



Central Coast

REGIONAL DISTRICT

That we may be good people together

DRAFT SPECIAL BOARD MEETING MINUTES

DATE: March 25, 2021

Board Meeting
 APR 15 2021
 CCRD ITEM 5 (a)

ATTENTION

These minutes are draft and subject to amendment. Final Approval and adoption is by resolution at the next scheduled meeting.

SPECIAL BOARD MEETING MINUTES – March 25, 2021

In Attendance:	Electoral Area A	Alternate Director Mark Schlichting
	Electoral Area B	Director Travis Hall
	Electoral Area C	Director Jayme Kennedy
	Electoral Area D	Director Lawrence Northeast
	Electoral Area E	Alternate Director Richard Hall

Staff:	Chief Administrative Officer	Courtney Kirk
	Recording Secretary	Evangeline Hanuse
	Operations Manager	Ken McIlwain (portion)
	Executive & Operations Assistant	Destiny Mack (portion)
	Finance Manager	Ye-Ne Byun (portion)

PART I – INTRODUCTION

1. Call to Order

Vice Chair Kennedy called the meeting to order at 9:11 a.m. and acknowledged the territories of the Nuxalk Nation, Heiltsuk Nation and Wuikinuxv Nation, and respective First Nations Territories in which CCRD provides services.

2. Oaths of Office

Mark Schlichting

I, Mark Schlichting, do swear that:

I am qualified to hold the office of Alternate Director for the Central Coast Regional District, to which I have been appointed;

I have not, by myself or any other person, knowingly contravened the Local Government Act respecting vote buying or intimidation in relation to my election to the office;

I will perform the duties of my office faithfully and with steadfast adherence to integrity, and I will not allow any private interest to influence my conduct in public matters;

I will disclose, through declaration, any direct or indirect pecuniary interest I have in a matter and will not participate in the discussion of the matter and will not vote in respect of the matter;

In the interest of good governance, where there is a perception that my impartiality on a matter may be affected, I will declare this, consider the matter on its merit and then vote accordingly;

I will abide by statutes, bylaws and policies that govern the Central Coast Regional District (CCRD) and promote openness, accountability and responsible leadership;

I will promote and demonstrate values of the CCRD through my actions and behaviour;

I will actively develop my capacity and capability to be effective in my role;

I will provide stewardship of the public assets through the development and evaluation of the Regional District's policies and programs;

I will make informed, transparent decisions that considers and manages risk in the decision making process; and

I will dedicate myself at all times to acting in the best interest and well-being of the whole community, across the region.

Richard Hall

I, Richard Hall, do swear that:

I am qualified to hold the office of Alternate Director for the Central Coast Regional District, to which I have been appointed;

I have not, by myself or any other person, knowingly contravened the Local Government Act respecting vote buying or intimidation in relation to my election to the office;

I will perform the duties of my office faithfully and with steadfast adherence to integrity, and I will not allow any private interest to influence my conduct in public matters;

I will disclose, through declaration, any direct or indirect pecuniary interest I have in a matter and will not participate in the discussion of the matter and will not vote in respect of the matter;

In the interest of good governance, where there is a perception that my impartiality on a matter may be affected, I will declare this, consider the matter on its merit and then vote accordingly;

I will abide by statutes, bylaws and policies that govern the Central Coast Regional District (CCRD) and promote openness, accountability and responsible leadership;

I will promote and demonstrate values of the CCRD through my actions and behaviour;

I will actively develop my capacity and capability to be effective in my role;

I will provide stewardship of the public assets through the development and evaluation of the Regional District's policies and programs;

I will make informed, transparent decisions that considers and manages risk in the decision making process; and

I will dedicate myself at all times to acting in the best interest and well-being of the whole community, across the region.

3. Adoption of Agenda

21-03-01S M/S Directors T.Hall/Northeast THAT the Agenda be adopted as received.

CARRIED

3. Disclosures of Financial Interest

The Chair reminded Board Members of the requirements of Sections 100(2) (b) and 101(1) (2) and (3) of the *Community Charter* to disclose any financial interests during the meeting when the matter is discussed. The declaration under this section requires that the nature of the interest must be disclosed. Consequently, a member who has made a declaration must not preside, participate in, or be present during any discussion or decision-making procedure relating to the subject matter which is being discussed.

No disclosures of financial interests were made.

4. Disclosures of Interests Affecting Impartiality.

The Chair reminded Board Members that in the interest of good governance where there is a perceived interest that may affect their impartiality in consideration of a matter a declaration should be made. This declaration does not restrict any right to participate in or be present during the decision-making procedure.

No disclosures affecting impartiality were made.

PART II – LOCAL GOVERNANCE

(A) BYLAWS AND POLICIES

a) Request for Decision – Revenue Anticipation Borrowing Bylaw No. 503

21-03-02S M/S Directors Northeast/R.Hall THAT Bylaw 503, cited as “Revenue Anticipation Borrowing Bylaw No.503, 2021” be now introduced and read a first time. **CARRIED**

21-03-03S M/S Directors T.Hall/Schlichting THAT Bylaw 503, cited as the “Revenue Anticipation Borrowing Bylaw No. 503, 2021”, having been given due and detailed consideration by the Board be now read a second and third time.” **CARRIED**

21-03-04S M/S Directors T.Hall/R.Hall THAT Bylaw 503, cited as the “Revenue Anticipation Borrowing Bylaw No. 503, 2021, having been reconsidered and having met all prerequisites for final adoption, be now finally adopted, sealed and signed by the Chair and the Corporate Officer.” **CARRIED**

(B) OPERATIONS UPDATES & POLICY MATTERS ARISING

FINANCIAL SERVICES

a) CCRD 2021 Draft Budget Presentation (PowerPoint): Summarizing Revisions since March 11, 2021

21-03-05S M/S Directors T.Hall/Schlichting THAT the Board of Directors of the Central Coast Regional District receives the revised CCRD 2021 Draft Budget PowerPoint Presentation. **CARRIED**

CAO Kirk thanked the Directors for support in the budget development. In the March 11, 2021 regular board meeting there was a comprehensive presentation. A recording of the presentation is available on the website. The focus today is a brief summary of changes made since March 11th.

Alongside budget adoptions the auditing process is also taking place. The auditors have now provided final figures from the audited financial statements from 2020, which will be presented in April. Each service's surplus has been updated.

The CCRD received notification this week from the province that there was a remaining 10 million dollars in COVID-19 Safe Restart Grant Money and a decision was made to allocate that to regional districts. The CCRD will receive an additional \$55,000. This has been put in General Operations and the projected surplus at the end of the year has been adjusted. There may be further budget amendments forthcoming.

Looking ahead to the 2022 regional district election, there has been \$15,000 set aside to start recruitment of election officials. Consulting expenses have also been increased to \$8,000 in order to ensure a thorough job is made of updating the board remuneration bylaw. This is an important item to have in place in advance of the 2022 election. It is good practice in governance to maintain the financial integrity of board remuneration.

Focus has also shifted to software upgrades. It was realized that there was no planned expenditures to enhance virtual meetings and the budget has been adjusted there. Other items include the deteriorating storage in the main office. It is rare for the regional district to be provided discretionary money outside the regular annual requisition to invest in the office area as it's difficult to secure grant funding for this type of expenditure. There is an unstated expectation from the province that requisition be used for this type of expense, which is difficult for local governments like CCRD with a small tax base. There has been \$30,000 added as maintenance funds to the general operations budget for shelving and storage of archives.

In the ongoing priority of good governance and administration, human resource gaps have been further assessed. The first priority since the revised strategic plan was

adopted by the board was records and accounting capacity, which has been filled. A current priority is recruitment of a Public Works Technician given the burgeoning service workloads from special grant funded projects. Since the last budget presentation, Administration has identified the need for a trial part-time recreation worker to support the Centennial Pool, the Denny Island Recreation Commission, and the new playground infrastructure project, as well as enhanced community level recreation coordination needs arising from COVID and post-pandemic planning.

A relief package has been received for the Bella Coola Airport. Efforts were made to apply for relief for the Denny Island Airport as well but due to it not being a medical transportation airport, this was not successful. Finance Manager Byun and Operations Manager McIlwain helped secure the funding and \$180,000 for Bella Coola Airport operations was received. Projects to be addressed with this funding include maintenance for runway crack sealing and electrical issues in the airport terminal. Last year there was a loss of landings fees due to COVID-19. The airport relies on user fee revenue and not tax requisition.

There are revised numbers for the budget adoption for today. The total revenues are \$12,516,778. Total expenses are \$13,632,205. The projected surplus at the beginning of the year is \$3,712,570. The majority of this amount is deferred revenue from grant funded projects that are delayed due to COVID-19. The projected end of year surplus is \$2,585,323. The total tax levy is \$889,689. This now includes the fire protection service for Hagensborg as well as parcel taxes. Last year these were not services of the regional district.

It is noted that the tax levy increase that the Board gave guidance on in December has remained unchanged at 2%. Note for this particular spreadsheet, draft amounts are still being used from BC Assessment. Only this week final figures will be received for 2021. The distribution between areas may be slightly adjusted. This will be brought back in May showing how the actual tax levy gets distributed. This is a good ball park based on 2021 draft figures. The Area A weight is reduced from the work of moving the apportioned administration calculation and better charging out general operations services to all of the local services so there is a more equitable distribution of apportioned administration.

In terms of revenues projected, the greatest area in the pie chart represents grant funded projects that are anticipated to be received this year as revenue. The smallest area represents taxation revenue. Other revenue sources are other pots of money that come to the regional district through various means such as user fees and charges. For example, airport landing fees, landfill charges, and swimming pool charges. Also included in the chart is the Nuxalk Nation contribution for landfilling at the Thorsen Creek Waste and Recycling Centre. Small amounts are allocated for the regional hospital district, and is unchanged since last year. The grant load has increased significantly since 2021. When compared to 2017, grant projects constituted about 37% of the budget, and today it is about 84%. The CCRD has the same amount of staff but are administering more funds and the capacity strain is notable.

The other gradual change made as part of the budgeting process is to move the regional basic grant into general operations because general operations supports all regional district services. In the past there were significant allocations made to local service areas and a concerted effort was made to move the funding. There are services dependent on the regional basic grant and we need more time to make that transition. For example, the landfill conformance review is significant. The Board will support another year of doing this. Also, the Denny Island Waterworks system is not online yet. Until it's online we're reluctant to charge out user fees. In the interim there's a cost to administer the service. We are collecting the amount through the regional district basic grant allocation. 75% of the basic grant is allocated regionally and 24% is in area specific services.

There is an unresolvable deficit in the solid waste service. The service is taxed to the ceiling. Previously it was thought that the post closure landfill costs would be \$300,000 but it is now closer to 2 million. To demonstrate to the auditors that we are serious about addressing this matter, we made a commitment to charge out as much as possible to the service. Everything possible was slashed out of the budget. There are two green bins that need to be replaced. However, everything else for ongoing maintenance has been cut because of the dire revenue situation. By October, questions around the landfill will hopefully have been addressed and work has been undertaken with auditors and engineers to meet this timeline. We are out of options for budgeting for this service until various aspects are resolved.

The Board asked about the landfill apportioned administration subsidy and how long it will go on. CAO Kirk said a serious and dedicated effort continues in apportioned administration allocation. This year the full gamut of consulting fees and office overhead has been added. The apportioned administration has increased in the Bella Coola based services over the last 3 years. There will be less of a challenge in future years as there is currently a revenue crisis in the landfill service. If the Board does not support reducing apportioned administration, then a reduction will have to happen in other line item, given what is being put aside for landfill conformance liability.

CAO continued noting that the audit has been qualified for the last couple of years because the auditors were concerned that there had not been an external assessment of what the landfill post closure costs would be. Recent effort to secure that external assessment has led to finding that costs will be closer to \$2 million. Although there is a long way to go it must be demonstrated to the auditors that there is seriousness in addressing this matter by elevating the annual financial allocation to post closure costs, which in turn is exacerbating deficit in the service. More cannot be taken out of the landfill operation and still have it open two days per week.

The Board understands that the problem will not go away and the end of cycle costs will not change and asked how it will be resolved. Will there be an increase in user fees? CAO Kirk replied that work has begun with the board and a presentation was given by the engineer to look at full potential costs. Further, the Board needs to

provide more guidance on whether the landfill will continue to operate or will waste be trucked out, and when. There are financial and environmental risks and liabilities with each choice. Environmental risks can elevate into devastating financial impacts. There is a lot to consider. User fees have to increase, which is a significant process. Discussions with the Nuxalk Nation and the municipal service agreement need to take place. It hasn't been evaluated in a few years. That's a lot of work forthcoming. To increase the tax requisition we have to work with the ministry and inspector and with constituents to raise the tax ceiling. We have plans to address all of this meaningfully but it is a tremendous amount of work in progress.

The Board understands challenges with the site and how do we generate more income for the landfill. The Board asked about the agreement with BC Hydro. The Board found the agreement to be problematic because the costs associated to sustain the community are high, on average \$300 per unit. There is a line being upgraded from Vanderhoof to Anahim Lake and Bella Coola can be connected to the main grid. BC Hydro states that this is expensive to do. BC Hydro states that there is not enough generator power in Bella Coola to support another 20 homes. Significant upgrades are needed. This issue should be brought to the province.

The Board questioned the economic development amount for Area A being a significant amount. The Board asked if this is this for an economic development officer position. CAO Kirk expressed that there's been a bit of a reduction in the amount and there is a projected surplus forward at end of the year for that service. In being mindful of a five-year outlook, there is reduced human resource in that service. The service needs also need to be looked at 3-5 years down the road. There's also a need to look ahead to do a regional recovery plan after the pandemic. There will likely be grant money on the horizon to help progress economic development plans. The service is in flux at the moment. We're assessing what further supports we can get for that part of our civic governance so we are making well rationalized decisions about the service resourcing needs into the future. CAO Kirk further noted reluctance to reduce the economic development requisition too much as there may be an increase in activity driven by the Board in the coming years depending on the global, national and provincial economic situation. Currently there is no CEDO staffed on a standalone basis. Another significant item is the Ocean Falls advisory committee dealing with abandoned and derelict buildings. This is taking the time of Administration to address and organize.

The Vice Chair thanked CAO Kirk for her presentation.

b) Request for Decision: CCRD 2021-2025 Five Year Financial Plan Bylaw No. 61

21-03-06S M/S Directors T.Hall/Northeast THAT the Board of Directors of the Central Coast Regional District receives the amended Request for Decision: CCRD 2021-2025 Five Year Financial Plan Bylaw No. 61. **CARRIED**

c) Bylaw No. 61 CCRD Five Year Financial Plan 2021-2025

- 21-03-07S M/S Directors Northeast/T.Hall** THAT Bylaw 61, cited as the "Central Coast Regional District Five-Year Financial Plan Bylaw No. 61, 2021" having been given due and detailed consideration by the Board, be now read a third time, as amended. **CARRIED**
- 21-03-08S M/S Directors Schlichting/T.Hall** THAT Bylaw 61, cited as the "Central Coast Regional District Five-Year Financial Plan Bylaw No. 61, 2021" 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. **CARRIED**

d) Request for Decision: Repeal of Hagensborg Waterworks District Annual Budget 2021

- 21-03-09S Northeast/T.Hall** THAT the Board of Directors of the Central Coast Regional District receives the Request for Decision: Repeal of Hagensborg Waterworks District Annual Budget 2021. **CARRIED**
- 21-03-10S M/S Directors R.Hall/Northeast** THAT the Board of Directors of the Central Coast Regional District repeals Hagensborg Waterworks and Fire Protection District Annual Budget 2021. **CARRIED**

(D) ADJOURNMENT

- 21-03-11S M/S Directors Schlichting/T.Hall** THAT the meeting be adjourned. **CARRIED**

There being no further business the meeting was adjourned.

Chair

Chief Administrative Officer



Central Coast

REGIONAL DISTRICT

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DRAFT REGULAR BOARD MEETING MINUTES

DATE: March 11, 2021

ATTENTION

Board Meeting
APR 15 2021
CCRD ITEM 5 (b)

These minutes are draft and subject to amendment. Final Approval and adoption is by resolution at the next scheduled meeting.

REGULAR BOARD MEETING MINUTES – March 11, 2021

In Attendance:	Electoral Area A Electoral Area B Electoral Area C Electoral Area D Electoral Area E	Director Daniel Bertrand Director Travis Hall Director Jayme Kennedy Director Lawrence Northeast Chair Schooner
Staff:	Chief Administrative Officer Recording Secretary Operations Manager Community Ec. Dev. Officer Executive & Operations Assistant Finance Manager Contractor Resiliency Coordinator	Courtney Kirk Evangeline Hanuse Ken McIlwain (portion) Matthew Wheelock (portion) Destiny Mack (portion) Ye-Ne Byun (portion) Donna Mikkelson (portion) Reg Moody (portion)
Delegations:	AEDs Organic Extension Project	Coleen Fraser Angeli dela Rosa

PART I – INTRODUCTION

1. Call to Order

Chair Schooner called the meeting to order at 9:14 a.m. and acknowledged the meeting was taking place on the unceded traditional territory of the Nuxalk Nation.

2. Adoption of Agenda

21-03-01 M/S Directors Kennedy/Northeast THAT the Agenda be adopted as amended by adding the CCCS Request. **CARRIED**

3. Disclosures of Financial Interest

The Chair reminded Board Members of the requirements of Sections 100(2) (b) and 101(1) (2) and (3) of the *Community Charter* to disclose any financial interests during the meeting when the matter is discussed. The declaration under this section requires that the nature of the interest must be disclosed. Consequently, a member who has made a declaration must not preside, participate in, or be present during any discussion or decision-making procedure relating to the subject matter which is being discussed.

No disclosures of financial interests were made.

4. Disclosures of Interests Affecting Impartiality.

The Chair reminded Board Members that in the interest of good governance where there is a perceived interest that may affect their impartiality in consideration of a matter a declaration should be made. This declaration does not restrict any right to participate in or be present during the decision-making procedure.

No disclosures affecting impartiality were made.

(A) ADOPTION OF MINUTES

See below.

PART II – PUBLIC CONSULTATION

1. DELEGATIONS

Coleen Fraser – AEDs

Chair Schooner welcomed Ms. Fraser and reminded the delegate of the allotted time of 15 minutes.

Ms. Fraser began her presentation as follows:

As an update on the previous delegation opportunity, the application is now open regarding AEDs, of which the Board has been provided a copy. When making an application there is 40 minutes to apply and the applicant can't save this. One has to be ready with the details of the application and it is lengthier than it was two years ago. Now the applicant is also being asked to have a community contribution. In past years it was an outright grant and were no cost sharing required.

The applications must also have a project that is connected to sustainability. Whereas there exists environment and economic sustainability, so to exists human and social sustainability, which includes health and safety. Ms. Fraser contacted the funder and it is ok to have justified sustainability in terms of health and safety.

In the past month, Ms. Fraser highlights that she has approached the Bella Coola Community Forest wherein there is no final commitment but the ability to contribute to the application will be discussed at a further meeting. Hans Granander assured Ms. Fraser that the Community Forest would be contributing but would this contribution has yet to be finalized.

Ms. Fraser contacted the Hagensborg Waterworks District to find out through the fire department if they would co-sponsor the application with the CCRD. Originally the idea came from the Nusatsum Fire Department. It is Ms. Fraser's understanding that they are now attached to CCRD, as is the Bella Coola Fire Department. The Hagensborg Fire

Department is organized through the Hagensborg Improvement District. That would tick off the box on co-sponsorship. The Hagensborg Improvement District's AGM is at the end of the month and the Directors are aware of the request to be a co-sponsor yet they haven't made a final decision.

Ms. Fraser contacted Search and Rescue as a backup who has agreed with idea if it was not burdensome on their time for their members and can put the item to a formal vote.

As for Ocean falls and Shearwater, Ms. Fraser contacted Len in Ocean Falls and Rusty on Denny Island. Their communities have AEDs but they wouldn't be against getting an initial cover for the AEDs at the fire department. The budget has been adjusted to reflect that. These are on the written comments to the CCRD, including notes on sustainability.

After the Board looks at the budget and sustainability statement, an idea also being worked on, as strongly suggested by a local paramedic, was to get someone to do an inventory of existing machines and find out which ones are operational or not. To have someone hired on contract wage to do the work would cost \$25/hour for up to 15 days and is not included in the application because wages are not covered. Ms. Fraser is looking for another way to pay someone to complete this work.

As a way to get this position covered, Ms. Fraser sent of a Grant in Aid proposal to the CCRD. It was understood that the Grant in Aid application was not complete at the deadline, and was hoping it might be considered as a late application. If this was not allowed then Ms. Fraser would seek other community funding.

The Board commended the efforts as safety equipment is important and indicated that in Bella Bella there are AEDs as well. Ms. Fraser did not have contact with anyone in Bella Bella but the community could be included. The Board further reiterated that there is a program in Bella Bella with funding sources.

The Board asked about the projected cost to hire someone for this work. Ms. Fraser restated that it would cost about \$25/hour for up to 15 days. If the worker checked up on AEDs twice per year, there needs to be about \$500 per year in years 2-5, and more money in the first year. The community would have to come up with a way to fund that. Funding sources include the Bella Coola Community Forest, fundraising efforts and a call for donations.

CAO Kirk conveyed that the AEDs are without question an extremely valuable and lifesaving resource. From an Administrative perspective, CAO Kirk provided the reminder that the Hagensborg Waterworks District is now a regional district service. To include AEDs in the conversation would mean a change in service scope, and it would be a service elevation for Fire Departments in Hagensborg and Bella Coola.

Unfortunately, in the period of time CAO Kirk has been made aware, Fire Chiefs have not been approached on this endeavour. Administration needs time to do internal evaluation of operational overhead, training involved in AED maintenance, as well as ensuring the deployment strategies, communication strategies and the use strategies for AEDs were feasible for both fire departments.

CAO Kirk further indicates there is a process and protocol for service priorities that are set by the Board, as well as a budgeting process with Fire Chiefs. This was not raised by the Board or fire departments as a service priority. For that reason the recommendation to the Board is to consider this worthy proposal as part of the strategic plan review in September. If it is of interest and feasible for the fire departments, after Administration has done work with the volunteers, then recommendations can be brought forward as to whether this is something supported. At this time there is not enough information about the impacts on services or administrative overhead required to take on ongoing responsibility for the AEDs.

CAO Kirk is not clear who owns the AEDs or how they were established as a function without an organization that supports them. This would be a new service responsibility for the regional district. Research and investigation would need to occur on the ownership and management of the machines.

After the clarifications on the fire departments, Ms. Fraser noted that she is speaking to the Nustatsum Fire Department for co-sponsorship, which will be addressed at their AGM. CAO Kirk confirmed that the Nusatsum Fire Department is not connected to the CCRD and has their own taxation powers.

Ms. Fraser stated that the Heart and Stroke Foundation provided AEDs to organizations named by the CCRD about five years ago and that the CCRD is in charge of those machines, although this may not have been formalized.

CAO Kirk encouraged the Board to consider that an assessment needs to take place to find out if the AEDs are CCRD assets and therefore part of CCRD's service as this is not in CAO Kirk's awareness that they are. Again, Administration needs an opportunity to review AEDs with volunteer fire departments and with Fire Chiefs to discuss expanding service responsibility to include training to utilize AEDs and their maintenance. It is noted that there is time allocation and cost in that research and work.

CAO Kirk reiterated that this is an important conversation to have yet not one where Administration is in a position to make recommendations to proceed without doing background work. The Board sets the Administration's priorities, particularly on service elevation, and this issue is not in the strategic plan.

Ms. Fraser asked the Board to consider sponsoring the application and to name someone to go over final details of grant application. It has to be done online in 40 minutes. Also,

clarification is sought on the Board's position of the AED Coordinator position, possibly with the help of CCRD Grant in Aid.

Chair Schooner thanked Ms. Fraser with her time and commitment. CAO Kirk confirmed that a response letter will be provided.

Angeli dela Rosa and Kent Mullinix – Organic Extension Project

Chair Schooner welcomed the delegation reminding the Board and delegates of the allotted time of 15 minutes.

Mr. Mullinix, thanked the Board for allowing the delegation. Mr. Mullinix is the Director of the Institute for Sustainable Food Systems. Angeli dela Rosa is a research associate and they are both leading the Organic Extension Project.

The Institute for Sustainable Food Systems is an applied research extension unit at Kwantlen Polytechnic University. There are five campuses on unceded ancestral territories of the Kwantlen, Musqueam, Katzie, Semiahmoo, Tsawwassen, Qayqayt and Kwikwetlem peoples. They are honoured to live and work on those lands. Even though they are based in the Lower Mainland they conduct research and extension programming with partners and communities across the province. Their philosophy is based on place-based food systems. Food systems should operate with respect to natural eco systems.

Through their mutli-disciplinary approach they work to cultivate regional sustainable food systems to advance the social, economic, and ecological, wellbeing of communities in BC. In terms of the Organic Extension Project, the BC Ministry of Agriculture, Food and Fisheries commissioned the institute to conduct the study. The objective is to establish the need for a coordinated organic extension service in the province and to develop a detailed proposal and plan for Organic Extension Service to meet the needs of communities.

Mr. Mullinix explains that extension is non-formal education, provision of learning opportunities, and tools for farmers, communities, businesses, policy makers and consumers so that positive change can occur. It is linked closely with applied research and it takes the knowledge produced from applied research and connects it to the challenges and problems in the real world. Further, extension is informal education linked to applied research that is designed to address challenges that we face in the food system. The stage of research occurring now is to engage with regional districts and others. The hope is to get feedback and help to further formulate this concept.

Ms. Dela Rosa notes that they would like to share what they have learned and to request endorsement. This information has been shared with the Planning Coordinator at the CCRD. A Board level endorsement would help the final report in better communicating the need for an Organic Extension Service. The hope to meet with all regional district

governments across the province and have similar conversations. There are more meetings today and initial feedback has been positive.

To reiterate what extension is, Ms. Dela Rosa emphasized that it connects applied research to real world problems. It must be emphasized that the tools and the methods used in extension are developed in collaboration with the people that are using the tools to bring positive change like a sustainable agricultural system. Examples of extension are workshops, seminars, demonstrations, mentorship programs, videos, and publications. It can look a lot of different ways. The point is to build capacity of communities and making connections to solve real world problems.

Purpose of an Organic Extension Service is to advance regenerative agriculture and a sustainable food system by promoting widespread understanding and adoption of organic practices throughout BC's agriculture and food system by supporting the expansion of the organic sector. This service should be accessible to everyone and provide support to everyone who is interested in learning about organics.

From surveys and interviews, it is noted that organic extension in BC today is lacking as the services that do exist are uncoordinated, piecemeal and lacking capacity and funding. The people who want to use them have barriers to access. There is a need for organic extension outside of the certified organic community.

The initial idea is to collaborate, to work together with those already providing organic extension, to be more coordinated and to have shared strategic priorities and goals so work can be aligned. It could look like boots on the ground extension agents in each region. They would be supported by a small management team to oversee and give strategic direction. A steering committee is needed to connect priorities. Administrative support for coordination is also needed. Service would be connected to a network of subject matter specialists on organic and regenerative agriculture.

It is believed and hoped that extension can be a part in supporting food security and food sovereignty of Indigenous communities on their own terms. Talks have occurred with the First Nations Agricultural Association about becoming a central partner in delivering this initiative. They have agreed. Most of the producers they support are not certified organic, the Association follows organic and regenerative practices.

Organic and regenerative farming supports eco systems. To have agriculture that's more focused on soil health, on water conservation, on building biodiversity. Regenerative agriculture is about building soil health and soil biodiversity. That kind of agriculture needs to be more widely adopted. That's where extension can help.

The request to the Board is to support the concept, whether it's a letter or resolution. CCRD may be able to provide in kind support, provide a desk for someone serving region, or provide a modest contribution.

The Board asked if there are any current partnerships in rural or Indigenous communities. Mr. Mullinix responded yes and no. The Institute has extensive programming in place with Indigenous communities, such as the Tsawwassen First Nation Farm School, which is an educational program to prepare people to engage in small scale farming. They also work with Musqueam First Nation to develop plans for community focused utilization for their 150 acres. Other work involves the Tr'ondëk Hwëch'in Nation in Dawson City, Yukon, to develop a farm school there. Further, they are also providing online education in organic agriculture to the Sik-E-Dakh Nation, north of Hazelton and working with Sooke Nation to develop food production capacity. These are partnerships with the Institute. Looking at a province wide coordinated effort that brings all of the resources of province to strategically advance organic food production for community and economic development.

The Board notes that with Tsawwassen First Nations Farm School, tuition is \$5,000 excluding GST. That seems like a significant barrier to get First Nations folks engaged in a program like that. Mr. Mullinix, agreed and noted that a cohort takes farm school students without any fee. This extension service is far more than the institution.

The Board articulated that the cause is noble, righteous and timely. The concern is that the Organic Extension Project may be competing for funds that a number of local groups need. There are local groups engaged in much the same thing like the food security steering committee and the Bella Coola Valley Sustainable Agriculture Society. It is also not clear if the delegation has conversed with First Nations in the central coast.

Mr. Mullinix replied that the Organic Extension Project is not competing with existing organizations but would be a supportive entity and a resource that could be drawn upon. There are all sorts of organizations that work to advance sustainable food systems that would benefit immensely from an established extension service. There is absolutely no competition. None of the Nations in the central coast have been consulted. Outside of the First Nations Agriculture Association they have not connected with Indigenous leadership. Community connections are through regional governments currently.

The Board encouraged the delegates to speak with First Nations to get support and figure out how to really make this project work. The Board noted hesitation to approve a letter of support. Mr. Mullinix was understanding and appreciative of the comments. This initiative has originated from the Certified Organic Associations of BC who have indicated a need for extension support. They are working to satisfy the need that has been expressed by the collective across the province. The Board reserved a decision on support at a later time in the meeting.

The Chair thanked Mr. Mullinix and Ms. Dela Rosa for the presentation and concluded the delegation.

The Board recessed at 10:15 a.m.

The Board reconvened at 10:20 a.m.

Special Board Meeting February 25, 2021

- 21-03-02 M/S Directors Bertrand/Kennedy** THAT the minutes from the February 25, 2021 Special Board Meeting be received. **CARRIED**
- 21-03-03 M/S Directors Northeast/Kennedy** THAT the February 25, 2021 Special Board Meeting minutes be adopted as presented. **CARRIED**

Regular Board Meeting February 10-11, 2021

- 21-03-04 M/S Directors Bertrand/Kennedy** THAT the minutes from the February 10-11, 2021 Board Meeting be received. **CARRIED**
- 21-03-05 M/S Directors Northeast/Kennedy** THAT the February 10-11, 2021 Board Meeting minutes be adopted as presented. **CARRIED**

PART III – LOCAL GOVERNANCE

(B) OPERATIONS UPDATES & POLICY MATTERS ARISING

FINANCIAL SERVICES

a) Request for Decision: Remuneration for the February 11, 2021 Regular Board Meeting

- 21-03-06 M/S Directors Kennedy/Bertrand** THAT the Board of Directors of the Central Coast Regional District receive the Request for Decision: Remuneration for the February 11, 2021 Regular Board Meeting. **CARRIED**
- 21-03-07 M/S Directors Kennedy/Bertrand** THAT the Board of Directors of the Central Coast Regional District authorizes the payment of 4 hours of the special work assignment hourly remuneration to each attending director for the day-two of the February 10-11, 2021 regular board meeting as the meeting reconvened at 9 a.m. on February 11, 2021 and adjourned at approximately 1 p.m. **CARRIED**

b) 2021 Budget Presentation – Verbal with PowerPoint

- 21-03-08 M/S Directors Kennedy/Northeast** THAT the Board of Directors of the Central Coast Regional District receives the 2021 Budget Presentation. **CARRIED**

CAO Kirk thanked members of the public who are in attendance, as well as the Board for allowing the presentation. The CCRD 2021 Budget is built on financing CCRD's Strategic Priorities reflected in the Board adopted strategic plan. COVID-19 has required many adjustments to CCRD's usual service delivery. In recognition of these changes, in July 2020 the Board of Directors began the process of formal amendment to the CCRD 2019-2022 Strategic Plan. In October 2020 the Board

adopted the CCRD 2019-2022 Strategic Plan Amendments: Changes to Strategic Priorities, Advocacy Items, and Priority Projects due to COVID-19.

The CCRD 2021 budget is primarily built to finance existing CCRD services, maintaining legislative compliance in all aspects of CCRD's governance and service delivery, and implementing the Board's current strategic priorities captured in the CCRD 2019-2022 Strategic Plan Amendments. The budget is still a work in progress and feedback will help Administration and the Board further refine and finalize the 2021 budget and 2021-2025 Five Year Financial Plan.

CAO Kirk provided a brief overview of the CCRD to benefit constituents. The best estimate of 2021 revenues and expenditures based is on 2020 actuals. This comes down to where money is coming from and where it's going, what we plan to spend to support CCRD service operations, what we plan to spend to support implementation of grant funded projects, and what we plan to spend to implement 2021 strategic goals.

This presentation highlights changes this year in general administration costs charged to each service, changes in revenue allocation (Provincial Basic Grant), and new provincial supports for services, one time only this year, operating through COVID-19.

The CCRD acts under powers through BC's Local Government Act. Jurisdictional boundaries of regional districts are established through letters patent and/or order in council. The snippet from the 2016 census numbers helps show the distribution of population in the area as a whole, wherein there was a total of 3,319 individuals residing in 24,491 square kilometers.

BC's Local Government Act defines the Regional District including mandates, decision making processes, jurisdictional authorities, election rules, and bylaw making powers. It also outlines the power of the Province relative to the local government.

It's important to be mindful of the overarching purposes of the regional district. According to s. 185 of the Local Government Act, recognizing that regional districts are an independent, responsible and accountable order of government within their jurisdiction, the purposes of a regional district include:

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

The Governance and Service Delivery Study conducted by external consultants in 2017 is laid out and there are new service changes. These are a consequence of the

new water systems and new fire protection service that have come into CCRD's purview. The land use and planning service is regional and that correction has been made to the schematic.

2016 Census Figures as broken down in each area is as follows:

- *Area A, population 293*
- *Area B, population 1,019*
- *Area C, population 653*
- *Area D, population 1,208*
- *Area E, population 148*
- *Total population, 3, 321*

What is a requisition? It is a fancy name for tax levy or taxes charged. The regional district's process is to look at all the services currently provided. We are running 24 concurrent services. We look what is mandated through provincial services legislation and the CCRD's own bylaws. A yearly budget is created for how much money we think we need for each service. We endeavour to do a public consultation process to have our constituents review and give feedback on that budget. Then we submit total to BC, who collects property taxes on our behalf each year. They collect some for the province, some for the school district and some on CCRD's behalf. BC then provides that "requisition" to CCRD in August. It is important to recall that constituent's tax bill is a combined total and it's a portion of the tax bill that is the regional district's requisition.

In terms of the 2021 converted values by property class, it is broken down by regional district Areas. The final column demonstrates the percent total of converted assessed values. Residential properties collectively form the bulk of the converted assessed value. It's just over \$17 million of \$25 million dollar total. The next greatest converted assessed value comes from businesses. Utilities come in third.

Total revenues we're working with is \$12,615,192. Surplus at beginning of year is \$1,560,434. This total will adjust once audited financial statements are complete. Total expenses are \$13,468,610. This is combined expenditures of grant funded infrastructure projects. Just over \$10,000,000 is grant funded projects. Surplus projected at the end of the year is \$695,195. The total tax levy is \$889,689. This figure includes the new converted services of fire protection for Hagensborg and the Hagensborg Waterworks parcel tax. When this figure is compared to 2020, if you remove the new services it's closer to \$775,000. As we requested, we are proposing a 2% total tax levy increase from 2020. We've achieved that in the draft budget.

The next topic is a breakdown by service of what we're proposing to requisition. The total requisition by service and how that breaks down for each area. This constitutes the percentage of the total requisition. We're looking at requisitioning 27.4% of the total requisition being spent in general operations. 2% of the total requisition being spent to Grant in Aid and so on.

There are some changes for example, the service requisition for Economic Development is lower in 2021. This is a regional service; this is not because the priorities in economic development have fallen away. It is due to change in staffing and other matters. For Land Use Planning, same requisition as last year. We're looking at a significant increase in Solid Waste Management and some modest adjustments in other services. This gives you a sense in terms of requisition, where that funding is being allocated by service and by area.

The Board requested the PowerPoint slide be reformatted to accommodate larger text which CAO Kirk noted can be completed.

The 2021 CCRD Revenues are broken down by their class. The pie chart shows the vast majority of revenues we're administrating are falling within provincial and federal grants. That constitutes over \$10 million dollars or 84% of entire revenues. In 2020 the provincial and federal grants were 76% of total revenues.

We wanted to provide a comparator to 2017 as 2017 is a marker. It was from that point forward that we saw adjustments in staffing with no greater staffing levels. We are training the Finance Manager in role of CFO. We have had a lot of change in that area. I continue to serve as CFO given that capacity change. As well as new supports occurring and a new Land Use and Planning Coordinator.

It's significant for the Board to continue to be mindful at this point that just a few years ago when there was the same number of staff with far more experience, only 37% of the regional district revenue was in the form of special grant funded projects. Today we are administrating over \$10 million in grant funds. This is for the Board's benefit to contextualize the capacity constraints as we endeavour to deliver best possible services that we can. The requisition values have not changed significantly in those years. There has not been more tax revenue increases. We are responsible for delivery far more in terms of financial management, particularly for special grant funded projects

In terms of tax levy by service this is broken down per individual service. Note you will not see the Denny Island Recreation Service in the pie chart. As per request we have done a 0% requisition for that service for this year. Again, the greatest portion of the tax levy of 27% goes to General Administration. Next is local service of Refuse Disposal and incorporated in that is regional solid waste planning. We are at our ceiling at what we can requisition for refuse disposal at \$130,996 and that constitutes 17% of the total requisition. Next is the Regional Library, of which we are charged directly by the Vancouver Island Regional Library board. Centennial Pool constitutes 12% of the requisition, followed by Regional Emergency Management at 9%. At 5% is Bella Coola Fire Protection, 4% with Parks and Recreation, 3% with Economic Development, 2% with Grant in Aid, and 8% with Planning.

Requisition for regional functions has seen a 6% decrease collectively. We're requisitioning less for regional service which includes Planning with a 0% change. Feasibility Studies have gone down 100% where it was reflected in Strategic Plan

that we postponed feasibility studies until we're through the pandemic. There is a reduction also in the Community and Economic Development requisition of 50%. There is an increase in Emergency Management requisition due to the surplus forward and the commitment under the MOU contribution for the Shared Coordinator, and those conversations are still in the works with leadership. Depending on the outcomes of those conversations, whatever is unspent would carry forward to next year. Grant in Aid has not changed, and the legislation sets how much we can requisition. There's been an increase imposed for the library at 2.9%. General Operations has decreased by 6.3% accounting for increases in the apportioned administration charged to local services.

Requisition for Sub Regional Functions (Area Specific Services) has seen increases and decreases. The Denny Island Recreation Service has 100% decrease. The Denny Island Airport requisition remains the same as well as the Bella Coola Valley Airport. There is a substantial increase in the Bella Coola Valley House Numbering service of 534% equating to \$5,896. At the request of volunteer firefighters, they're quite concerned about a lack of a house numbering map that first responders can use for rapid deployment in an emergency situation. There is an increase in Bella Coola Valley Recreation to account for grant fund awards in that service area requiring more apportioned administration. The Bella Coola Valley Solid Waste Management saw a 5.5% increase. The Bella Coola Valley Swimming Pool will increase in requisition to account for infrastructure projects and increase in training fees that the Pool Commission is undertaking. Bella Coola Valley Street Lighting will go up as set by BC Hydro utility bills for that service. The Bella Coola Valley Fire department will have a decrease of \$2,000 in requisition.

2021 Budget Highlights include:

- *Many CCRD service requirements are informed by provincial statute. The laws that local governments are responsible for have changed over time and continue to change.*
- *The General Operations budget includes expenses for new hardware and software to better effect COVID-19 safe and effective governance and operations through 2021. These costs are offset by the COVID-19 Safe Restart Grant.*
- *CCRD Administration is revising the service reporting schedule planned for distribution to the Board in May 2021 to better align with current operations and service reporting needs.*
- *CCRD currently employs 5 full time staff to fulfill CCRD's service requirements: CAO (CFO and EPC), Finance Manager, Operations Manger (public works and airport manager), Land Use and Planning Coordinator, Executive and Operations Assistant, part time Records and Accounting Clerk and Recycling Attendant (Solid Waste budget). CCRD also employs seasonal pool staff (centennial pool budget).*
- *Through its administration of public works, CCRD is managing an unprecedented amount of grant funded projects. New General Operations planned expenditures includes a new full time Public Works Technician to support overall public works service delivery and special projects implementation.*

The CCRD Strategic Plan Goals include good governance and administration, building capacity, improving infrastructure, and effective community planning. One highlight is community planning as the top strategic priority that the budget does reflect. Consultant project support is projected and the Land Use and Planning Coordinator is overseeing the grant application for an Official Community Plan and Asset Management Plan.

The Board mandated a new committee to support addressing abandoned and derelict buildings in Ocean Falls called the Ocean Falls Revitalization Committee. BC provincial servants have recently reached out to CCRD Administration to progress their support for the committee. Budget has been allocated in the CCRD Economic Development Service to support this work and a potential initial meeting in Ocean Falls. We have gotten signs the Province will make this project important.

The Board mandated a review of the Denny Island Recreation Commission Service area. A zero percent requisition increase has been incorporated into the 2021 service budget to acknowledge the Commission's desire to suspend requisition of the entirety of Area A until the future of the Commission and Service is resolved.

The Board mandated review of landfill conformance for the Bella Coola landfilling service. The work is being subsidized through an allocation of the community works fund. More time and effort at both the Administrative and Governance level is required to examine the future and fiscal options for the service. Significant effort is required to establish stable projections for a balanced budget for the service into the future.

New consultancy fees have been mandated to further the board priority of effecting improvement to emergency and primary health transportation. At a meeting in April Alison will provide an update on this work.

The apportioned administration is an important aspect of the budget. This Board has driven significant changes to how the regional district handles apportioned administration to the services. The requirement to apportion costs to services comes from s. 379 of the Local Government Act. CCRD services require governance, financial management and human resources to operate as local government services. The costs of governance, financial management and full-time human resources are bundled into General Operations and a portion of these costs are 'charged' to each service in the form of apportioned administration.

The numbers tell a story and the CCRD has been changing how apportioned administration is calculated and charged to each service. A more rigorous calculation has been developed over the last two years that takes into account estimates of staff time allocated to each service, the costs of governing services, and financial management of the services including auditing fees.

In 2020 a 'volunteer matrix' was incorporated into the calculation to reflect volunteer labour by reducing the apportioned administration charged to those services subsidized by volunteer labour. This matrix is also in effect for 2021.

New in 2021 is the addition of building and utilities overhead, consultancy fees and office supplies and tools. This completes the transition of General Operations costs being fully factored in the apportioned administration calculation. These new costs allocations account for the increased charges for 2021 as well as the incorporation of apportioned administration charged to two new regional district services (Hagensborg Conversion).

The Bella Coola Airport is being charged significantly more to account for the increase in costs we are experiencing to sustain the certification we worked so hard to regain. A future conversation is a review or cost benefit analysis of reinstating that certification, efforts built in a pre-COVID world with more revenues and flights. Certification is extremely costly as it requires internal audits of our safety management system, a high level of reporting as well as an external audit. Another big grant funded project is the new fuelling station.

As for the Hagensborg Waterworks and Hagensborg Fire Department, the improvement district adopted their budget prior to Conversion. They did their best estimate as to what the regional district might charge for apportioned administration. This is reflected in the table. For the 2022 budget there will likely be significant changes once we've factored in all the considerations we use for General Operations. For this year we've adopted what the improvement district had allocated.

Changes to Provincial Basic Grant are allocated. The Regional District Basic Grant is an unconditional grant for regional districts to assist with administration costs. \$200,000 is annually provided by the Province. In the past, this grant has been allocated to some local services and some regional services. In 2020, the Board directed a transition effort to move the benefit of the grant from local services entirely into General Operations. In this way, all CCRD's services will benefit from the Regional District Basic Grant. In December 2020, the Board agreed to extend the transition with partial allocation of the 2021 Regional District Basic Grant to those local services most reliant on them as COVID-19 driven financial challenges have limited alternative revenue options.

We've allocated more to Denny Island Waterworks because we're doing more with Urban Systems around the implementation. This is entirely offset by the allocation of the Provincial Basic Grant. Both economic development and emergency management are regional services so the whole region is benefitting from the allocation.

The Solid Waste Management is quite reliant on the Provincial Basic Grant. From 2016-2019 it generally constituted 34% of the Solid Waste budget and 50% of the Centennial Pool budget. 75% of the Provincial Basic Grant is going into the regional services and 24% is going into local services, particular Parks and Recreation in

Bella Coola, recreation on Denny Island, Solid Waste Management in Bella Coola and the Denny Island Waterworks.

The Community Works Fund distribution budgeted for 2021 is \$240,000 for Denny Island Water, \$150,000 for the Centennial Pool, and \$62,000 for the Bella Coola Valley Landfill – including development of operations and Post Closure Plan. \$40,000 will go toward asset management planning, \$50,000 for planning for asset retirement obligations, \$10,000 for local contribution for the Official Community Plan, and an unallocated \$200,000. The budget surplus to carry forward to 2022 is \$321,979.

Administration continues efforts to finalize allocation of the COVID-19 Safe Restart Grant. The Grant is currently distributed between General Operations (regional), Emergency Management (regional), Land Use and Planning (regional), Bella Coola Airport (local), Centennial Pool (local), and Denny Island Airport (local.)

Administration anticipates imminent redistribution of the COVID-19 Safe Restart Grant as a consequence of a new funding opportunity specifically for airports to continue operation through COVID-19. Administration is working with the Ministry of Transportation on securing the airport specific funding opportunity and would then reallocate the COVID-19 Restart Grant Funds to General Operations.

The Board thanked CAO Kirk for her presentation and had no questions.

c) Request for Decision: 2021-2025 Five Year Financial Report

- 21-03-09** **M/S Directors Northeast/Kennedy** THAT Bylaw 61, cited as the “Central Coast Regional District Five-Year Financial Plan Bylaw No. 61, 2021” be now introduced and read a first time. **CARRIED**
- 21-03-10** **M/S Hall/Kennedy** THAT Bylaw 61, cited as the “Central Coast Regional District Five-Year Financial Plan Bylaw No. 61, 2021” having been given due and detailed consideration by the Board, be now read a second time. **CARRIED**
- 21-03-11** **M/S Northeast/Hall** THAT Bylaw 61, cited as the “Central Coast Regional District Five Year Financial Plan Bylaw No. 61, 2021” having been given due and detailed consideration by the Board, be now read a third time. **CARRIED**

COMMUNITY & DEVELOPMENT SERVICE

d) Grant In Aid Allocations for 2021

- 21-03-12** **M/S Directors Kennedy/Northeast** THAT the Board of Directors of the Central Coast Regional District table the Grant in Aid Allocations for 2021 to the April 15, 2021 regular Board meeting. **CARRIED**

Director Hall left the meeting at 11:52 a.m.

- 21-03-13 M/S Directors Northeast/Kennedy** THAT the Board of Directors of the Central Coast Regional District respond to the Organic Extension Project delegates with a letter explaining concerns. **CARRIED**

The Board asked the delegates for the Organic Extension Project if they had consulted with First Nations in the area. The response was that they had consulted with the First Nations Agriculture Association. The Board does not know what the nature of that consultation was. It would be helpful if the delegates were provided with a letter of concerns. The Board further noted that the delegates could reach out to the Bella Coola Valley Sustainable Agriculture Society and the Nuxalk Nation as those two groups would be more affected by organic extension.

TRANSPORTATION SERVICES

e) Bella Coola Airport and Facilities Service Report

- 21-03-13 M/S Directors Northeast/Bertrand** THAT the Board of Directors of the Central Coast Regional District receives the Bella Coola Airport and Facilities Service Report dated March 11, 2021. **CARRIED**

Director Hall returned at 11:56 a.m.

f) Denny Island Airport Operations and Facilities Service Report

- 21-03-14 M/S Directors Bertrand/Kennedy** THAT the Board of Directors of the Central Coast Regional District receives the Denny Island Airport and Facilities Service Report dated March 11, 2021. **CARRIED**

The Board recessed at 11:59 a.m.
The Board reconvened at 12:47 p.m.

PUBLIC WORKS

g) Denny Island Community Water System Update – Urban Systems

- 21-03-15 M/S Directors Northeast/Kennedy** THAT the Board of Directors of the Central Coast Regional District receives the Denny Island Community Water System Update from Urban Systems. **CARRIED**

h) Hagensborg Water System Upgrades Update – Urban Systems

- 21-03-16 M/S Directors Northeast/Kennedy** THAT the Board of Directors of the Central Coast Regional District receives the Denny Island Community Water System Update from Urban Systems. **CARRIED**

PARKS AND RECREATION

i) Centennial Pool Commission Minutes

21-03-17 M/S Directors Kennedy/Bertrand THAT the Board of Directors of the Central Coast Regional District receives the Centennial Pool Commission Minutes. **CARRIED**

j) Special Report: Centennial Pool Upgrade Update

21-03-18 M/S Directors Northeast/Kennedy THAT the Board of Directors of the Central Coast Regional District receives the Special Report: Centennial Pool Upgrade Update. **CARRIED**

k) Request for Decision: Application to the BC Community Economic Recovery Infrastructure Program

Director Northeast left the meeting at 1:01 p.m.

21-03-19 M/S Directors Bertrand/Kennedy THAT the Board of Directors of the Central Coast Regional District receives the Request for Decision: Application to the BC Community Economic Recovery Infrastructure Program. **CARRIED**

21-03-20 M/S Directors Kennedy/Bertrand THAT the Board of Directors of the Central Coast Regional District retroactively approves staff to submit a grant application to the BC Community Economic Recovery Infrastructure Program for \$990,840 in funding to support the Centennial Pool Renewal Project. **CARRIED**

Director Northeast returned at 1:06 p.m.

PROTECTIVE SERVICES

l) Resiliency Coordinator Update – Verbal from Reg Moody

RC Moody spoke to the the draft Resiliency Coordinator workplan. Some of the task items include: meeting regularly with CAO, preparing quarterly reports, creating business plans as necessary, chair weekly COVID calls. RC Moody is unsure if the weekly calls will be reinstated but will do that when the time comes. Other matters on the workplan include reviewing CCRD emergency related bylaws and policies and making recommendations to the Board.

Further workplan items include acting as the liaison officer or at times the deputy director during an activation during an emergency op centre, coordinating a recovery plan in the event of a disaster, organizing and acting as a secretary in an emergency executive committee.

In reviewing the various workplan tasks, RC Moody has been in touch with Les Marsten in Ocean Falls. There is risk in Ocean Falls of landslides as it is the rain capital of BC. In terms

of training, it would be beneficial to bring EOC training to Wuikinuxv, Bella Bella, Ocean Falls and Shearwater. Follow up will be made to those areas to garner interest. Aside from EOC training, it would be advantageous for Wuikinuxv to have oil spill training. Western Canada Marine Response Centre can offer some training. They have an agreement in place with the Nuxalk Nation for training. RC Moody is awaiting further information on potential training in that respect and distinguishing what Heiltsuk Horizon can offer.

RC Moody asked about the sea can for Denny Island. CAO Kirk provided an update that the funding application had been revised according to instructions from the funder. It is hoped that the grant will get funded and a sea can with emergency supplies could be ordered.

Revisiting the training opportunities for emergencies, the Board noted that the Nuxalk College administered EOC training and arranged ESS training for the Nuxalk Nation a few years ago. Staff had also been sent out to EOC training. CAO Kirk clarified that EOC training is in regards to running an emergency operations centre and there have been a few rounds of that training. For example, training was hosted in Bella Bella, one was for ESS evacuations with the Heiltsuk Nation and provisioning of supplies toward that. CAO Kirk noted that RC Moody is looking at bringing in EOC specific training.

The Board asked about the Nathan E Stewart oil spill response, in that there was an EOC in Bella Bella with federal government, the Department of Fisheries and Oceans, the Heiltsuk Nation and the province. CAO Kirk noted that it is quite confusing. The CCRD's powers for emergency response as a local government come through the Emergency Program Act. With the Nathan E Stewart oil spill response, when it is a marine response it's called an Incident Command Centre. Through that response the regional district didn't have a role because its legislatively mandated.

In terms of the COVID-19 cases in Denny Island, RC Moody heard comments that Denny Island did not have their own EOC and were reliant on the Heiltsuk EOC. CAO Kirk conveyed that the EOCs activated at the moment are activated regionally to support lead response agents, like First Nations and Health Authorities. First Nations have health departments and health response powers. That's why Denny Island doesn't have their own EOC as a pandemic measure. It is prudent to train volunteers in the Denny Island area as it is beneficial to have an equipped knowledge base on EOCs on Denny Island. The CCRD could direct a Denny Island EOC virtually and from a distance. In short, those are the goals around EOC training.

RC Moody restated that there is interested in training as relayed by his outer coast contacts. Efforts will be made to get training.

In terms of the Bella Coola Valley and conversations with the Nuxalk Nation, there is a proper ferry landing for potential evacuation. RC Moody notes he is on the BC Ferries Advisory and this issue was brought up. Discussions are in place to inquire whether something bigger than the Sea Wolf ferry can dock here.

The Board asked about the Denny Island COVID-19 case. RC Moody reports that people in Bella Bella have been vaccinated and Ocean Falls has received their first vaccines

yesterday. The Board also heard testing swabs ran short when the clinic went to Denny Island, and they were going to hold second testing clinic for those missed. RC Moody did not know about that issue but can do a follow up. In terms of vaccinations for Denny Island, they will be taking place on Friday.

Recently RC Moody went to Wuikinuxv for the oil spill that had taken place. After the Nathen E Stewart oil spill response, RC Moody recalls that questions were asked about equipping life houses with trailers of equipment if there's a spill response needed. When RC Moody heard of the spill in Wuikinuxv he reached out to residents there. RC Moody was under the impression that was there were two vessels that were working on putting out spill response equipment. That wasn't the case. There were two boats on the water monitoring the situation. When RC Moody attended the scene it solidified with him that it makes sense if light houses were equipped for emergencies like this. If that was the case, the response, people in the central coast could respond quicker than the outside authorities have.

Robert Johnson who is trained in spill response used his own boat to attend the oil spill with RC Moody and Louis Shaw. Rusty Snow got permission from Western Canada Marine to send some equipment down on the boat. Transportation Canada did a flight and written correspondence will be forwarded. If there was joint coordination between all communities a letter could be written to the government to try get resources in order to be better equipped for oil spill incidents.

RC Moody is also looking into the Justice Institute of BC's Emergency Management Certification and has submitted an application to Midcoast First Nations for funding. This course can be completed between 4 months to 2 years.

Director Northeast left the meeting at 1:52 p.m.
Director Northeast returned 1:55 p.m.

m) Bella Coola Valley Flood Risk Assessment to the BC Community Economic Recovery Infrastructure Program

21-03-21 M/S Directors Kennedy/Hall THAT the Board of Directors of the Central Coast Regional District receives the Bella Coola Valley Flood Risk Assessment and Modelling Project Update. **CARRIED**

Northeast returned 1:55 pm

GOVERNANCE

n) AVICC 2021 AGM & Convention Call for Nominations for AVICC Executive

21-03-22 M/S Directors Bertrand/Northeast THAT the Board of Directors of the Central Coast Regional District receives the AVICC 2021 AGM & Convention Call for Nominations for AVICC Executive. **CARRIED**

Board noted we nominated Director Hall and confusion with respect to the process. Two directors sign the nomination form. Remind folks that the process is to get two people to sign your nomination form.

Director Hall is interested in running again. Kennedy and Schooner can sign nomination form.

o) Resolution Submissions: Sponsorship for Small Local Government Attendance at Area and UBCM Conventions

21-03-23 M/S Directors Hall/Bertrand THAT the Board of Directors of the Central Coast Regional District receives the Resolution Submissions: Sponsorship for Small Local Government Attendance at Area and UBCM Conventions. **CARRIED**

p) Resolution Submission: AVICC/UBCM Resolution: Funding for Landfill Compliance and Closure

21-03-24 M/S Directors Kennedy/Northeast THAT the Board of Directors of the Central Coast Regional District receives the Resolution Submission: AVICC/UBCM Resolution: Funding for Landfill Compliance and Closure. **CARRIED**

21-03-25 M/S Directors Bertrand/Kennedy Whereas provincial legislation governing solid waste management in British Columbia has increasingly tightened over the past several years to address important environmental concerns and thereby downloaded new costs onto local governments who must operate or retire their landfills in compliance with new provincial priorities;

And whereas the Province of British Columbia has not developed an equitable or effective fiscal strategy to resource local governments to meet these new landfill operation and closure costs, thereby forcing some local governments to operate, and consider retiring their landfills, under “grandfathered”, outdated, and environmentally unsound legislative criteria in order to cope with the substantial and unforeseen costs of compliance;

THEREFORE BE IT RESOLVED that UBCM call upon the Province of British Columbia to provide the necessary resources to local governments for landfill compliance related projects so that landfills may be operated and retired in an environmentally sound manner and obligations to First Nations may be better met in acknowledgement of Indigenous rights and title to impacted lands and water.

CARRIED

q) Letter re: Mayors and Regional District Chairs of BC Attendees of January 2021 Regional Calls with Minister Josie Osborne

21-03-25 M/S Directors Kennedy/Northeast THAT the Board of Directors of the Central Coast Regional District receive the letter re: Mayors and Regional District Chairs of BC Attendees of January 2021 Regional Calls with Minister Josie Osborne. **CARRIED**

(C) EXECUTIVE REPORTS

a. Electoral Area Reports

Area E and Chair Report: Chair Schooner

Chair Schooner thanked the Board and presented his verbal report as follows:

Chair Schooner noted that he had an eventful month and missed the last meeting due to unforeseen circumstances. Accolades were given to staff, the CAO, as well as staff of the hospitals and everyone working to give COVID-19 vaccinations. There were definitely mishaps but there is a clear path now. Chair Schooner acknowledged those who put in the work for the community.

COVID-19 has been tough and is a hard adjustment for individuals. Chair Schooner admitted that he is an extrovert and it is difficult not being around others. Now we are seeing the light at the end of the tunnel and hopefully restrictions will loosen. Chair Schooner looks forward to meeting face to face with fellow Directors. Hopefully by summer this will be possible. As a reminder to everyone, continue daily hygiene such as washing hands, wearing a mask, and social distancing to stay safe.

Area A Report: Director Bertrand

Director Bertrand thanked Chair Schooner and presented his verbal report as follows:

Director Bertrand echoes the feelings about wanting to meeting together. It has been a difficult year in not being able to be with one another. There have been highs and lows this month with one confirmed COVID-19 case on Denny Island. There was a lockdown between Denny Island and Bella Bella that lasted one week. This was difficult and tested the emergency response system in place. A lot has been learned through this experience and communications gaps are being addressed.

Vaccinations have taken place in Ocean Falls and they will be administered for Denny Island soon, which is great. Today the Ocean Falls Improvement District is having a by-election which is exciting. Director Bertrand is excited to see the results and know whether or not there will be solid partners that we can work with.

Ocean Falls has been exciting over the last month. CAO Kirk and Director Bertrand have received a number of calls about the Ocean Falls Revitalization Committee. Jennifer Rice called about Ocean Falls and later on in the month the new Minister of Municipal Affairs, Josie Osbourne also reached out. CAO Kirk attended a conference with Minister Osbourne, the Assistant Deputy Minister, and their assistant. It was a great meeting. They were very interested to hear about Ocean Falls and the young families and children that have moved there.

Director Bertrand was able to voice the request that the province provides support for establishing the revitalization committee and put an appointee on the board. Director Bertrand also requested a public safety inspection and environmental inspection of derelict buildings take place. Minister Osborne was very receptive and very open minded. The group is lucky to have the previous Mayor of Tofino heading that Ministry because she is then familiar with small communities. To Director Bertrand's knowledge there has not been any official support or appointment to the revitalization committee.

In terms of the Denny Island Recreation Commission, the efforts are made to pause bylaw changes until COVID-19 lifts wherein community consultation can occur. Absolving the commission is a big decision for a few people to make. It would be great to have a town hall meeting with face-to-face conversations on pertinent issues.

Reg Moody spoke about the Wuikinuxv diesel spill. It happened right after last Board meeting. A fuel truck that services community spilled into the estuary. Reg Moody went down to River's Inlet with Heiltsuk Guardian Watchmen and provided logistical support. Director Bertrand received positive feedback on that work, which was great to see.

Chair Schooner thanked Director Bertrand for his report.

Area B Report: Director Hall

Director Hall thanked the Chair and presented his verbal report as follows:

Director Hall relayed that Director Bertrand and Reg Moody shared a lot of what was happening in the area with the COVID-19 case. Director Hall is glad to see that the EOC is working hard to keep people up to date. There are gaps in communication and issues with those who got funding and approving the EOCs in each community. Again, the difficulty is the geography of being separated from each other.

Director Hall received the vaccine the other day. Thankfully there was no side effects. Director Hall wishes everyone well and to remain safe in their communities. Please practice social distancing and wearing masks as it is essential in moving forward. Director Hall hopes that others get vaccinated as it is a potential solution in dealing with the pandemic. Prior to COVID-19 Director Hall was already isolated and having a compromised immune system made it difficult to attend meetings in person.

Director Hall acknowledges that working out of a home office gets tedious because one is always in the same space. Mental health and awareness of that is key in moving forward. There are services in Bella Bella for counselling and it is hoped that there are services available in the other Areas. Director Hall encourages people to utilize supports because it is a huge transition dealing with the pandemic and fear is instilled.

Ing going forward, Director Hall states that communications that need to occur more readily to community will be important. Director Hall gives thanks to everyone's contribution to their community. Stay safe and continue the hard work.

Chair Schooner thanked Director Hall for his report.

Area C Report: Director Kennedy

Director Kennedy thanked the Chair and presented her verbal report as follows.

Director Kennedy is excited to receive the vaccine soon. It feels like spring is in the air. This year in particular it is noted that we should get outside and enjoy the beautiful weather. Meet safely with others by social distancing to get that pent up feeling out.

As for the tourism front, in the Valley, it seems that tourism is moving ahead with caution. 2021 will likely not be a record-breaking year. There's a lot of anticipation for 2022. It will be interesting to see how we adapt moving forward and learning from experience. Director Kennedy echoes that winter is almost behind us.

Chair Schooner thanked Director Kennedy for her report.

Area D Report: Director Northeast

Director Northeast thanked the Chair and presented his verbal report as follows:

Director Northeast is hopeful that the COVID-19 fog and darkness is lifting soon. Perhaps this is spurred on by people getting vaccinated. Director Northeast was also vaccinated recently and cheerfully went on social media to express appreciation for having gotten the vaccine. The next day Director Northeast felt achy and fluish and receiving the vaccine is nothing to be cavalier about. Others are encouraged to get the vaccine.

In terms of economic development and protecting the environment, those things reoccur from time to time. For example, when it rains people check the river levels to predict potential flooding. This can be a time of stress and trauma for some.

Director Northeast often receives questions from constituents about the pool and the refit. Also, what are we doing about emergency preparedness? Director Northeast welcomes those questions and emails. Director Northeast does his best to answer questions and reaches out to staff to assist in answering queries. Director Northeast suggests that he is only as smart as he is because of the people that help him come up with the answers.

As for a pressing issue, one day each of the Directors will sit at their last meeting and who will follow? It is more difficult to find people to let their name stand in local government and all sorts of committees are lacking. Perhaps because it's the age, people are more insular, or people are run off their feet and don't have time. Director Northeast recently filled out a survey on continuing in his role. He wondered what can be done to induce people to take on this task of leadership?

Director Northeast believes the reimbursement is fair and strives to be equitable. The only issue was how long we got paid on a particular meeting day, but as Director Bertrand pointed out, Director Northeast was not in attendance for that meeting. There are issues around how do we get people to do this work and carry it on. Money isn't the biggest obstacle. Director Northeast's greatest obstacle is the time of day the meetings take place. Meeting during a work day is very challenging. An alternative meeting time is after the typical work day. A lot of local governments have their meetings in the evening. It is noted that the CCRD Directors are younger in comparison to other regions. If we are serious and want young blood and new faces, evening meetings are just an idea to consider.

Finally, Director Northeast asks if other Directors have had any difficulties trying to engage their Alternate? He is perceiving that's becoming a challenge. When speaking to Director Northeast's Alternate, the concern was that it is hard to jump in to a situation when they want to do a good and fair job. Director Northeast points out that governance training for Alternates might be an idea.

Chair Schooner thanked Director Northeast for his report.

The Board spoke to the possibility of meeting face to face. The merits of all meeting together at once or continuing to meet electronically were discussed. The Board encouraged each other to meet socially when the gathering orders are lifted. July may be a possibility for all of the Directors coming together to meet and any isolation measures are easier to deal with when school is out. Today Dr. Bonnie Henry noted that groups of 10 people can meet outside.

PART IV – GENERAL BUSINESS

r) Correspondence for Information: Blue Economy Strategy

21-03-26 M/S Directors Kennedy/Hall THAT the Board of Directors of the Central Coast Regional District receive the correspondence for information: Blue Economy Strategy. **CARRIED**

s) CCCS Support Letter

21-03-27 M/S Directors Bertrand/Kennedy THAT the Board of Directors of the Central Coast Regional District receive the CCCS Support Letter correspondence. **CARRIED**

21-03-28 M/S Directors Kennedy/Northeast THAT the Board of Directors of the Central Coast Regional District direct Administration to write a support letter to CCCS with the contingency that support is sought from affected First Nations. **CARRIED**

t) AED Funding Request

21-03-29 M/S Directors Northeast/Bertrand THAT the Board of Directors of the Central Coast Regional District communicate to Ms. Fraser to find an organization to sponsor the AED funding request application. **CARRIED**

(D) ADJOURNMENT

21-03-30 M/S Director Northeast/Hall THAT the meeting be adjourned. CARRIED

There being no further business the meeting was adjourned at 3:16 p.m.

Chair

Chief Administrative Officer

Delegation Form

Please note: Delegation is scheduled for 9:15 am on April 15, 2021

Date of Application

2021-03-30

Board Meeting Date

2021-04-15

Name of person or group wishing to appear before the Board of Directors

Emergency Management BC - Sr. Regional Manager Ryan Wainwright

Address

Block A - Suite 200 2261 Keating Cross R, Saanichton, BC

Number of people attending

2

Spokesperson Name

Ryan Wainwright

Subject of presentation

Transfer of CCRD from EMBC North East region to EMBC Vancouver Island region; establishment of permanent Regional Manager position in Central Coast; roles and responsibilities of Regional Manager

Purpose of presentation

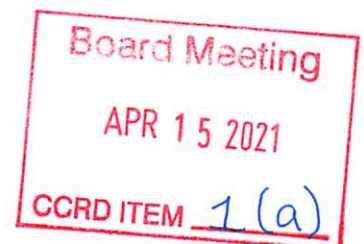
information only

Will you be providing supporting documentation?

yes

If yes:

PowerPoint presentation



CENTRAL COAST REGIONAL DISTRICT

BYLAW NO. 449
SCHEDULE "C"

DELEGATION to BOARD REQUEST FORM

* 2 pm

Date of Application: MARCH 17/21 Board Meeting Date April 15/21.

Name of person or group wishing to appear before the Board of Directors: Tom MESI

Address: Box 472 Bella Coola, BC. VOTICO.

Number of people attending: 1 Spokesperson Name: Tom MESI

Subject of presentation: DESTRUCTION OF 2 HABITATS.

Purpose of presentation: information only
 requesting a letter of support
 Other (provide details) DOCUMENTS & letters submitted

Contact person (if different than above): _____

Daytime telephone number: 250-982-0088

Email address: tommiesi@11@gmail.com

Will you be providing supporting documentation? yes no

If yes: handouts at meeting (recommend delivered in advance)
 PowerPoint presentation
 publication in agenda (one original due by 4:00 pm seven days prior to your appearance date)
 Other (explain) _____

* Delegations will have a maximum of 15 minutes to make their presentation to the Board.
* Delegation speakers, please be advised that: All questions and answers during a delegation must only be directed or received to Board members. No questions are to be directed or received from the public.

Board Meeting
APR 15 2021
CCRD ITEM 1 (b)

**(a) Presentation to the
Board by KPMG
Representatives –
10 a.m.**

Board Meeting
APR 15 2021
CCRD ITEM A(a)



REQUEST FOR DECISION

To: Board of Directors, CCRD
From: Courtney Kirk, CAO/CFO
Meeting Date: April 15, 2021
Subject: CCRD 2020 Audit Report, Financial Statements and Representation Letter

Recommendation:

Resolution 1:

THAT the Board of Directors of the Central Coast Regional District receives the Request for Decision: CCRD 2020 Audit Report, Financial Statements and Representation Letter.

Resolution 2:

THAT the Board of Directors of the Central Coast Regional District receives the CCRD Audit Findings Report for the Year Ended December 31, 2020 Prepared by KPMG.

Resolution 3 (a):

THAT the Board of Directors of the Central Coast Regional District receives the CCRD 2020 Consolidated Financial Statements prepared by KPMG.

Resolution 3 (b):

THAT the Board of Directors of the Central Coast Regional District authorizes the CCRD 2020 Consolidated Financial Statements prepared by KPMG.

Resolution 4:

THAT the Board of Directors of the Central Coast Regional District receives the CCRD 2020 (unaudited) Schedules of Revenue and Expenditures prepared by KPMG.

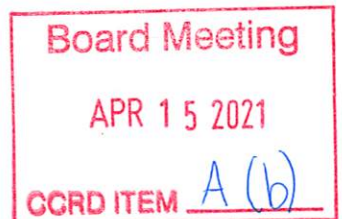
Resolution 5 (a):

THAT the Board of Directors of the Central Coast Regional District receives the Draft Representation Letter to KPMG regarding the CCRD 2020 Audit Findings Report.

Resolution 5 (b):

THAT the Board of Directors of the Central Coast Regional District authorizes the Draft Representation Letter to KPMG regarding the CCRD 2020 Audit Findings Report.

Submitted by: 
Courtney Kirk, Chief Administrative Officer





Central Coast Regional District

Audit Findings Report for the year ended
December 31, 2020

April 15, 2021

kpmg.ca/audit

Board Meeting

APR 15 2021

CCRD ITEM

AC

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At KPMG, we are **passionate** about earning your **trust**. We take deep **personal accountability**, individually and as a team, to deliver **exceptional service and value** in all our dealings with you.

At the end of the day, we measure our success from the **only perspective that matters – yours**.



The contacts at KPMG in connection with this report are:

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Engagement Partner
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mroque@kpmg.ca

Tamara Taylor
Manager
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tamarataylor@kpmg.ca

This Audit Findings Report should not be used for any other purpose or by anyone other than the Board of Directors. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this Audit Findings Report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Executive summary

The purpose of this Audit Findings Report is to assist you, as a Board of Director, in your review of the results of our audit of the consolidated financial statements of the Central Coast Regional District (the “Entity”) as at and for the year ended December 31, 2020.

We appreciate the assistance of management and staff in conducting our audit. We hope this audit findings report is of assistance to you for the purpose above and we look forward to discussing our findings and answering your questions.



Finalizing the audit

As of the date of this report, we have completed the audit of the consolidated financial statements, with the exception of certain remaining procedures. These include:

- Obtaining the signed management representation letter;
- Completing our discussions with the Board of Directors
- Obtaining evidence of the Board’s approval of the financial statements; and
- Completion of subsequent event review procedures to the date of the auditors’ report



Areas of audit focus

Our audit of the Entity is risk-focused. We have not identified any significant risks. However, as part of our audit, we identified areas of audit focus which include:

- Financial reporting considerations of COVID-19
- Tangible capital assets
- Deferred revenue
- Landfill closure and post-closure liability
- Subsequent event

See page 4 to 6 for further details.

Executive summary



Significant accounting policies and practices

There are no new accounting standards effective for the Entity's 2020 fiscal year. The presentation and disclosure of the consolidated financial statements are, in all material respects, in accordance with Canadian public sector accounting standards with the exception of the landfill closure and post-closure costs as identified in our auditors' report.

A new auditing standard CAS 540 Auditing Accounting Estimates and Related Disclosures, was effective for the Entity's 2020 fiscal year.

See page 12 for further details.



Audit materiality

Materiality has been determined based on total revenue. We have determined materiality to be \$70,000 (2019 - \$78,000) for the year ending December 31, 2020.

See page 8 for further details.



Adjustments and differences

Adjustments and differences identified during the audit have been categorized as "Corrected Adjustments" or "Uncorrected Differences". These include disclosure adjustments and differences.

We identified two uncorrected audit misstatements. All adjustments and differences are included in the management representation letter.

See page 9 for further details.

Executive summary



Changes in operations

There are no significant changes in the operations that impacted the audit of the Entity's consolidated financial statements.

Independence

We confirm that we are independent of the Entity from January 1, 2020 to the date of this report and have extensive quality control and conflict checking processes in place. We provide complete transparency on all services and follow the Entity's approved protocols.

Control observations

We did not identify any control deficiencies that were determined to be significant deficiencies in internal control over financial reporting (ICOFR).

We identified other control observations that we believe is of interest to the Board of Directors.

See page 11 for further details.

Current developments

See pages 13 to 16 for the current developments update and thought leadership that we believe might be of interest to you on pages 17 to 18.

Areas of audit focus

Audit and financial reporting impacts of COVID-19:

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. As the COVID-19 pandemic evolves, the Entity will continue to assess the impact on operations and finances and consider the implications on financial reporting. We have analyzed the impact of the COVID-19 pandemic situation on the audit of the consolidated financial statements for the year ended December 31, 2020 and discussed the audit and financial reporting implications with management.

We provide the following information for the review of the Board of Directors and describe the additional procedures that were performed.

Considerations	Audit implications
Conducting the audit work	<ul style="list-style-type: none"> We undertook a remote audit this year. We established a secure ShareFile platform to facilitate the sharing of information with management. We discussed the details of the audit with management, and the audit went as planned and on schedule. There were not any significant inefficiencies due to remote work.
General considerations	<ul style="list-style-type: none"> We obtained an understanding of what changes to process activities and controls have been implemented to determine if the planned audit procedures were appropriate. We conducted discussions with management and confirmed our understanding of any significant changes by performing walkthroughs of transactions.
Planning and risk assessment	<ul style="list-style-type: none"> We anticipated the operational impacts of COVID-19 to be evident in multiple areas of the Entity. We performed analytical procedures and adjusted our expectations in line with known COVID-19 impacts (ex. decreases in specific types of revenues and expenses, etc.)
Financial reporting	<ul style="list-style-type: none"> Currently, we expect that COVID-19 will continue to impact the Entity's operations and finances beyond December 31, 2020. An assessment was made by management of any COVID-19 financial implications. Significant actions undertaken by the Entity were disclosed in the consolidated financial statements, including a statement as to whether or not these factors present uncertainty over future cash flows, cause significant changes to assets and liabilities, and/or significantly impact future operations. Measurement of the estimated financial effect was stated as not determinable. We worked with management to customize the wording of the COVID-19 related disclosures for the Entity's specific situation. Refer to our COVID-19 Financial Reporting site.

Areas of audit focus

Area of focus	Background	Our response and significant findings
Tangible capital assets	Tangible capital assets are a material asset for the Entity.	<ul style="list-style-type: none"> ▪ KPMG obtained an understanding of the process activities and controls over tangible capital assets and any lease agreements as disclosed in the commitments and contingency note to the consolidated financial statements. ▪ Reconciled the additions and disposals recorded in Quickbooks to the amounts reported in the consolidated financial statements. ▪ Selected a sample of tangible capital asset additions and agreed the balance recorded to supporting documentation, and ensure it was appropriate to capitalize the costs. No issues were noted. ▪ Obtained an understanding of the new capital projects underway to ensure additions are accounted for appropriately. ▪ Reviewed consolidated financial statement disclosures for tangible capital assets and any lease arrangements to ensure accuracy and no issues were noted.
Deferred revenue	The Entities's deferred revenue is largely dependent on Board-approved bylaws and budget for projects.	<ul style="list-style-type: none"> ▪ KPMG obtained an understanding of the process activities and controls over deferred revenue. ▪ Selected a sample of deferred revenue transactions and agreed the contribution to the cash receipt and to supporting documentation. ▪ Reviewed correspondence and obtained supporting documentation as to whether the revenue could be carried forward to spend in future or if it required a reclassification to accounts payable. No issues were noted. ▪ Note disclosure of the deferred revenue funds is sufficient and no issues were noted.

Areas of audit focus

Area of focus	Background	Our response and significant findings
Landfill closure and post-closure liability	The Entity is required to account for and report the liability for closure and post-closure care of a solid waste landfill site in their consolidated financial statements.	<ul style="list-style-type: none"> ▪ Liability for closure and post-closure care should be recognized as the landfill site's capacity is used, usage should be measured on a volume basis (e.g. cubic metres). ▪ During the audit, KPMG did not obtain sufficient appropriate audit evidence regarding the landfill closure and post-closure estimates and therefore concluded that a scope limitation existed. KPMG has been working with management during the year on obtaining sufficient audit evidence and what is required in order to remove any qualifications on the Auditors' Report. ▪ Per KPMG's review of management's working papers and disclosures in the consolidated financial statements, the Entity was not able to determine a complete, accurate liability and whether the liability was valued appropriately. ▪ As noted in our Independent Auditors' Report, KPMG provided a qualified opinion.
Subsequent event	The rights, property and assets of the Hagensborg Waterworks District were transferred and vested in the Entity as of January 1, 2021.	<ul style="list-style-type: none"> ▪ KPMG obtained an understanding of the subsequent event through review of the agreements available, discussions with management and ensured a subsequent event note was included in the consolidated financial statements as the transaction is material to the users of the statements. ▪ The disclosure states the Entity is in the process of transferring ownership of the Hagensborg Waterworks District to the Entity, no issues noted.

Audit risks

Professional requirements

Fraud risk from management override of controls.

Why is it significant?

This is a presumed fraud risk. We did not identify any specific additional risks of management override relating to this audit.

Our audit approach

As the risk is not rebuttable, our audit methodology incorporated the required procedures in professional standards to address this risk. These procedures included testing of journal entries and other adjustments, performing a retrospective review of estimates and evaluating the business rationale of significant unusual transactions.

Annual inquiries

Professional auditing standards require that we annually inquire concerning those charged with governance's oversight of management's process for identifying and responding to the risks of fraud with the Entity. Accordingly, we ask:

- What are your views about fraud risks at the Entity?
- How do you exercise effective oversight of management's processes for identifying and responding to the risk of fraud in the Entity and internal controls management has established to mitigate these fraud risks?
- Are you aware of or have you identified any instances of actual, suspected, or alleged fraud, including misconduct or unethical behaviour related to financial reporting or misappropriation of assets? If so, have the instances been appropriately addressed and how have they been addressed?
- Is the Entity in compliance with laws and regulations?
- Has the Entity entered into any significant unusual transactions?

Materiality

Materiality determination	Comments	Amount
Materiality	Determined to plan and perform the audit and to evaluate the effects of identified misstatements on the audit and of any uncorrected misstatements on the consolidated financial statements. The corresponding amount for the prior year's audit was \$78,000.	\$70,000
Benchmark	Based on total current year revenue. This benchmark is consistent with the prior year. The corresponding amount for the prior year's audit was \$2,630,000.	\$2,388,000
% of Benchmark	The corresponding percentage for the prior year's audit was 3%.	3%
Audit Misstatement Posting Threshold (AMPT)	Threshold used to accumulate misstatements identified during the audit. The corresponding amount for the previous year's audit was \$3,900.	\$3,500

Materiality is used to scope the audit, identify risks of material misstatements and evaluate the level at which we think misstatements will reasonably influence users of the financial statements. It considers both quantitative and qualitative factors.

To respond to aggregation risk, we design our procedures to detect misstatements at a lower level of materiality.

Professional standards require us to re-assess materiality at the completion of our audit based on period-end results or new information in order to confirm whether the amount determined for planning purposes remains appropriate.

We report to the Board of Directors:



Corrected audit misstatements



Uncorrected audit misstatements

Adjustments and differences

Adjustments and differences identified during the audit have been categorized as “corrected adjustments” or “uncorrected differences”. These include disclosure adjustments and differences.

Uncorrected difference	Comments	Amount
Debt reserve fund	KPMG noted that the debt reserve fund liability does not meet the criteria of a liability according to the Canadian public sector accounting standards therefore liabilities are overstated and accumulated surplus understated. Management has not corrected the difference as they need to understand the adjustment required which is not material to the consolidated financial statements and we concur with management’s representation. The difference has no effect on our auditors’ report.	\$10,105
Water capital fund	KPMG noted that the water capital fund balance does not agree to actual and therefore a reclassification is required to ensure it is correct. Management has not corrected the difference as they need to understand the adjustment required which is not material to the consolidated financial statements and we concur with management’s representation. The difference has no effect on our auditors’ report.	\$183,548

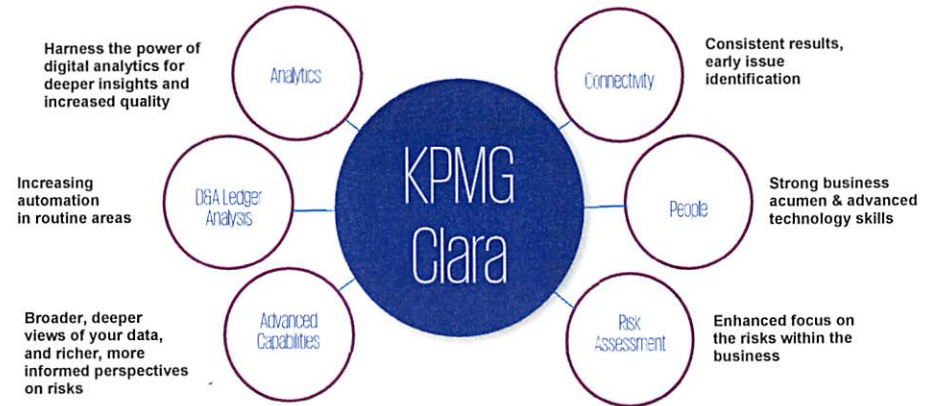
We have not identified any corrected adjustments that were communicated to management and subsequently corrected in the December 31, 2020 consolidated financial statements.

The audit of today, tomorrow & the future

As part of KPMG's technology leadership, our audit practice has developed technologies and alliances to continuously enhance our capabilities and deliver an exceptional audit experience.

Technology empowers us with the ability to perform deep analysis over your financial information, focusing our effort and interactions on the areas of greatest risk and minimizing disruption to your business.

The future of KPMG's audits will consist of KPMG Clara which is currently in its trial phase, see Appendix 2 for further information.



Technology we can use	
Tool	Benefit to audit
Journal Entry Analysis	Our journal entry tool assists in the performance of detailed journal entry testing based on engagement-specific risk identification and circumstances. Our tool provides auto-generated journal entry population statistics and focusses our audit effort on journal entries that are riskier in nature.
Data & Analytics Routines	Our journal entry routines will target specific verbiage being used in journal entry descriptions to highlight any entries that appear riskier in nature.

Control and other observations



As your auditors, we are required to obtain an understanding of internal control over financial reporting (“ICFR”) relevant to the preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the consolidated financial statements, but not for the purpose of expressing an opinion on internal control. Accordingly, we do not express an opinion on the effectiveness of internal control.

Our understanding of ICFR was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies and therefore, there can be no assurance that all significant deficiencies and other control deficiencies have been identified. Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors.

In accordance with professional standards, we are required to communicate to the Board any control deficiencies that we identified during the audit and have determined to be material weaknesses or significant deficiencies in internal control over financial reporting. No significant deficiencies have been identified other than those described in our auditors’ report.

Other control deficiencies may be identified during the audit that do not rise to the level of material weakness or significant deficiency. We have noted the following observations:

1. Quickbooks has the ability for the user to delete journal entries with no audit trail indicated in the general ledger. Quickbooks has the option to turn on the audit trail function, which we believe the Entity has enabled, and therefore a report that can be generated to review deleted journal entries. This functionality can be turned off and on in options, if chosen. The report of deleted journal entries should be reviewed on a regular basis by the Chief Administrative Officer to ensure there is segregation of duties from the finance department. The finance team should not be using this deletion functionality and instead reversing the entries so it is visible in the general ledger.

Other information to discuss regarding prevention of control deficiencies:

1. Cyber attacks and safeguarding the District from these breaches has never been more important in our current environment. In working with our clients, one of the common ways cyber criminals commit fraud is through impersonating a vendor or an employee within the organization. Prevention of these attacks begin with the employees of an organization and ensuring they are trained to recognize any attacks and dealing with them appropriately such as “checking” any requests via phone rather than conducting business all via email. Please let us know if you are interested in a training seminar with our KPMG specialists and we would be happy to help.

New auditing standard

A new auditing standard that was effective for the current year is as follows:

Standard	Key observations	Reference
CAS 540, Auditing Accounting Estimates and Related Disclosures Effective for audits of Entities with year-ends on or after December 15, 2020	Expected impact on the audit: <ul style="list-style-type: none"> — more emphasis on the need for exercising professional skepticism — more granular risk assessment to address each of the components in an estimate (method, data, assumptions) — more granular audit response designed to specifically address each of the components in an estimate (method, data, assumptions) — more focus on how we respond to levels of estimation uncertainty — more emphasis on auditing disclosures related to accounting estimates — more detailed written representations required from management 	CPA Canada Client Briefing

Current developments

Public Sector Accounting Standards

Standard	Summary and implications
Impact of COVID-19	<ul style="list-style-type: none"> – In response to the impact of COVID-19 on public sector entities, PSAB has approved deferral of all upcoming accounting standards by one year and will issue non-authoritative guidance on the effects of COVID-19.
Asset Retirement Obligations	<ul style="list-style-type: none"> – A new standard has been approved that is effective for fiscal years beginning on or after April 1, 2022. The effective date was deferred by one year due to COVID-19. – The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. Retirement costs will be recognized as an integral cost of owning and operating tangible capital assets. PSAB currently contains no specific guidance in this area. – The ARO standard will require the public sector entity to record a liability related to future costs of any legal obligations to be incurred upon retirement of any controlled tangible capital assets (“TCA”). The amount of the initial liability will be added to the historical cost of the asset and amortized over its useful life. – As a result of the new standard, the public sector entity will have to: <ul style="list-style-type: none"> • consider how the additional liability will impact net debt, as a new liability will be recognized with no corresponding increase in a financial asset; • carefully review legal agreements, senior government directives and legislation in relation to all controlled TCA to determine if any legal obligations exist with respect to asset retirements; • begin considering the potential effects on the organization as soon as possible to coordinate with resources outside the finance department to identify AROs and obtain information to estimate the value of potential AROs to avoid unexpected issues.
Revenue	<ul style="list-style-type: none"> – A new standard has been approved that is effective for fiscal years beginning on or after April 1, 2023. The effective date was deferred by one year due to COVID-19. – The new standard establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement. – The standard notes that in the case of revenues arising from an exchange, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations. – The standard notes that unilateral revenues arise when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.

Current developments (continued)

Standard	Summary and implications
Financial Instruments and Foreign Currency Translation	<ul style="list-style-type: none"> – New accounting standards, PS3450 <i>Financial Instruments</i>, PS2601 <i>Foreign Currency Translation</i>, PS1201 <i>Financial Statement Presentation</i> and PS3041 <i>Portfolio Investments</i> have been approved by PSAB and are effective for years commencing on or after April 1, 2022. – Equity instruments quoted in an active market and free-standing derivatives are to be carried at fair value. All other financial instruments, including bonds, can be carried at cost or fair value depending on the public sector entity's choice and this choice must be made on initial recognition of the financial instrument and is irrevocable. – Hedge accounting is not permitted. – A new statement, the Statement of Remeasurement Gains and Losses, will be included in the financial statements. Unrealized gains and losses incurred on fair value accounted financial instruments will be presented in this statement. Realized gains and losses will continue to be presented in the statement of operations. – Based on stakeholder feedback received, PSAB is considering certain scope amendments to PS 3450 <i>Financial Instruments</i>. The proposed amendments include the accounting treatment of bond repurchases, scope exclusions for certain activities by the federal government, and improvements to the transitional provisions. An initial exposure draft was issued for comment by PSAB in May 2019. PSAB is currently deliberating on the comments received and may approve a revised exposure draft for comment in December 2019.
Employee Future Benefit Obligations	<ul style="list-style-type: none"> – PSAB has initiated a review of sections PS3250 <i>Retirement Benefits</i> and PS3255 <i>Post-Employment Benefits, Compensated Absences and Termination Benefits</i>. In July 2020, PSAB approved a revised project plan. – PSAB intends to use principles from International Public Sector Accounting Standard 39 <i>Employee Benefits</i> as a starting point to develop the Canadian standard. – Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, PSAB will implement a multi-release strategy for the new standards. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues.
International Strategy	<ul style="list-style-type: none"> – PSAB has reviewed all proposed options for its international strategy, and in accordance with its due process, approved the option to adapt International Public Sector Accounting Standards when developing future standards. PSAB noted that the decision will apply to all projects beginning on or after April 1, 2021.

Current developments (continued)

Standard	Summary and implications
Purchased Intangibles	<ul style="list-style-type: none"> <li data-bbox="504 391 1793 483">– In October 2019, PSAB approved a proposal to allow public sector entities to recognize intangibles purchased through an exchange transaction. Practitioners are expected to use the definition of an asset, the general recognition criteria and the GAAP hierarchy to account for purchased intangibles. <li data-bbox="504 488 1793 613">– Based on stakeholder feedback, PSAB will develop a Public Sector Guideline to clarify the guidance in the exposure draft to PS1000 <i>Financial Statement Concepts</i>, PS1100 <i>Financial Statement Objectives</i> and PS1201 <i>Financial Statement Presentation</i>. The updates to the Handbook are expected to be released in fall 2020. The accounting for intangibles may be addressed through future PSAB projects
Public Private Partnerships (“P3”)	<ul style="list-style-type: none"> <li data-bbox="504 630 1759 722">– PSAB has proposed new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership. PSAB is in the process of reviewing feedback provided by stakeholders on the exposure draft. <li data-bbox="504 727 1814 820">– The exposure draft proposes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the P3 ends. <li data-bbox="504 824 1801 885">– The exposure draft proposes that the public sector entity recognize a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure. <li data-bbox="504 889 1793 984">– The infrastructure would be valued at cost, with a liability of the same amount if one exists. Cost would be measured by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project.

Current developments (continued)

Standard	Summary and implications
Concepts Underlying Financial Performance	<ul style="list-style-type: none"> – PSAB is in the process of reviewing the conceptual framework that provides the core concepts and objectives underlying Canadian public sector accounting standards. – PSAB is in the process of developing exposure drafts for the proposed conceptual framework and proposed revised reporting model, and their related consequential amendments. – PSAB is proposing a revised, ten chapter conceptual framework intended to replace PS 1000 <i>Financial Statement Concepts</i> and PS 1100 <i>Financial Statement Objectives</i>. The revised conceptual framework would be defined and elaborate on the characteristics of public sector entities and their financial reporting objectives. Additional information would be provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts would be introduced. – In addition, PSAB is proposing: <ul style="list-style-type: none"> • Removal of the net debt indicator, except for on the statement of net debt where it would be calculated exclusive of financial assets and liabilities that are externally restricted and/or not available to settle the liabilities or financial assets. • Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities). • Restructuring the statement of financial position to present non-financial assets before liabilities. • Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities). • A new provision whereby an entity can use an amended budget in certain circumstances. – Inclusion of disclosures related to risks and uncertainties that could affect the entity's financial position.

Resources

Our discussions with you, our audit opinion and what KPMG is seeing in the marketplace - both from an audit and industry perspective - indicate the following is specific information that may be of particular interest to you. We would, of course, be happy to further discuss this information with you at your convenience.

Thought leadership

Thought leadership	Overview	Link
2019 Audit Quality and Transparency Report	Learn about KPMG's ongoing commitment to continuous audit quality improvement. We are investing in new innovative technologies and building strategic alliances with leading technology companies that will have a transformative impact on the auditing process and profession. How do we seek to make an impact on society through the work that we do?	Link to report
Put your data to work to gain competitive advantage	There is no "digital economy". The economy is digital and "digits" refer to data. Data is the lifeblood of every organization on this planet and organizations that embrace this notion are well positioned to grow as industries continue to evolve and disrupt at an ever increasing pace.	Link to report
Predictive analytics, it works	CEOs recognize the value that predictive analytics delivers to their decision-making process.	Link to report
Creating the workforce of the future	You can't transform the organization without also transforming the workforce. It may be time to rethink the people strategy.	Link to report
Accelerate	Introducing the new 2019/2020 Accelerate report, a KPMG report and video series offering insight into the key issues driving the Audit Committee agenda, including: <ul style="list-style-type: none"> - Digital disruption of the finance function - Digital business brings increased cyber risk - Taking the lead on data privacy - Boards bracing for climate change - Future-proofing your enterprise risk management 	Link to report
Board Leadership Centre	KPMG provides leading insights to help Board members maximize boardroom opportunities.	Link to site

Resources (continued)

COVID-19 pandemic resources

Resources	Summary	Links
Resources for management and the Board of Directors	<p>Please visit our COVID-19 website for resources regarding the topics below. This site is being <u>updated daily</u> based on information being released by federal, provincial and municipal news releases.</p> <ul style="list-style-type: none"> - Business continuity guide - Immediate actions to take - Medium to long-term actions - Tax considerations and a summary of federal and provincial programs - Legal considerations - Financial reporting and audit considerations - Global perspectives 	<p>COVID-19 Alerts (Live Link)</p>
Return to the workplace	<p>As all levels of government begin to take steps toward re-opening the country and restarting our economy, planning for the return to a physical workplace is quickly becoming a top priority for many organizations. With the guidelines for the pandemic continuing to evolve daily, there are many considerations, stages and factors employers need to assess in order to properly develop a robust action plan which can ensure the health and safety of their workforce.</p> <p>We have put together a Return to the Workplace guide to support an organization's planning efforts in preparing to return to physical workplace. Our guide includes a list of considerations, stages and factors that can help establish a robust action plan for your organization to safely return to work. The guide is supported by a dynamic playbook, which our team has developed to outline a comprehensive list of actions an organization can take, based on their unique situation and immediate needs.</p>	<p>Website link</p> <p>Link to guide</p>

Appendices



- ▶ Appendix 1: Audit quality and risk management
- ▶ Appendix 2: KPMG's audit approach and methodology
- ▶ Appendix 3: Required communications
- ▶ Appendix 4: Lean in Audit™
- ▶ Appendix 5: PS 3280 Asset retirement obligations

Appendix 1: Audit quality and risk management



KPMG maintains a system of quality control designed to reflect our drive and determination to deliver independent, unbiased advice and opinions, and also meet the requirements of Canadian professional standards. Quality control is fundamental to our business and is the responsibility of every partner and employee. The following diagram summarises the six key elements of our quality control systems. Visit our Audit Quality Resources [page](#) for more information including access to our most recent Audit Quality and Transparency Report.

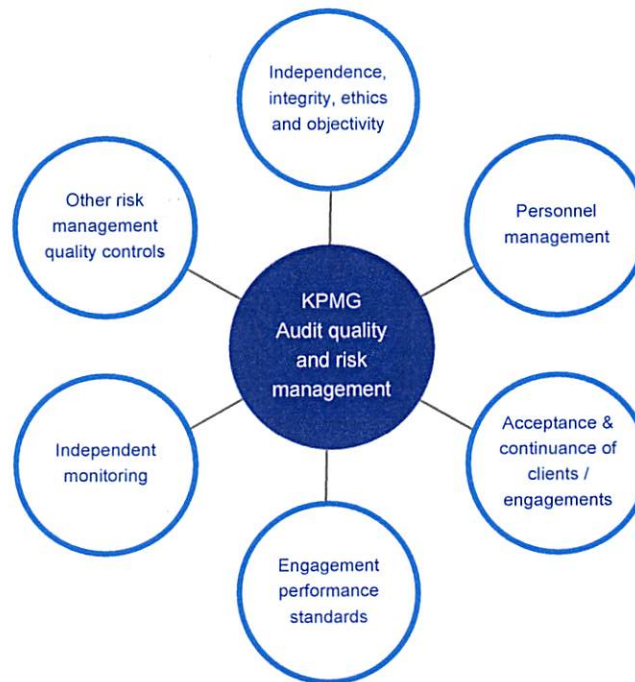
We conduct regular reviews of engagements and partners. Review teams are independent and the work of every audit partner is reviewed at least once every three years.

We have policies and guidance to ensure that work performed by engagement personnel meets applicable professional standards, regulatory requirements and the firm's standards of quality. We do not offer services that would impair our independence.

All KPMG partners and staff are required to act with integrity and objectivity and comply with applicable laws, regulations and professional standards at all times.

The processes we employ to help retain and develop people include:

- Assignment based on skills and experience
- Rotation of partners
- Performance evaluation
- Development and training
- Appropriate supervision and coaching



We have policies and procedures for deciding whether to accept or continue a client relationship or to perform a specific engagement for that client.

Existing audit relationships are reviewed annually and evaluated to identify instances where we should discontinue our professional association with the client.

Other controls include:

- Before the firm issues its audit report, Engagement Quality Control
- Reviewer reviews the appropriateness of key elements client audits
- Technical department and specialist resources provide real-time support to audit teams in the field

Appendix 2: KPMG's audit approach and methodology



In future years, we will expand our use of technology in our audit through our new smart audit platform, KPMG Clara.

Issue identification

Continuous updates on audit progress, risks and findings before issues become events

Data-driven risk assessment

Automated identification of transactions with unexpected or unusual account combinations – helping focus on higher risk transactions and outliers



Deep industry insights

Bringing intelligence and clarity to complex issues, regulations and standards

Analysis of complete populations

Powerful analysis to quickly screen, sort and filter 100% of your journal entries based on high-risk attributes

Reporting

Interactive reporting of unusual patterns and trends with the ability to drill down to individual transactions

Appendix 3: Required communications



In accordance with professional standards, there are a number of communications that are required during the course of and upon completion of our audit. These include:



Auditors' report

The conclusion of our audit is set out in our draft auditors' report attached to the draft consolidated financial statements.



Management representation letter

In accordance with professional standards, copies of the management representation letter are provided to the Board. The management representation letter is attached to this report.



Independence

In accordance with professional standards, we have confirmed our independence.



Audit findings report

Represented by this report.

Appendix 4: Lean in Audit™



An innovative approach leading to enhanced value and quality

Our innovative audit approach, Lean in Audit™, further improves audit value and productivity to help deliver real insight to you. Lean in Audit™ is process oriented, directly engaging organizational stakeholders and employing hands-on tools, such as walkthroughs and flowcharts of actual financial processes.

By embedding Lean techniques into our core audit delivery process, our teams are able to enhance their understanding of the business processes and control environment within your organization – allowing us to provide real insight on your processes and actionable quality and productivity improvement observations.

Any insights gathered through the course of the audit will be available to both our audit team and management. For example, the audit team may identify control gaps and potential process improvement areas, while management has the opportunity to apply such insights to streamline processes, inform business decisions, improve compliance, lower costs, increase productivity, strengthen customer service and satisfaction and drive overall performance.



How it works

Lean in Audit™ employs four key Lean techniques:



1. Lean training

Provide basic Lean training and equip our audit teams with a new Lean mindset to improve quality, value and productivity.



2. Process mapping workshop

Perform an interactive workshop with your team to map selected financial process providing end-to-end transparency and understanding of the process.



3. Insight reporting

Quick and pragmatic insight report including PACE matrix with prioritized opportunities to realize benefit.



4. Kaizen event

Perform an interactive workshop to find the root cause of the problem and empower your team to find a solution.

Appendix 5: PS 3280 Asset retirement obligations

Preparing for Asset Retirement Obligations



Are you ready to implement PSAB Standard PS3280 Asset Retirement Obligations?

In August 2018, PSAB issued the new standard PS3280 on asset retirement obligations. This section addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets and solid waste landfill sites by public sector entities.

Whether you are a university, college, school district, health institution or government entity (federal, provincial, municipal or Indigenous) this accounting standard will have implications for your organization if you report under the Public Sector Accounting Standards.

Key matters public sector entities need to consider

- The scope of retirement obligations included in the standard.
- The criteria for recognition of a retirement obligation.
- When it's appropriate (and how) to measure a retirement obligation.
- Developing a comprehensive plan to assess all in-scope assets.
- Addressing Board/Council and Stakeholder information needs through implementation.
- Developing a consistent level of documentation to support the auditability of PS3280 implementation.

An overview

- PS3280 will apply to fiscal years beginning on or after April 1, 2021. Earlier adoption is permitted.
- Asset retirement activities are defined to include all activities related to an asset retirement obligation. These may include but are not limited to:
 - decommissioning or dismantling a tangible capital asset that was acquired, constructed or developed;
 - decontamination created by the normal use of the tangible capital asset;
 - post-retirement activities such as monitoring;
 - constructing other tangible capital assets in order to perform post-retirement activities.
- In addition to asset retirement obligations associated with tangible capital assets that are in productive use and those that are no longer in productive use, PS3280 includes in scope legal obligations, and solid waste landfill closure and post-closure liabilities.

- With the introduction of PS3280 PSAB has withdrawn existing Section PS3270, solid waste landfill closure and post-closure liability.
 - Under PS3280, obligations for the closure and post-closure care of solid waste landfill sites are recognized earlier than presently under PS3270, as the accounting treatment changes from incremental recognition of liability based on usage to recognition on acquisition, construction, development or normal use. This will result in an earlier increase in net debt. The recognized cost of assets would increase because asset retirement costs associated with tangible capital assets in productive use would be added to its carrying amount rather than expensed (as currently done under PS3270).
- While PS3280 includes in scope expected contamination related to a tangible capital asset controlled by the public sector entity, PS3260 contaminated sites addresses unexpected contamination related to the tangible capital asset.
- Some examples of asset retirement obligations which fall under scope of proposed PS3280 include:
 - buildings with asbestos;
 - end of lease provisions (from a lessee perspective);
 - fuel storage tank removal;
 - removal of radiologically contaminated medical equipment;
 - wastewater or sewage treatment facilities;
 - Firewater holding tanks;
 - Septic beds;
 - closure and post-closure obligations associated with landfills.
- Under PS3280, an asset retirement obligation should be recognized when, as at the financial reporting date, ALL of the following criteria are met:
 - there is a legal obligation to incur retirement costs in relation to a tangible capital asset.
 - the past transaction or event giving rise to the liability has occurred;
 - it is expected that future economic benefits will be given up;
 - a reasonable estimate of the amount can be made.
- Public sector entities will be required to capitalize asset retirement obligations associated with fully amortized tangible capital assets, except in the following instances:
 - asset retirement obligations associated with unrecognized tangible capital assets should be expensed;
 - asset retirement obligations associated with tangible capital assets no longer in productive use should be expensed.
- The estimate of a liability should include costs directly attributable to asset retirement activities.

Getting a start on PS3280

- Public sector entities should start considering which asset retirement obligations may fall under scope of the proposed PS3280.
 - Review active and inactive tangible capital assets to identify those with retirement obligations. Consider solid waste landfills and contaminated sites which may meet the PS3280 recognition criteria.
 - Reconcile this inventory with the complete tangible capital assets listing and the site inventory for contaminated sites.
 - Engage functions outside of finance (particularly public works and engineering).
- Consider implications of transitional options.
- Identify opportunities to collaborate with peer entities on assets identified as in scope for PS3280, and benchmarks for measurement of retirement obligations.

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