language.
3. Resolution must clearly identify problem, reason and solution.
4. Resolution must have two or fewer recital (WHEREAS) clauses.
5. Resolution must have a short, clear, stand-alone enactment (THEREFORE) clause.
6. Resolution must focus on a single subject, must be of local government concern province-wide and must address an issue that constitutes new policy for UBCM.
7. Resolution must include appropriate references to policy, legislation and regulation.
8. Resolution must be submitted to relevant Area Association prior to UBCM.

Handling of Resolutions at the UBCM Conference

Please refer to **Schedule F – UBCM Conference Procedures for Handling Resolutions**, and the UBCM website.

FCM RESOLUTIONS

Resolution Categories

Resolutions submitted to FCM are separated into the following 5 categories:

- A. Resolutions on issues that are the direct responsibility or concern of Canadian municipalities, and that fall within the jurisdiction of the federal government, and/or the provincial and territorial governments acting at the inter-provincial/territorial level. Category “A” resolutions adopted with concurrence will be sent to the relevant government minister and will remain FCM policy for a three-year period.
- B. Resolutions that are not a municipal responsibility, and/or which do not fall within federal or inter-provincial jurisdiction. No action is taken on category “B” resolutions.
- C. Resolutions directed at FCM members or at FCM as an organization. Category “C” resolutions adopted with concurrence will be forwarded to the Executive Committee for review and action; the Executive Committee will report on its progress to the Board.
- D. Resolutions on specific matters dealt with by FCM in the previous three years that are in accordance with FCM’s standing policy. These resolutions will be received for information only. FCM staff are authorized to inform a sponsoring municipality that its resolution will be categorized as “D” or “E”.
- E. Resolutions on specific matters that have been considered by FCM within the previous three years and are not in accordance with FCM policy. These resolutions will be received for information only. FCM staff are authorized to inform a sponsoring municipality that its resolution will be categorized as “D” or “E”.

Procedures for Submitting FCM Resolutions

1. The deadline for submission of resolutions to FCM’s Annual Conference is the second Monday of January each year.
2. Standing Committees responsible for the subject area of a resolution will determine whether the resolution submitted for the Annual Conference should be dealt with there. The FCM Board of Directors must agree that the resolution is appropriate for debate by the general membership at the Annual Conference.
3. Standing Committees or the Executive Committee may recommend that resolutions previously dealt with by the FCM Board be submitted to the Annual Conference for consideration by the entire membership. These resolutions may be amended to ensure that their content clearly reflects the key issue yet maintain its intent.
4. Resolutions received after the deadline that cannot be processed in time for inclusion in the Policy Development Guide will be held for action by the Board of Directors at its next meeting in September, except for those resolutions that are determined by the Executive Committee to be of an emergency nature.
5. Resolutions submitted after the regular deadline, as an emergency, must be received a minimum of six days prior to the first day of the conference, to allow sufficient time for staff analysis and subsequent consideration by the Executive Committee at its scheduled meeting the evening before the first day of the Conference.
6. Resolutions that are not debated at the Annual Conference because of insufficient time or lack of quorum of Accredited Representatives (quorum consists of 50

Accredited Representatives) or because it missed the deadline, will be presented at the first meeting of the new Board of Directors in September.

Guidelines for Drafting FCM Resolutions

1. Resolutions should always be drafted using a national vocabulary. Local references will detract from the national significance of resolutions.
2. Members submitting resolutions regarding Community Safety and Crime Prevention matters are advised to focus on the “principle” of the issue being addressed and avoid attempts to reword the Criminal Code.
3. All members are urged to observe the following format when preparing resolutions for submission to FCM:
 - a) The TITLE should be short and refer to the key intent of the resolution;
 - b) The DESCRIPTIVE CLAUSES (WHEREAS...) should clearly and briefly set out the reasons for a resolution and how it relates to municipal-federal issues (ie: medical cannabis). If the sponsor believes that the rationale cannot be explained in a few preliminary clauses, the problem should be stated more fully in supporting documentation;
 - c) The OPERATIVE CLAUSE (RESOLVED That...) must clearly set out the intent of a resolution and state a specific proposal for any action which the sponsor wishes FCM to take (i.e. RESOLVED That FCM urge/endorse/petition/write...). The wording should be clear and brief. Generalization should be avoided.
4. Background information, such as a regional district Board report, should be submitted with resolutions. When a resolution is not self-explanatory and when adequate information is not attached, FCM staff may return a resolution to the sponsor with a request for additional information or clarification before it is further considered.
5. Proof of endorsement by the sponsoring Board/Council must accompany all resolutions submitted to FCM.

Handling of Resolutions at the FCM Conference

1. Select resolutions will be packaged into a “Consent Agenda.”*
2. Resolutions can be removed from the Consent Agenda, for separate consideration, upon a motion by any member, and with a majority vote of Conference delegates. Only the mover will speak to such a motion. The remainder of the Consent Agenda shall be voted on as one motion.
3. All other resolutions in the *Policy Development Guide*, as well as emergency resolutions that do not appear in the Guide that have been placed on the agenda by the Executive Committee, are deemed to be duly moved and seconded by the originating municipality or provincial/territorial municipal association.
4. The Operative Clause(s) of all Category “A,” “B” and “C” resolutions will be read aloud, followed by the recommendations of the Board or Executive Committee.
5. A representative from the sponsoring municipality or municipal association will be given the first opportunity to speak.
6. Only FCM members in good standing are entitled to speak from the floor. All speakers must identify themselves and their municipality or association and must confine their remarks to a maximum of two minutes.

7. No delegate will be permitted to speak more than once on any resolution until other delegates wishing to speak have been heard.
8. Amendments to a resolution should be submitted in written form to the Chair of the Resolutions Plenary Session to ensure the wording is reflected in the official record.
9. Motions to refer a resolution will be in order at any time. Debate on a motion to refer must be confined to the merits of the referral motion.
10. At the close of debate, a vote will be called on the Operative Clause(s) section of a resolution.
11. Only duly Accredited Representatives are entitled to vote on resolutions. They will do so by Showing their voting credentials when the count is taken.

**A consent agenda is a meeting practice that groups routine business and reports into one agenda item. The consent agenda can be approved in one action, rather than addressing each item separately. In the case of large convention agendas like FCM's, using a consent agenda saves time. A consent agenda moves less controversial items along quickly so that there is time for discussing more controversial issues.*

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Frequently Asked Questions

I keep hearing the phrase “good governance”. What does this mean and how does it pertain to me as an elected official?

While governance involves many aspects, from policy to decision-making to service delivery, “good governance” at CCRD generally refers to the clear separation of strategy and operations, and effectively managing conflict of interest. Elected officials set strategy through strategic planning, decision by resolution, and approving policy. Staff carry out those strategies, decisions, and policies through operations. “Good governance” means that elected officials are not involved in operations other than supervising the CAO, staff are not making decisions which are within the political or strategic sphere, and both staff and elected officials are effectively attending to matters of conflict of interest around the Board table.

I am not happy with how a CCRD employee is doing their job. I’d like to speak to them directly in order to correct the situation. What’s the best way to do this?

Well, you can’t. The only CCRD employee under the direct supervision of the Board is the CAO. And even then, it’s a collective supervision with everyone on the Board. If you have concerns about how the CAO is doing their job, you should bring the matter forward at an *in camera* meeting of the Board, and decide collectively how to handle the matter. If you have concerns about any employee other than the CAO, bring your concerns directly to the CAO, keeping in mind that all decisions regarding employee performance are in the CAO’s hands, not the Board’s. Elected official involvement in employee performance is considered overstepping your role, out of the political and strategy sphere and into the operations sphere.

Is it okay to ask staff to leave the room during an *in camera* Board meeting?

Yes. It is always your prerogative as an EA Director to ask staff to leave the room. In fact, it’s very important to do this when you wish to discuss the CAO’s performance and/or potential raise, or you are in a personal conflict with the CAO and would like the Board’s guidance and support to resolve it. On any other matter, without the CAO present, the Board misses the opportunity to receive their advice and operational perspective, which is a primary part of their role, and without which Board decision-making carries greater risks.

There is a matter I’m concerned about in my neighbourhood which is under provincial/federal jurisdiction. I’d like to speak with my MLA/MP about this directly and perhaps bring the matter forward for discussion at the Board table. What’s the best way to do this?

There are two parts to this type of situation for you to think about. First, you must distinguish whether or not the matter you wish to bring forward is a concern which may be perceived by members of the public as personal. A hypothetical example would be that the province is considering changing the path of a highway and rerouting it in a way that potentially devalues your property. Bringing such a matter to the CCRD Board table for potential advocacy action by the CCRD would constitute a conflict of interest for you, even if there are others in your neighbourhood who will also be similarly affected. This is a great opportunity to encourage

your neighbours to bring a Delegation to the Board, during which discussion you can publicly declare your conflict of interest, leave the Board room, and make no attempts, publicly or privately, to influence your fellow EA Directors to vote in a particular way on the matter.

Second, it is important to recognize and accept that as a local government elected official you may have more access to, and potentially greater influence over, elected officials at other levels of government than a member of the general public. And, as a private citizen and a constituent of the provincial and federal governments, you have the right to speak to your MLA and your MP about the effects of government decisions on you and your family. As a private citizen, in order to avoid misusing your access and influence as an elected official, make it perfectly clear at the beginning of the conversation which hat you are wearing: CCRD elected official, or private citizen. Keep things clean by sending all emails concerning private matters to your representative's *public* email from your *personal* email address, not your CCRD email address, and avoid mixing discussion about personal matters with CCRD matters in the same conversation with your MP or MLA.

Don't regional districts help fund the local RCMP? I don't see this in CCRD's budget.

It's true: regional districts in BC do contribute funding from local property taxation to the local RCMP. CCRD is the only regional district that doesn't.

Important Websites and Contact Information

Union of BC Municipalities

Website: www.ubcm.ca

Fact Sheets: <https://www.ubcm.ca/member-services/publication-resources/fact-sheets>

North Coast MLA Jennifer Rice

Websites: <https://jenniferrice.ca>

<https://www.leg.bc.ca/learn-about-us/members/42nd-Parliament/Rice-Jennifer>

Email: jennifer.rice.MLA@leg.bc.ca

Skeena-Bulkley Valley MP Taylor Bachrach

Websites: <https://taylorbachrach.ndp.ca>

[https://www.ourcommons.ca/members/en/taylor-bachrach\(105854\)#work](https://www.ourcommons.ca/members/en/taylor-bachrach(105854)#work)

BC Ministry of Municipal Affairs

Website:

<https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/ministries/municipal-affairs-housing>

Municipal Finance Authority of BC

Website: <https://mfa.bc.ca>

Municipal Insurance Association of BC

Website: <https://www.miabc.org>

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Schedules

- Schedule A: Current CCRD Bylaws
- Schedule B: Current CCRD Policies
- Schedule C: CCRD Strategic Plan
- Schedule D: CCRD Governance and Service Delivery Study Fact Sheets
- Schedule E: UBCM Fact Sheets
- Schedule F: UBCM Conference Procedures For Handling Resolutions
- Schedule G: Policy E-7 Ethical Conduct
- Schedule H: Robert's Rules of Order Cheat Sheet
- Schedule I: Tips for Chair and Board
- Schedule J: Regional District Voting Rules – Quick Reference Guide




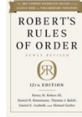








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Schedule H: Robert's Rules of Order Cheat Sheet

The most common steps and types of motions used at CCRD are highlighted in light blue.

Six Steps of Every Motion	Types of Motions
<ol style="list-style-type: none"> 1. Motion: A director raises a hand to signal the Chair, and states <i>"Madam Chair, I move that ..."</i> 2. Second: Another director seconds the motion. (<i>"Second"</i>) 3. Restate Motion: The Chair restates the motion and calls for discussion (<i>"Any discussion?"</i>) 4. Debate: Directors discuss the motion; A speakers list is useful, and imperative for large groups or contentious issues. 5. Vote**: The Chair restates the motion, then asks for affirmative votes (<i>"All in favour?"</i>) and then negative votes (<i>"Any opposed?"</i>) In cases of obvious consensus, the Chair may state <i>"If there are no objections, we will adopt the motion ..."</i>, then <i>"Hearing none, the motion is adopted."</i> 6. Announce the Vote: <i>"The motion is carried"</i> or <i>"The motion fails."</i> (Esp. important for virtual meetings.) **NOTE: <i>There is not an allowance within Roberts Rules of Order for meeting participants to call the vote by saying "Question". Only the Chair can call a vote. This is often misunderstood and used incorrectly.</i> 	<ol style="list-style-type: none"> 1. Main Motion: Introduce a new item. Ex. <i>"I move that we approve full funding for Project A."</i> (Tip: Be very specific!) 2. Subsidiary Motion: Change or affect how to handle a main motion. Ex. Amend: <i>"I move that we amend the motion to state that we approve full funding for Project A, pending an updated timeline from the CAO";</i> or Refer: <i>"I move that we refer this motion to the Pool Committee."</i> 3. Privileged Motion: Important matter unrelated to pending business. Ex. Motion to recess or adjourn 4. Incidental Motion: Questions the procedure of other motions; must be voted on before the main motion (ex. <i>"I move that we divide the motion into two separate motions and discuss each separately."</i>) 5. Motion to Table: Sets a motion aside in favour of more urgent business. Ex. <i>"Madam Chair, because our speaker is now here, I move that we table this motion."</i> (This should not be used to kill a motion or postpone its debate indefinitely. If the motion is not picked up by the end of the meeting, it dies.) 6. Motion to Postpone: Delays a vote (can be used to reopen discussion on a motion) 7. Motion to Reconsider: (Tip: Use very sparingly and with caution.) Opens the floor to reconsider a previous issue that was voted on, tabled, or postponed. This may only be used once: a motion reconsidered cannot be reconsidered again.
Requesting Points of Something	
<p>Certain situations require attention in a meeting, but don't need a motion, vote, second, or debate. These are called "Points".</p>	
<ol style="list-style-type: none"> 1. Point of Order: Draws attention to a breach of rules or improper procedure (ex. When a member with a conflict of interest votes on a motion) 2. Point of Information: An additional point (non-debatable) so members can make fully informed votes 3. Point of Inquiry: Asks for clarification about a statement in a report 4. Point of Personal Privilege: Used to address physical comfort (temperature, noise) or accuracy of reports 	

Schedule I: Tips for Chair and Board

TIPS FOR THE CHAIR AND THE BOARD	
<p>Follow the agenda. This keeps your team moving towards its goal.</p> 	<p>Model a culture of courtesy and respect. Expect others to do the same.</p> 
<p>Don't over-control or command. Let the group do its own work.</p> 	<p>Develop your board's procedural skills by using Robert's Rules appropriately and correctly.</p> 
<p>Control the flow of the meeting. Recognize members who ask to speak. Keep a speakers list.</p> 	<p>Listen. Give each speaker your undivided attention.</p> 
<p>Share the floor. Let all members speak once before allowing anyone to speak a second time.</p> 	<p>Monitor the emotional pulse of the discussions. Address emotions that may be hampering healthy discussion.</p> 
<p>Keep the discussion on track. When it gets off-track, gently guide your team back to the agenda.</p> 	<p>Allow group consensus to have the final authority, rather than you as Chair having final authority.</p> 
<p>Try not to put staff on the spot in a public meeting. Maintain good relationships and high public opinion by taking care of concerns before the public meeting begins.</p> 	<p>Be prepared by reading your package ahead of time. This saves time at the meeting.</p> 



July 21, 2022

Board Chair Samuel Schooner
Central Coast Regional District
Box 186
626 Cliff Street
Bella Coola, BC, V0T 1C0

Dear Mr. Schooner:

Cariboo Chilcotin Coast Tourism wishes to extend you an invitation to join us at the Association's first in person AGM since 2019 and 60 Year (Diamond Jubilee) Celebration. This event will be taking place November 3 – 4 in 100 Mile House BC.

This event is open to everyone who has an interest in learning more about the tourism industry and hearing about new opportunities.

We hope your busy schedule will allow you to be with us at some point during the event and look forward to your reply.

Yours truly,

A handwritten signature in blue ink, appearing to read "Glenn", is written over a light blue circular stamp.

RECEIVED AT FRONT DESK

JUL 27 2022

Central Coast Regional District

Glenn Mandziuk
Interim Chief Executive Officer

Cariboo Chilcotin Coast Tourism
204-350 Barnard Street, Williams Lake, BC V2G4T9
T: 250-392-2226 | TF: 1-800-663-5885 | F: 250-392-2838

Landwithoutlimits.com | @cariboochilcotincoast



Administration
Box 3333 | 6250 Hammond Bay Road
Nanaimo, BC Canada V9R 5N3
t: 250.758.4697 f: 250.758.2482
e: info@virl.bc.ca w: www.virl.bc.ca

August 18, 2022

Dear Trustees,

Re: UBCM

As many of our Councils prepare for UBCM meetings and discussions this Fall, we are aware that some VIRL member governments may be seeking meetings with the Minister to advocate for library funding or raise library-related opportunities. Our Executive Director Ben Hyman and his team are available should you or your staff be interested in obtaining talking points, background information or other supports.

Sincerely,

A handwritten signature in black ink that reads "Gaby Wickstrom".

Gaby Wickstrom
Chair, VIRL Board of Trustees

A handwritten signature in black ink that reads "Erin Hemmens".

Erin Hemmens
Vice Chair, VIRL Board of Trustees

cc: Executive Leadership Group

Strong Libraries ■ Strong Communities

Bella Coola Bowser Campbell River Chemainus Comox Cortes Island Courtenay Cowichan Cowichan Lake Cumberland Gabriola Island Gold River Hornby Island Ladysmith Masset Nanaimo Harbourfront Nanaimo North Nanaimo Wellington Parksville Port Alberni Port Alice Port Clements Port Hardy Port McNeill Port Renfrew Quadra Island Qualicum Beach Queen Charlotte Sandspit Sayward Sidney/North Saanich Sointula Sooke South Cowichan Tahsis Tofino Ucluelet Union Bay Woss



Date: July 27, 2022

Curtis Slingerland
Chief Administrative Officer
Central Coast Regional District
Box 186
Bella Coola, B.C. V0T 1C0

Dear Curtis Slingerland and Board of Directors:

Re: Proposed Boundary Adjustment for Thorsen Creek Conservancy

This letter is notification to the Central Coast Regional District (CCRD) that the Ministry of Environment and Climate Change Strategy is working on a proposal for an administrative adjustment to the boundary of Thorsen Creek Conservancy. This adjustment would correct an error and remove approximately 15 hectares from the conservancy.

BACKGROUND:

- The 8,504-hectare Thorsen Creek Conservancy was established in 2008 after a recommendation by the Central Coast Land and Resource Management Plan (CCLRMP).
- The conservancy is listed in Schedule E of the *Protected Areas of British Columbia Act*.
- The proposed boundary adjustment will remove approximately 15 hectares from the north-western corner of the conservancy (Appendix 1). The land was erroneously included in the conservancy at the time of establishment.
- The Nuxalk Nation and BC Parks collaboratively manage all parks, conservancies, and protected areas within their ancestral territory, and the Nuxalk brought the boundary errors to the attention of BC Parks and have requested a boundary adjustment.
- The current conservancy boundary erroneously:
 - captures an existing spoil site where materials from previous aggregate mining activities have been stored prior to conservancy establishment;
 - captures areas already impacted by aggregate removal prior to the establishment of the conservancy; and,
 - captures industrial roads and community water line rights-of-way which were established prior to the conservancy.

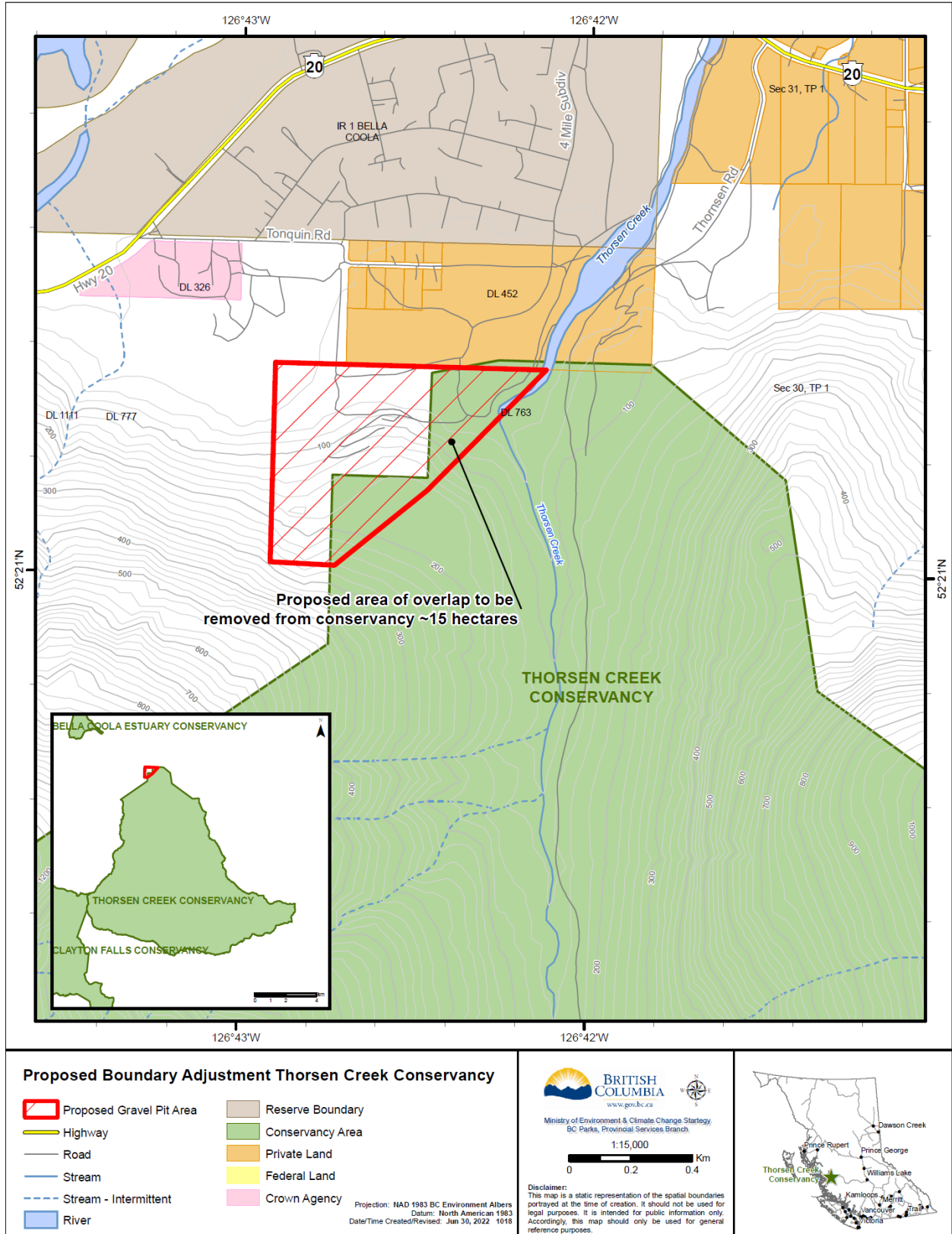
If the CCRD wishes to bring forward any concerns, or has any questions, please contact Steven Hodgson at (236) 719-2020 or by email Steven.Hodgson@gov.bc.ca.

Sincerely,

Steven Hodgson

Steven Hodgson
A/Planning Section Head
BC Parks, Recreation Sites and Trails Division

Appendix 1: Map of Proposed Thorsen Creek Conservancy Boundary Adjustment



Dave Mosure
Community Relations Coordinator
Northern Region
Phone: 250 561-4906
Cell: 250 961-0574
Email: dave.mosure@bchydro.com

August 31, 2022

Curtis Slingerland
Central Coast Regional District, Chief Administrative Officer
626 Cliff Street
Bella Coola, BC V0T 1C0

Dear CAO Slingerland, Chair Schooner and CCRD Board members,

Re: Cable Replacement Project at Clayton Falls

I am writing to let you know that we are working to replace the headpond cable and associated control panel at the Clayton Falls generating facility, with on site work to begin in September. This maintenance task is to replace the existing cable, which has reached end of service life, that runs between the headpond and the control facility. The associated control panel will also be replaced as part of this project. This will see 650m of cable replaced along the existing 10 poles and one of those poles will require a new anchor which will be set at a depth of 4 to 5m.

Heritage Screening was completed in May 2022 which recommended no further work was required.

We are engaged with Nuxalk leaders to ensure any discoveries are handled appropriately and respectfully. An on-site meeting with Nuxalk in August indicated the project area is culturally significant so we've committed to have a cultural monitor present during excavation of the single hole for the new anchor.

There will also be some vegetation work associated which will be done outside the bird nesting timeframe to minimize any potential impacts.

Any questions or concerns can be directed to projects@bchydro.com

Sincerely,



Dave Mosure



Jayne Kennedy
PO Box 186,
Bella Coola, BC VOT 1C0

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SEP 06 Via.

Central Coast Regional District

Dear Jayme Kennedy,

We are the BC Crisis Line Network. We answer 1800SUICIDE (1-800-784-2433) and 310Mental Health Support (310-6789), provincial 24/7 crisis lines that provide lifesaving crisis intervention, suicide risk assessment, and strengths-based collaborative safety planning and follow-up to vulnerable British Columbians.

We are asking for your support at the Union of BC Municipalities conference this year:

Please vote yes to Resolution EB42 - New Provincial Mandate and Funding for 9-1-1

During COVID, the BC Crisis Line Network saw demand for crisis service increase by 90% (48% higher on 1800SUICIDE and 99.6% higher on 310Mental Health Support in 2021/22 compared with pre-COVID for incoming calls). We provided over 1.4 million minutes of support, but we did not answer all our calls. We are keenly aware of the challenges our crisis services, alongside 9-1-1, police, fire, and ambulance, are facing serving those in need.

We see real public and Provincial government appetite in support of a crisis mental health system that works for urban, rural, and remote communities. The BC Budget 2023 Finance Committee recommends implementing a provincial wireless call-answer levy to fund a mental health option when calling 9-1-1. Funds collected by a 9-1-1 levy will not only support 9-1-1 technology — they are intended to be shared equitably among frontline emergency service agencies, including crisis lines, to improve mental health crisis response.

A vote for Resolution EB42 is a vote towards ensuring every British Columbian, regardless of where they live in the province, has the right to equitable and easy access to mental health crisis support - the kind of support BC crisis lines have been delivering for over fifty years.

9-1-1 levies are collected by cell and landline providers in 6 provinces; BC is one of the few provinces not utilizing this reliable and non-controversial funding mechanism with an estimated value of \$112 million per year. In a recent study by Leger, 92% of British Columbians support adding mental health crisis support as a 9-1-1 option; 73% of British Columbians specifically support introducing a 9-1-1 levy to fund the 9-1-1 mental health option.

British Columbians are ready to put their vote towards reducing wait times for 9-1-1, BC Ambulance, and police response by shifting mental health calls to mental health crisis lines; a commitment to improving mental health crisis response will affect the vote of 60% of British Columbians in October's municipal elections.

Please complete this brief survey, so we know if you support EB42:
<https://bit.ly/VoteYesonEB42>.

If you have any questions, would like more information, or if you'd like to speak in support of resolution EB42 from the floor please contact Stacy Ashton, Executive Director of Crisis Centre of BC and Chair of the BC Crisis Line Network.

Sincerely,

BC Crisis Line Network Members

- Stacy Ashton, Crisis Centre of BC
- Thaddee Bergler, Fraser Health Crisis Line
- Asha Croggon, Interior Crisis Lines Network
- Tabitha Geraghty, Chimo Community Services
- Elizabeth Newcombe, Vancouver Island Crisis Society
- Riley Skinner, Northern BC Crisis Centre

Vancouver Coastal Health
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Crisis amkr

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Interior Health
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Northern Health
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Island Health
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If you or someone you know is in crisis, please reach out:

- Mental Health Support Line: 310-6789 (no area code required)
- Anywhere in BC 1800SUICIDE: 1-800-784-2433