



**CENTRAL COAST REGIONAL DISTRICT  
OPERATIONS DEPARTMENT  
BELLA COOLA AIRPORT  
RATES AND CHARGES BYLAW 476**

**TO:** Courtney Kirk, CAO  
**CC:** Board Chair Alison Sayers and Board Members  
**DATE:** July 13, 2017  
**FROM:** Ken McIlwain, R.P.F. Operations Manager  
**SUBJECT:** A Bylaw to Update Bella Coola Airport Rates and Charges

Board Meeting  
JUL 20 2017  
CCRD ITEM C(k)

**RECOMMENDATIONS:**

1. **THAT the CCRD Board of Directors adopt Bylaw 476 "Bella Coola Airport Rates & Charges Bylaw No. 476, 2017"**

1. **BACKGROUND:** In 2016, Tetra Tech was hired to prepare an Airport Master Plan to help address the issue of financial sustainability of the Bella Coola Airport and identify expected long term operational and capital costs. Tetra Tech produced the final version of the Master Plan in February 2017. The CCRD Board of Directors endorsed the plan in June of 2017.

**17-06-21 M/S Directors Johnson/R.Hall that the CCRD board of directors endorse the final draft of the Bella Coola Airport Master Plan dated February 2017. CARRIED**

In an effort to begin plan implementation and address an anticipated funding shortfall, existing airport rates and charges were reviewed in conjunction with Master Plan recommendations around financial planning. The relevant section of the Master Plan containing projected financial performance, financial analysis of scenarios and fees recommendations is attached to this report.

**ANALYSIS AND BUDGETARY CONSIDERATIONS:** In developing a new Bella Coola Airport Rates and Charges Bylaw, staff examined the operational and capital needs of the airport as identified by Tetra-Tech, suggested fee increases and identified time lines for implementation. This information was compared to rates and charges from other comparable airports.

The increase in rates and charges is anticipated to increase annual revenues from airport landing and passenger user fees from \$43,117 to \$132,632. This comes close to achieving

Tetra-Tech's target of \$143,777 for year 1. The difference of \$11,145 can be absorbed by reduced airport staff costs and deferred capital spending.

In years 2-12 of the plan, Tetra-Tech identifies Landing and Passenger User Fees increase to more than \$250,000. It is recommended by staff that CCRD first implement the new rates and charges at lower levels and start accurate tracking of airport users to help better identify rate targets needed to meet revenue goals. Current estimates of landings and traffic need to be refined through reliable tracking. Engagement of an airport attendant and surveillance will help generate the accurate data needed to set future rates and charges. In the meantime, the suggested rates and charges will allow CCRD to meet all of the operational costs required to sustain operations in the short term. Adequate asset replacement levels will not be immediately achieved and some projects identified by Tetra-Tech may be delayed into future year. It should be noted that the identified projects rely heavily on access to federal funding and that there is no certainty around access to this grant funding. While it is desirable to have an implementation timeline, it will largely be at the mercy of CCRD's ability to successfully access grant funding.

The bulk of the increase in revenue will stem from an increase to passenger user fees generated principally from scheduled passenger. The rate of \$12 per passenger arriving or departing on scheduled flights is the same as is charged in Masset, more than is charged in Trail, and significantly less than is charged by Smithers and Northern Rockies. To achieve revenue targets for years 2-12 in the Master Plan, Tetra-Tech expects passenger user fees will have to increase to between \$22 and \$27 each enplaning or deplaning passenger traveling on scheduled flights.

Under the proposed rates and charges, small commercial aircraft (including fixed wing and helicopters) will see landing fees nearly double from \$5.80 to \$10.00 per landing. This is less than the other airports used in the analysis, most of whom charge a minimum of \$15 landing fee. Future modifications to airport rates and charges should look at minimum charges and factor in the \$.0347/litre fuel surcharge currently paid by airline operators trucking fuel onto airport property. Combined with a \$10 landing fee, this may be close to the \$15 minimum seen in other airports.

Parking fees will increase slightly to be in line with rates charged at comparable airports. The rate schedule has also been expanded to include monthly and annual parking rates.

Advertising fees were increased, but kept at a level affordable to local small business. Demand for space in the display cabinet is high and future rates and charges reviews may wish to further limit ad sizes to allow more businesses access. Alternatively, more advertising space can be developed.

There is recognition that in the past much of the work at the airport was able to be completed by volunteers and that pride was taken in keeping costs to an absolute minimum. The airport was initiated and largely run for many years by volunteers interested in general aviation. This is reflected in a landing fee exemption for private aircraft

participating in general aviation. It represents a very small sacrifice in revenue and will hopefully serve to draw more aviators to the region.

**RISKS:** Failure to move forward with an increase to rates and charges will threaten the ability to sustain airport operations. Obligations under the airport's Safety Management System mandated by Transport Canada will not be met without significant further funding. Failure to meet these obligations will compromise our ability to remain certified.

**CONCLUSION:** Staff have done their best to try and find a balance between implementing the drastic rate increases needed to ensure financial sustainability and the impact to affordability that every day passengers will feel as cost increases are passed on by operators.

It is recommended the CCRD Board of Directors move forward with adopting the suggested rate increases beginning September 1, 2017.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Ken McIlwain', followed by a large, stylized flourish.

Ken McIlwain, RPF  
Public Works Manager

## 10.3 Projected Financial Performance

### Scenarios

Scenario analysis has been used to analyze financial options for this airport because some of the historic information is unclear (passengers per year), and a number of options are presented for how the CCRD could increase revenues and improve management of the site. Scenario analysis allows for the discussion of wide ranging options but they are not plans. As the scenarios are based on projections that are based on estimates of passengers which may be inaccurate, the room for error in the scenarios is significant. The purpose of the scenarios is to show how the airport may perform financially under different scenarios.

To illustrate how the airport may perform financially in future years, three scenarios are modeled. The first is a base case, the second a 10,000 passengers per year estimate, and the third is addition of a services agreement to increase airport revenues. A high passenger scenario is not shown because the range of passenger growth projected did not significantly change the financial projections. The first scenario uses the passenger projections prepared for this project. The second scenario assumes 10,000 passengers per year as an estimate. This estimate is used for sensitivity analysis because the passenger numbers are based on estimates rather than passenger counts. The annual passenger number chosen is higher than the estimated current passenger estimate but lower than the 10-year projection. Finally, a scenario showing how the airport would perform if it received \$100,000 per year through a service agreement is provided.

The scenarios include annualized capital requirements that may result in the income for a year appearing as negative if revenue does not meet capital requirements, as in 2017, in every scenario. This could be addressed by deferring the capital requirement or funding the deficit through grants or taxation. However, as the requirement for moving obstacles and moving the gravel pile are immediate, these capital requirements cannot be deferred. As new fees cannot be put in place immediately, some combination of taxation or grants will probably be required to meet these spending needs.

### Scenario Assumptions

The following are assumptions used to create all financial scenarios. The assumptions are used in all scenarios:

- It is assumed that no major economic or environmental event will significantly impact airport operations;
- Inflation has not been incorporated as it is assumed that revenues and expenses will respond to inflation at the same rate;
- \$50,000 per year has been added to airport's expenses to meet expected airport staff, support requirements.
- The existing requirement for airstrip inspections has been integrated into the airport staff service line item.
- Janitorial expenses have been increased by a little over 50% the year after the ATB expansions is planned.
- ATB improvements will include a new high efficiency heating system that would significantly decrease heating costs.
- A 12-year planning period is used in the analysis.
- Interest payments are not included in this analysis.
- To keep the projections conservative, new lease developments have not been included in the projections.
- The revenue changes in each scenario begin in July 2017 (i.e., new fees).

- The airport should generate sufficient revenue to maintain ongoing operations.

### 10.3.1 Base Case Projections

Financial projections showing how the airport is projected to perform if the site achieves base case passenger growth of 1% per year is shown in Table 10-3. This projection further assumes that the airport budget will include all proposed capital items. This scenario assumes that \$308,000 is required per year for 12 years to cover all capital costs. A 12-year period has been chosen because much of the required spending is in the earlier years of the projection and the airport therefore requires a longer period to fund adequate revenue. To raise this level of funding, analysis shows that the equivalent of \$22 for every arriving and departing passenger would have to be charged. In the base case projections, by the end of the study period the airport operates at a surplus of approximately 7.5% of operating revenue per year. This level of fee would be 80% of what Smithers is charging for a full 19-seat aircraft and would make Bella Coola the second highest fee in the airport sample.

### 10.3.2 Passenger Projections

The financial projections for the airport if it achieved 10,000 passengers per year are shown in Table 10-4. This estimate is used for sensitivity analysis because the airport passenger numbers used in this report are based on estimates rather than passenger counts. In future years, actual passenger numbers may prove to be higher or lower than the projections developed for this report. For this reason, providing an estimate based on a concrete number of passengers appears useful to give guidance. The annual passenger number chosen, 10,000 one-way passengers annually, is higher than the current passenger estimate but lower than the 10-year projection. This scenario also includes all capital projects and a per passenger fee of \$27 for every arriving and departing passenger has been assumed. This level of fee would be 99% of what Smithers is charging for a full 19-seat aircraft and would make Bella Coola the second highest fee in the airport sample.

### 10.3.3 Base Case Including a Services Agreement

The third scenario uses the base case passenger growth rate, assumes that starting in 2017 the airport receives an additional \$100,000 per year in revenue through a services agreement, shown in Table 10-5. It is assumed that a large local organization such as a First Nation supports the airport's operations with a service agreement. For this scenario, the assumed fee per arriving and departing passengers drops to \$14. By the end of the study period the airport would operate at a surplus of approximately 7% of operating revenue per year. This level of fee would be 51% of what Smithers is charging for a full 19-seat aircraft and would make Bella Coola the fourth highest fee in the airports sample.

Table 10-3: Base Case Financial Projections

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>REVENUE</b>												
Fuel Surcharge	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797
Ground Leases	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858
Landing & Improvement Fees	143,777	250,566	253,072	255,602	258,158	260,740	263,347	265,981	268,641	271,327	274,040	276,781
Terminal Rents	25,109	25,109	25,109	25,109	25,109	27,620	27,620	30,382	30,382	30,382	30,382	30,382
Rentals	575	575	575	575	575	575	575	575	575	575	575	575
Other	450	450	450	450	450	450	450	450	450	450	450	450
<b>Sub-Total</b>	<b>182,565</b>	<b>289,354</b>	<b>291,860</b>	<b>294,391</b>	<b>296,947</b>	<b>302,039</b>	<b>304,647</b>	<b>310,042</b>	<b>312,702</b>	<b>315,388</b>	<b>318,102</b>	<b>320,842</b>
<b>EXPENSES</b>												
Administration Fees	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Airport staff, services	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Small Capital	20,764	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,001	20,002
Insurance	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280
Maintenance	7,248	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Heating Fuel	4,428	4,428	4,428	4,428	4,428	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Garbage	718	718	718	718	718	718	718	718	718	718	718	718
Janitorial	8,400	8,400	8,400	8,400	8,400	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Snowclearing	27,046	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Other	225	250	250	250	250	250	250	250	250	250	250	250
Development	1,057	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Legal	519	500	500	500	500	500	500	500	500	500	500	500
Hydro	3,092	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Water & Fire Protection	1,501	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,501	1,502
Asset Replacement	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500
<b>Sub-Total</b>	<b>293,777</b>	<b>297,076</b>	<b>297,076</b>	<b>297,076</b>	<b>297,076</b>	<b>296,748</b>	<b>296,748</b>	<b>296,748</b>	<b>296,748</b>	<b>296,748</b>	<b>296,750</b>	<b>296,752</b>
<b>TOTAL INCOME</b>	<b>-111,212</b>	<b>-7,722</b>	<b>-5,216</b>	<b>-2,685</b>	<b>-129</b>	<b>5,291</b>	<b>7,898</b>	<b>13,294</b>	<b>15,954</b>	<b>18,640</b>	<b>21,351</b>	<b>24,090</b>



Table 10-4: 10,000 Annual Passengers Financial Projections

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>REVENUE</b>												
Fuel Surcharge	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797
Ground Leases	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858
Landing & Improvement Fees	152,500	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000
Terminal Rents	25,109	25,109	25,109	25,109	25,109	27,620	27,620	30,382	30,382	30,382	30,382	30,382
Rentals	575	575	575	575	575	575	575	575	575	575	575	575
Other	450	450	450	450	450	450	450	450	450	450	450	450
<b>Sub-Total</b>	<b>191,289</b>	<b>308,789</b>	<b>308,789</b>	<b>308,789</b>	<b>308,789</b>	<b>311,299</b>	<b>311,299</b>	<b>314,061</b>	<b>314,061</b>	<b>314,061</b>	<b>314,061</b>	<b>314,061</b>
<b>EXPENSES</b>												
Administration Fees	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Airport staff, services	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Small Capital	20,764	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,001	20,002
Insurance	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280
Maintenance	7,248	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Heating Fuel	4,428	4,428	4,428	4,428	4,428	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Garbage	718	718	718	718	718	718	718	718	718	718	718	718
Janitorial	8,400	8,400	8,400	8,400	8,400	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Snowclearing	27,046	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Other	225	250	250	250	250	250	250	250	250	250	250	250
Development	1,057	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Legal	519	500	500	500	500	500	500	500	500	500	500	500
Hydro	3,092	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Water & Fire Protection	1,501	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,501	1,502
Asset Replacement	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500
<b>Sub-Total</b>	<b>293,777</b>	<b>297,076</b>	<b>297,076</b>	<b>297,076</b>	<b>297,076</b>	<b>296,748</b>	<b>296,748</b>	<b>296,748</b>	<b>296,748</b>	<b>296,748</b>	<b>296,750</b>	<b>296,752</b>
<b>TOTAL INCOME</b>	<b>-102,489</b>	<b>11,712</b>	<b>11,712</b>	<b>11,712</b>	<b>11,712</b>	<b>14,551</b>	<b>14,551</b>	<b>17,313</b>	<b>17,313</b>	<b>17,313</b>	<b>17,311</b>	<b>17,309</b>

Table 10-5: Base Case Plus a Service Agreement

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>REVENUE</b>												
Fuel Surcharge	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797	3,797
Ground Leases	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858	8,858
Landing & Improvement Fees	98,670	159,451	161,046	162,656	164,283	165,925	167,585	169,260	170,953	172,663	174,389	176,133
Terminal Rents	25,109	25,109	25,109	25,109	25,109	27,620	27,620	30,382	30,382	30,382	30,382	30,382
Rentals	575	0	575	575	575	575	575	575	575	575	575	575
Service Agreement	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other	450	450	450	450	450	450	450	450	450	450	450	450
<b>Sub-Total</b>	137,459	297,665	299,834	301,445	303,071	307,225	308,884	313,322	315,015	316,724	318,451	320,195
<b>EXPENSES</b>												
Administration Fees	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Airport staff, services	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Small Capital	20,764	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,001	20,002
Insurance	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280	3,280
Maintenance	7,248	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Heating Fuel	4,428	4,428	4,428	4,428	4,428	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Garbage	718	718	718	718	718	718	718	718	718	718	718	718
Janitorial	8,400	8,400	8,400	8,400	8,400	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Snowclearing	27,046	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Other	225	250	250	250	250	250	250	250	250	250	250	250
Development	1,057	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Legal	519	500	500	500	500	500	500	500	500	500	500	500
Hydro	3,092	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Water & Fire Protection	1,501	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,501	1,502
Asset Replacement	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500	145,500
<b>Sub-Total</b>	293,777	297,076	297,076	297,076	297,076	296,748	296,748	296,748	296,748	296,748	296,750	296,752
<b>TOTAL INCOME</b>	-156,319	588	2,758	4,368	5,995	10,476	12,136	16,573	18,266	19,976	21,700	23,442



## 10.4 Financial Scenario Analysis Findings

Analysis of the four scenarios produced a number of findings:

- The level of revenue the airport generates today cannot meet the operational and capital requirements of the airport in future years.
- The airport will have difficulty funding Phase 1 of the capital plan shown in Table 10-2, let alone Phase 2 and 3, even with significant anticipated contributions from the federal and provincial governments.
- In absolute terms, the total capital funding required by the airport over 12 years is relatively limited at \$5.8 million, of which the regional district must fund \$1.7 million, but this is a significant amount of money for an airport serving approximately 10,000 one-way passengers per year. Including capital, the site requires approximately \$300,000 in revenue per year. This is relatively low for airports in BC but still high for the site considering the level of traffic.
- A services agreement as outlined previously would have a significant positive impact on airport financing. This is because in absolute terms the revenue requirements of the site are relatively low. A \$50,000 annual grant alone would have a significant impact on airport financials.
- Capital requirements are required soon so there are limited options for funding. Fees must be set to meet capital needs in the next few years.
- As the number of annual passengers is low, the scenarios provided show that the anticipated required per one-way passenger fee is \$22 to \$27. These fee levels are relatively high but will not make Bella Coola the most expensive airport in BC.

## 10.5 Fees Recommendation

Based on airport bylaws at comparable sites, an airport bylaw has been developed and is attached on the following pages. The proposed by-law has three parts – landing fees for aircraft not based at the airport, parking fees, and per passenger fees for scheduled flights. Leases, fuel prices and miscellaneous other revenue (such as room rentals) have not been included in the proposed by-law though recommendations on these items are made below.

Ground leases and terminal leases are ideally based on commercial rates. However, in the case of Bella Coola, comparable rates are not readily available and it is probably not worth a detailed real estate analysis. Based on professional judgement, a rate of 20 cents per square foot is recommended for land leases. Given the lack of comparable commercial leases, it is recommended that the regional district continue with the lease rates it is applying to ATB leases now with a CPI escalator clause. The current fuel flowage fee appears reasonable. No more than five cents per litre is recommended.

The proposed per passenger fee is set at the high end of fee estimates at \$27 because the actual number of passengers through the airport annually is only calculated and the estimates may be high. It is viewed as conservative to increase revenues to the airport to ensure its continued safe operations. If annual passenger traffic is low, capital projects can be deferred for a year to meet airport requirements outlined in this plan.

Collection of fees is an airport issue. The increase in airport fees and services is partly to address this. All airports have collection issues with itinerant fliers but established methods of addressing these issues exist.

### 10.5.1 Central Coast Regional District Schedule "A" - Bylaw Airport Fees

All charges do not include applicable tax.

#### 1. Aircraft Landing Fees

The charges for aircraft landing fees based on per 1,000 kg, or fraction thereof, of maximum take-off weight are:

Size	Landing Fee
Less than 10,000 kg	\$3.20
10,001 to 45,000 kg	\$4.05
Over 45,000 kg	\$5.08

The minimum aircraft landing fee for commercial aircraft is \$15.00

Landing Fees for Helicopters will be as follows:

Overall Length of Helicopter	Helicopter Size (based on overall length)	Landing Fee
Less than 44 ft.	Light	\$20.00
From 44 ft. to 58 ft.	Medium	\$25.00
Over 58 ft.	Heavy	\$40.00

Air carriers with scheduled flights and helicopters based at the Bella Coola Regional Airport are exempt from landing fees.

#### 2. Aircraft Parking Fees

Aircraft Weight	Daily Fee	Monthly Fee*	Annual Fee*
Up to 5,000 kg	\$ 7.50	\$60.00	\$480.00
More than 5,000 kg but not more than 10,000 kg	\$12.50	\$262.00	N/A
More than 10,000 kg	\$24.00	\$500.00	N/A

\*Annual and Monthly rates by prior agreement

Parking Fee is based on maximum gross takeoff weight as per Transport Canada TP143.

Aircraft parked for less than 6 hours is FREE. Aircraft parked in excess of 6 hours is charged for 1 day. Subsequently, each additional daily charge is based on a calendar day.

#### 3. Airport Passenger User Fees

Every Operator of a scheduled air passenger service shall pay to the Central Coast Regional District (CCRD) for each passenger on every flight of the Operator commencing or terminating at the Bella Coola Regional Airport an airport passenger user fee of \$12.00.

The Operator shall file to the CCRD, with each payment of the fees required under this Bylaw, a statement of the numbers of all passengers commencing and terminating flight at the Bella Coola Regional Airport for each day and a total for the applicable month, and the total number of flights for the applicable month, showing in sufficient detail the information necessary to calculate exactly the fees payable under this Bylaw.

The Operator shall keep proper books of account of passengers commencing and terminating flights at the Bella Coola Regional Airport in a form satisfactory of the CCRD, and shall keep all books of account and aircraft journey log books available for inspection by any municipal official of the CCRD at all reasonable times.

## 11.0 RECOMMENDATIONS

The following recommendations are important components of the CCRD's initial 10 year planning period. In some cases the funding required for a particular recommendation is external to the CCRD and therefore subject to other funding timelines. Longer term developments identified as Phase 2 or future would be challenging to predict at this time and the need for a particular expenditure will be entirely demand driven.

1. To maintain certification it is essential that the CCRD immediately submit the updated Airport Operations Manual, Safety Management System, Airport Wildlife Management Plan and Emergency Plan for Transport Canada approvals.
2. Obstacles on the approaches (trees) are compromising airport safety and must be removed immediately. In addition, a large pile of stockpiled gravel encroaches on airfield zoning and must be removed or reconfigured to meet zoning standards.
3. The terminal building is constrained and the CCRD, in partnership with the province, should expand the terminal building to meet long-term passenger needs. The CCRD must contract an architect to finalize the ATB expansion design drawings and contract specifications.
4. The terminal parking lot must be properly constructed to accommodate the travelling public. Of particular concern is the passenger drop-off/pick-up area.
5. Advise Pacific Coastal Airlines of the requirement to contract an environmental engineer to investigate regulatory compliance with the existing fuel tank contamination area.
6. The 2010 flood of airport lands showed the necessity for a dike rehabilitation program to ensure the long-term viability of airport operations. The dike requirement is unique to this site and it is recommended that the CCRD Board of Directors lobby the Province to seek funding to improve the dike. The potential for the dike to fail when the community most needs the airport is real and acute. This is a unique safety and emergency situation.
7. The CCRD should begin submitting funding applications to Transport Canada for all airfield pavements so that these projects are programmed into the ACAP funding queue.
8. Reconstruct the closed airfield tie-down area so that pilots have an optional area to park airplanes overnight or long-term.
9. Initially four lots will be available for development. The infrastructure required to support the lot development would be entirely demand driven.
10. To meet Transport Certification requirements on a sustainable basis, it is recommended that the airport provide at least the equivalent of 0.5 FTEs to ensure that maintenance systems and reporting are addressed in an ongoing, sustainable manner.

11. Increase fees in line with the recommended by-law in this report to generate sustainable funding. The CCRD can consider taxation as a means of providing any short-falls in funding.

## 11.1 Proposed Implementation Schedule

Table 11-1 outlines a proposed implementation schedule for airport improvements. The timing of development will be dependent on the financial and fee plan that the CCRD implements. Some projects require additional timing (e.g., those requiring funding applications) whereas other projects can be constructed start to finish within a given season. The table includes all costs and illustrates (orange cells) the costs either shared or covered by potential funding from government agencies.

The dike rehabilitation is shown in a blue cell. It is recommended that the CCRD seek unique one-time funding from the provincial and federal governments for the dike work as the airport is at risk of being inoperable during a flood when the main highway may be closed and the community would be relying on the airport. This is a unique emergency/safety issue.

**Table 11-1: Proposed Timelines for Airport Improvements**

Project Works	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Obstacle removal on runway approaches	\$381,000										
Gravel pile relocation	\$93,000										
<b>Air Terminal Building</b>											
Terminal detailed design and tender (15% of construction cost) – 50% funded		\$124,000									
Terminal Building Expansion (50% funded)			\$698,000								
Terminal Parking Lot and Access Road (Province to fund Airport Road and Phoenix Road)			\$502,000								
Hangar lot development (Lots 5,6,10,11)								\$433,000			
Commercial/Industrial Lot Development						\$196,000					
<b>Airfield Pavements</b>											
Detailed design and tender (100% funded)				\$242,500							
Rehabilitation of Runway 05-23 (100% funded)					\$2,183,000						
Rehabilitation of Taxiway A (100% funded)					\$97,000						
Rehabilitation of Apron I (100% funded)					\$404,000						
Rehabilitation of Itinerant Apron						\$170,000					
Rehabilitation of Taxiway B								\$225,000			
<b>Total Cost</b>	<b>\$474,000</b>	<b>\$124,000</b>	<b>\$1,200,000</b>	<b>\$242,500</b>	<b>\$2,684,000</b>	<b>\$366,000</b>		<b>\$658,000</b>			
<b>CCRD Cost</b>	<b>\$188,000</b>	<b>\$62,000</b>	<b>\$642,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$196,000</b>		<b>\$658,000</b>			

5

CENTRAL COAST REGIONAL DISTRICT  
POLICIES

Board Meeting

JUL 20 2017

CCRD ITEM E(a)

606

**A-30 – Staff Social Media Policy**

**Preamble:** This policy will govern the publication of any commentary, creation, editing, and posting of pages on social media by Staff of the Central Coast Regional District (CCRD).

Social media is a collective term for the range of digital platforms and channels available to create and publish content to the internet. This includes but is not limited to: Facebook, Twitter, YouTube, LinkedIn, and Instagram.

This policy is in addition to and complements any existing or future social media policies regarding the use of technology, computers, e-mail, and the internet.

All uses of social media must follow the same ethical standards that CCRD employees must otherwise follow.

**Purpose:** Social media provides an opportunity for the Central Coast Regional District (CCRD) to communicate to the public about the events and activities of the CCRD. It can also be a useful tool for communicating with residents during emergency operations.

This policy is designed to establish guidelines for Staff when communicating through the CCRD's social media accounts (i.e. in an official manner). Additionally, it offers guidance for Staff navigating their professional/public roles and their work-related social media channels.

The policy is intended to:

- Ensure awareness of privacy and security considerations when using social media;
- Ensure sensitive and personal information is identified and managed appropriately;
- Ensure awareness of roles and responsibilities when using social media;
- Encourage a balanced, objective and respectful online engagement and information sharing with the public.

**Policy:**

**1.0 Setting Up Social Media Accounts**

Social media identities, logon ID's, user names and passwords may not use CCRD's name without prior approval from the Chief Administrative Officer (CAO). Once created, logon information must be distributed to the staff members who will have publishing privileges.

The official CCRD logo or another pre-approved image that is attributable to the Central Coast must be used as the profile image. Other pre-approved photos may be used as a



## CENTRAL COAST REGIONAL DISTRICT POLICIES

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cover photo, if the platform provides a space for one and provided they have been pre-approved by the CAO. No new accounts should be established without the consultation and authorization of the Chief Administrative Officer.

### **2.0 Approved Users**

The Official CCRD Social Media sites shall be managed by the Administrative Assistant or, should the Administrative Assistant not be able to monitor or respond to Social Media, a designate assigned by the Chief Administrative Officer. If a Departmental account (e.g. Emergency Management, Economic Development) is established it shall be managed by the Manager of the Department or a designate.

### **3.0 Publishing and Posting**

The CCRD's Core Values are:

*Accountability, Transparency, Good Governance, Professionalism, Integrity, Productivity, Sustainability, Inclusiveness and Resilience.*

The tone of all posts, in all channels, shall be positive and professional, and aligned with CCRD values. Postings shall be clear, easy to understand, and direct the public to the CCRD's website for further information, or to further information on Provincial or Federal governments or their affiliated agencies.

Posts will not:

- contain party political material,
- seek to persuade the public of a particular view,
- promote personal images of Directors or their individual proposals, decisions or recommendations, or personalize issues.
- canvas matters before the Board, or suggest bias or pre-determination on planning or program matters.

Posts will follow the CCRD Communications and Engagement Plan. If there is a conflict between the Plan and this policy, this policy will prevail.

Staff are prohibited from disseminating any private organizational information, or any in-camera items.

Confidential information, including information from a third party, may not be published on any of the CCRD's social media sites.

### **4.0 Monitoring**

Social media channels for the CCRD are not a traditional/formal customer service channel. They are not monitored and are not an emergency help-line. Official CCRD Social Media accounts should contain information about where to call for an immediate response, or in the event of an emergency. As the social media channels are currently used exclusively for information sharing, privacy settings have been adjusted to reduce

## CENTRAL COAST REGIONAL DISTRICT POLICIES

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and/or eliminate commenting functions. This allows information to be posted in a controlled manner.

### **5.0 CCRD and Your Audience**

As a public service provider, CCRD will show respect for a diverse set of customs, values, and points of view. Do not say anything contradictory or in conflict with CCRD's website. Do not post anything disrespectful or derogatory. Refrain from posting topics that may be considered objectionable or inflammatory, which includes politics or religion.

If the Board as a whole has *publicly* taken a position on an issue, then the CCRD can use social media to share that opinion. This information should only be posted if the Board has publicly published their positions, and have done so in a relatively non-controversial manner.

In regards to political issues, such as a referendum, only post public information as required pursuant to the Local Government Act. Sharing and liking posts are always to provide clarity or information without publicly stating a position.

### **6.0 Controversial Issues**

If the media contains any misrepresentations about the CCRD, corrections to factual information can only be made after gaining approval from the Chief Administrative Officer. Ensure that only factual information is presented when posting about another party and that it does not reflect poorly on that party. Avoid engaging in any online conversations related to controversial issues during work or in your role as a CCRD employee.

Should the CCRD receive a negative post, the Chief Administrative Officer will determine the appropriate response – i.e. if the comment deserves a response or if it should be deleted. If a negative post or comment is found online about the CCRD, Staff shall not counter with another negative post. Please consult the Chief Administrative Officer so a proper response can be determined.

### **7.0 Correcting Mistakes**

If an error is made, make a correction as soon as possible. If you choose to modify a post, make it clear that you have done so. If accused of posting something inappropriate (copyrighted material, defamatory statements, etc.), address this quickly and in an appropriate manner, such as removal of the post, so as not to risk legal action.

### **8.0 Disclaimers**

Using disclaimers may not have much legal effect on social media platforms. If you have any concerns with what you are posting, ask the CAO or another colleague for a second opinion.

## CENTRAL COAST REGIONAL DISTRICT POLICIES

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### **9.0 Social Media at Work**

Unless conducting CCRD related business, social media is not to be used while at work. If you have a social media account for your own use, remain cautious about what you post as you are an employee of CCRD and may be seen as such by others. Consider any information you post online in conjunction with this policy.

### **10.0 Workplace Bullying and Harassment**

Staff are not to post to their personal social media accounts any comments regarding confidential, controversial or sensitive issues before the CCRD. This restriction is to ensure that the CCRD can meet its obligation to provide Staff with a workplace free of harassment and bullying as outlined in the *Respectful Workplace Policy – Policy E-8*. As the CCRD is not able to monitor and manage social interactions outside its own official channels, it is not possible to ensure a workplace free of harassment and bullying unless Staff refrain from commenting on sensitive work issues in their personal social media feeds.

If, through a Staff member's personal use of social media, Staff identify posts or comments that could be viewed as bullying or harassing communications towards themselves or a Staff member, Staff should not respond or retaliate. Rather, a screenshot should be taken and referred to the CAO.

### **11.0 Copyright Laws**

Staff will adhere to the laws governing intellectual property and must provide recognition to the original author/source.

### **12.0 Compliance with Freedom of Information & Privacy Act**

Most information posted on the CCRD's social media platforms will be information that has already been captured in official documentation (e.g. the website, notices, news releases, project or communication plans). As such, the information used in social media, when otherwise captured through official documentation, is transitory and can be disposed of accordingly.

Officials and employees of local government in British Columbia are subject to the *Freedom of Information and Protection of Privacy Act* (the Act), and have a duty to understand the key sections of this Act, and must avoid disclosing any verbal or written material that is meant to be confidential concerning the CCRD, its board members, officers, staff members or clients.

All CCRD social media channels shall adhere to applicable local, provincial and federal laws, regulations and policies including the Freedom of Information and Protection of Privacy Act (FOIPPA). Site moderators must delete comments that contain third party personal information (phone numbers, addresses) and pictures of third parties.

Staff must not disclose or use confidential information gained by virtue of their association with the CCRD for personal gain, or to benefit friends, relatives or associates.

CENTRAL COAST REGIONAL DISTRICT  
POLICIES

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**13.0 Enforcement**

Policy violations will be subject to appropriate disciplinary action, up to and including termination for cause in accordance with CCRD Personnel Policy and BC employment laws.

**Adoption:** June 12, 2014

**Reviewed:** April 13, 2017

**Proposed amendments:** July 20, 2017

Proposed amendments to the Social Media Policy have been made to formalize the language; reflect that Social Media is a tool for engaging communities in this region for a broad range of activities (i.e. emergency notices, events, notification of surveys, notification of job posting, etc.); and to make the policy specific to staff.

## CENTRAL COAST REGIONAL DISTRICT POLICIES

### A-30 – Staff Social Media Policy

**Preamble:** This policy will govern the publication of any commentary, creation, editing, and posting and creation of pages on social media by employees and any commission of the Central Coast Regional District (CCRD).

For the purposes of this policy, social media means any online platform for online publication and commentary bearing the CCRD's name or any of its programs. This includes but is not limited to: Facebook, Twitter, YouTube, LinkedIn, Flickr, wiki pages, etc. Social media is a collective term for the range of digital platforms and channels available to create and publish content to the internet. This includes but is not limited to: Facebook, Twitter, YouTube, LinkedIn, and Instagram.

This policy is in addition to and complements any existing or future social media policies regarding the use of technology, computers, e-mail, and the internet.

CCRD employees and Commissions are free to publish or comment via social media in accordance with this policy. CCRD employees and Commissions are subject to this policy to the extent that they use CCRD social media accounts.

Publication on social media platforms carries similar obligations and risk to any other kind of publication or commentary. All uses of social media must follow the same ethical standards that CCRD employees and Commissions must otherwise follow.

**Purpose:** The purpose of the Social Media Policy is to be a communication tool to post information to the public about events occurring in the region of the CCRD. The Social Media Policy is not for conducting business, for surveying or engaging the public in dialogue.

Social media provides an opportunity for the Central Coast Regional District (CCRD) to communicate to the public about the events and activities of the CCRD. It can also be a useful tool for communicating with residents during emergency operations.

This policy is designed to establish guidelines for Staff when communicating through the CCRD's social media accounts (i.e. in an official manner). Additionally, it offers guidance for Staff navigating their professional/public roles and their work-related social media channels.

The policy is intended to:

- Ensure awareness of privacy and security considerations when using social media;
- Ensure sensitive and personal information is identified and managed appropriately;
- Ensure awareness of roles and responsibilities when using social media;

**Commented [BH1]:** The language in this section has been changed to reflect that Social Media is a tool for engaging communities in this region for a broader range of reasons than events. For example, social media can be used for posting emergency notices, events, notification of surveys, notification of job posting, etc.

## CENTRAL COAST REGIONAL DISTRICT POLICIES

- Encourage a balanced, objective and respectful online engagement and information sharing with the public.

### Policy:

#### 1.0 Setting Up Social Media Accounts

Social media identities, logon ID's, user names and passwords may not use CCRD's name without prior approval from the Chief Administrative Officer (CAO). Once created, logon information must be distributed to the staff members who will have publishing privileges.

The official CCRD logo or another pre-approved image that is attributable to the Central Coast must be used as the profile image. Other pre-approved photos may be used as a cover photo, if the platform provides a space for one and provided they have been pre-approved by the CAO. No new accounts should be established without the consultation and authorization of the Chief Administrative Officer.

#### 2.0 Approved Users

The Official CCRD Social Media sites shall be managed by the Administrative Assistant or, should the Administrative Assistant not be able to monitor or respond to Social Media, a designate assigned by the Chief Administrative Officer. If a Departmental account (e.g. Emergency Management, Economic Development) is established it shall be managed by the Manager of the Department or a designate.

#### 3.0 Publishing and Posting

The CCRD's Core Values are:

Accountability, Transparency, Good Governance, Professionalism, Integrity, Productivity, Sustainability, Inclusiveness and Resilience.

The tone of all posts, in all channels, shall be positive and professional, and aligned with CCRD values. Postings shall be clear, easy to understand, and direct the public to the CCRD's website for further information, or to further information on Provincial or Federal governments or their affiliated agencies.

Posts will not:

- contain party political material,
- seek to persuade the public of a particular view,
- promote personal images of Directors or their individual proposals, decisions or recommendations, or personalize issues.
- canvas matters before the Board, or suggest bias or pre-determination on planning or program matters.

Posts will follow the CCRD Communications and Engagement Plan. If there is a conflict between the Plan and this policy, this policy will prevail.

Staff are prohibited from disseminating any private organizational information, or any in-camera items.

**Commented [BH2]:** This follows the process that is used currently.



## CENTRAL COAST REGIONAL DISTRICT POLICIES

Be mindful of what is posted, because it reflects on the image of the CCRD. Post only what is related to CCRD and CCRD Commissions.

**THINK** (Is it True, Helpful, Inspiring, Necessary, Kind) before you post.

Information that has been made public is allowed to be posted. Confidential information including information from a third party may not be published on any of the CCRD's social media sites.

### A-30 Staff Social Media Policy cont... Page 2

#### 4.0 Monitoring

Social media channels for the CCRD are not a traditional/formal customer service channel. They are not monitored and are not an emergency help-line. Official CCRD Social Media accounts should contain information about where to call for an immediate response, or in the event of an emergency. As the social media channels are currently used exclusively for information sharing, privacy settings have been adjusted to reduce and/or eliminate commenting functions. Privacy settings which allow other people to post and/or comment should be set to limited access. This allows the information to be posted in a more controlled manner.

#### 2.0 Honesty and Transparency

CCRD believes in transparency and honesty when communicating with stakeholders. Do not say anything that is dishonest, false, or misleading. Be smart about protecting yourself and your privacy. And remember: you are speaking on behalf of the CCRD or a Commission of the CCRD, not yourself.

#### 3.0 Copyright Laws

It is critical that you show proper respect for the laws governing intellectual property and its fair usage and dealing. You will never quote more than short excerpts from the work of others, and always provide recognition to the original author/source. It is good general practice to link other's work rather than reproduce it.

**Commented [BH3]:** The information about CCRD values and tone for posts has been incorporated into the publishing and posting section above

**Commented [BH4]:** This type of information has been moved to the bottom of the policy to be located near the compliance and freedom of information/privacy act section.

#### 4.05.0 CCRD and Your Audience

As a public service provider, CCRD will show respect for a diverse set of customs, values, and points of view. ~~Don't~~ Do not say anything contradictory or in conflict with CCRD's website. Do not post anything disrespectful or derogatory. Refrain from posting topics that may be considered objectionable or inflammatory, which includes politics or religion. If you are unsure about your post, get a second opinion from a colleague.

If the Board as a whole has *publicly* taken a position on an issue, then the CCRD can use social media to share that opinion. This information should only be posted if this information if the Board has publicly published their positions, and have done so in a relatively non-controversial manner.

## CENTRAL COAST REGIONAL DISTRICT POLICIES

In regards to political issues, such as a referendum, only post general information as required pursuant to the Local Government Act, such as when and where is the referendum is happening. Sharing and liking posts are always to support a view provide clarity or information without publicly stating a position. This should only be done where the Board has publicly taken a position on the issue.

### 5.0 Confidentiality

Notwithstanding the need for employees working for the CCRD to make informed decisions on issues by obtaining input from internal and external sources, employees are to ensure that information that is normally considered confidential (i.e. financial, legal, and personnel issues) is not disclosed to any person outside the CCRD unless authorized to do so.

**Commented [BH5]:** This is covered in the compliance with Freedom of Information and Privacy Act section.

### 6.0 Controversial Issues

If the media contains you see any misrepresentations made about the CCRD in the media, you may only corrections to factual information can only be made it after gaining approval from the Chief Administrative Officer, and only with respect to the facts. If you speak about others, make sure what you say is. Ensure that only factual information is presented when posting about another party and that it does not reflect poorly on that party. Avoid engaging in any online conversations related to arguments about controversial issues during work or in your role as a CCRD employee, as that provides no benefit to the CCRD.

Should the CCRD receive a negative post, the Chief Administrative Officer will determine the appropriate response – i.e. if the comment deserves a response or if it should be deleted. If a negative post or comment is found online about the CCRD, Staff shall not counter with another negative post. Please consult the Chief Administrative Officer so a proper response can be determined.

### A-30 Staff Social Media Policy cont... Page 3

### 7.0 Correcting Mistakes

If you make an error is made, make a correction as soon as possible, be upfront about it and correct it ASAP. If you choose to modify a post, make it clear that you have done so. If someone accused you of posting something improper inappropriate (copyrighted material, defamatory statements, etc.), deal address this with it quickly and in an appropriate manner, such as removal of the post, Better to remove something than so as to not risk legal action.

### 8.0 Disclaimers

While using disclaimers is a good practice, it may not have much legal effect, especially on social media platforms. Be cautious when using disclaimers on posts for social media. If you are have any concerned with what you are posting, ask the CAO or a colleague for a second opinion.

### 9.0 Social Media at Work

Unless conducting CCRD related business, you are posting on behalf of the CCRD or a commission of the CCRD using CCRD accounts, social media is not to be used while working at work. However, lunch time is free time.

## CENTRAL COAST REGIONAL DISTRICT POLICIES

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If you have a social media account for your own uses, remain cautious about what you post, as you are an employee of CCRD and may be seen as such by others. ~~Once you post something, you have no more control over it. Remember to THINK and eConsider any information you post online in conjunction with this policy. For example, avoid posting your own post about this subject.~~

### 10.0 Workplace Bullying and Harassment

Staff are not to post to their personal social media accounts any comments regarding confidential, controversial or sensitive issues before the CCRD. This restriction is to ensure that the CCRD can meet its obligation to provide Staff with a workplace free of harassment and bullying as outlined in the *Respectful Workplace Policy – Policy E-8*. As the CCRD is not able to monitor and manage social interactions outside its own official channels, it is not possible to ensure a workplace free of harassment and bullying unless Staff refrain from commenting on sensitive work issues in their personal social media feeds.

If, through a Staff member's personal use of social media, Staff identify posts or comments that could be viewed as bullying or harassing communications towards themselves or a Staff member, Staff should not respond or retaliate. Rather, a screenshot should be taken and referred to the CAO.

### 11.0 Copyright Laws

Staff will adhere to the laws governing intellectual property and must provide recognition to the original author/source.

### ~~10.01.0 Enforcement~~

~~Policy violations will be subject to appropriate disciplinary action, up to and including termination for cause in accordance with CCRD Personal Policy and BC employment laws.~~

### 11.012.0 Compliance with Freedom of Information & Privacy Act

Most information posted on the CCRD's social media platforms will be information that has already been captured in official documentation (e.g. the website, notices, news releases, project or communication plans). As such, the information used in social media, when otherwise captured through official documentation, is transitory and can be disposed of accordingly.

Officials and employees of local government in British Columbia are subject to the *Freedom of Information and Protection of Privacy Act* (the Act), and have a duty to understand the key sections of this Act, and must avoid disclosing any verbal or written material that is meant to be confidential concerning the CCRD, its board members, officers, staff members or clients. ~~Employees must not disclose or use confidential information gained by virtue of their association with the CCRD for personal gain, or to benefit friends, relatives or associates.~~

All CCRD social media channels shall adhere to applicable local, provincial and federal laws, regulations and policies including the Freedom of Information and Protection of

CENTRAL COAST REGIONAL DISTRICT  
POLICIES

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Privacy Act (FOIPPA). Site monitors must delete comments that contain third party personal information (phone numbers, addresses) and pictures of third parties.

Employees Staff must not disclose or use confidential information gained by virtue of their association with the CCRD for personal gain, or to benefit friends, relatives or associates.

**13.0 Enforcement**

Policy violations will be subject to appropriate disciplinary action, up to and including termination for cause in accordance with CCRD Personal Policy and BC employment laws.

**Adoption: June 12, 2014**

Reviewed: April 13, 2017

Proposed amendments: July 20, 2017

Proposed amendments to the Social Media Policy have been made to formalize the language; reflect that Social Media is a tool for engaging communities in this region for a broad range of activities (i.e. emergency notices, events, notification of surveys, notification of job posting, etc.); and to make the policy specific to staff.

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June 8, 2017

**Central Coast Regional District  
Denny Island Recreation Commission Bylaw No. 473**

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Being a bylaw to establish the Denny Island Recreation Commission to provide for the operation and management of recreation programs on Denny Island.

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**WHEREAS** the Central Coast Regional District has established by Bylaw 329 the Denny Island Recreation Service Area to provide recreation services to Electoral Area A; and

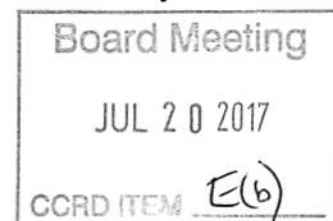
**AND WHEREAS** the Regional Board of the Central Coast Regional District deems it expedient to establish a Denny Island Recreation Commission to oversee the operations and management of the Denny Island Recreation Local Service Area;

**AND WHEREAS** the Regional Board of the Central Coast Regional District resolved by way of Resolution 16-03-17 to amend the membership of the Denny Island Recreation Commission to consist of four (4) members and the quorum to be three (3);

**NOW THEREFORE** the Regional Board of the Central Coast Regional District in open meeting assembled ENACTS AS FOLLOWS:

The Denny Island Recreation Commission is hereby established to be known as the Denny Island Recreation Commission being within and composed of Electoral Area A of the Central Coast Regional District.

This Bylaw may be cited for all purposes as the “Denny Island Recreation Commission Bylaw No. 473, 2017



**DEFINITIONS**

In this bylaw:

“**Regional Board**” means the Board of Directors of the Central Coast Regional District.

“**Regional District**” means the Central Coast Regional District (or CCRD).

“**Commission**” means the Electoral Area A Denny Island Recreation Commission (or DIRC)

**TERMS OF REFERENCE FOR THE COMMISSION & ITS GOALS**

1. The Denny Island Recreation Commission (DIRC) is a volunteer commission of the Central Coast Regional District, which offers and supports recreational and leisure activities and programs for Denny Island and wider community.
2. The goals of the Commission are:
  - (a) To support inclusive recreational and leisure activities for the benefit of the community.
  - (b) To organise and inform the community of events planned by its members.
  - (c) To provide a forum for its members to share ideas and program information, resources and explore areas of mutual interest.



- (d) To promote the concepts that physical activity, educational opportunities through leisure activities and community involvement are vital to the health and well-being of a vibrant community.
- (e) The Commission shall conduct or have cause to have conducted, surveys of recreational facilities, programs and leadership in the best interest of the area and in accordance to the wishes of the Regional Board.

## **RIGHTS OF THE REGIONAL BOARD**

- 3. The powers delegated to the Commission shall not extend to or include any of the powers of the Regional Board which are exercised by bylaw only

## **MEMBERSHIP AND TERM**

- 4. The Denny Island Recreation Commission, hereinafter called the "Commission" shall consist of:
  - (a) One member appointed by the board of directors as their representative and
  - (b) Four members representing a cross section of individuals directly concerned with community recreation
- 5. For the purpose of obtaining the names of persons willing to serve on the Commission, the Regional District shall place an invitation on the local Denny Island bulletin board inviting those interested, to apply to the CCRD; the Regional District will also seek nominations from the Commission.
- 6. The Regional District Board shall review all applications and nominations for the Commission at the December meeting. All Commission members shall be appointed by resolution of the Board of Directors of the Central Coast Regional District.
- 7. The term of office of each member shall be for a period of two (2) years. However, the first term subsequent to the adoption of this bylaw, two (2) members shall serve for the term which expires December 31, 2016 and two (2) members shall service for the term which expires December 31, 2017.
- 8. The regional board of directors, upon a vacancy arising from any cause other than the expiration of a members term of office, upon recommendation of the Denny Island Recreation Commission, shall appoint a new member from Denny Island who shall serve for the unexpired portion of the term vacated.
- 9. Each retiring member of the Commission shall be eligible for reappointment, at the discretion of the Regional Board of Directors
- 10. The Electoral Area A Director or his/her alternate may attend meetings of the Commission.
- 11. A Regional District staff member will serve as a liaison between the Commission and the Board and will provide advice and technical support as required. The staff liaison will not be a member of the Commission and will not participate in voting and will not be included when determining a quorum (if attending the Commission meetings).
- 12. No member of the Commission shall receive any remuneration for services.



## MEETING PROCEDURES & CONDUCT

13. At its first meeting of each year, the Commission shall elect from among its members, other than the Board appointed representative:
  - (a) A Chair who will preside over the meeting of the Commission, and a
  - (b) Secretary/Treasurer who will carry out the responsibilities described herein and other tasks as the Commission may prescribe.
14. In the absence of the Chair, the members present shall appoint a member to act as the Chair for that meeting or until the elected Chair returns.
15. The Commission shall hold regular meetings as they deem practical but not be less than four (4) times per year. Three (3) Commission members shall constitute a quorum.
16. The Chairman or any two members may summon a special meeting of the Commission by giving at least one (1) days' notice by phone or in writing to each member, stating the purpose for which the meeting is called.
17. Notice of Commission meetings will be posted on the local Denny Island Bulletin Board and the Denny Island Recreation Commission Facebook page.
18. Unless otherwise authorized by Section 90 of the *Community Charter*, all Commission meetings will be open to the public and held in a location accessible to the public.
- 19 Any appointed member who is absent from meetings of the Commission for two (2) consecutive meetings without leave of absence from the Commission or without reason satisfactory to the Board of Directors of the Regional District shall cease to be a member of the Commission.
20. Prior to each Commission meeting, the Chair, shall prepare an agenda which shall be circulated to the Commission members at least 24 hours in advance. The Commission may waive the requirement for advance notice of the agenda in emergency situations requiring a special meeting.
21. The Secretary/Treasurer shall prepare the minutes of the Commission meetings. Copies of the minutes shall be circulated to Commission members and forwarded to the Regional District staff liaison who shall carry out any actions required by the Regional District, including presenting to the Board any recommendations from the Commission that require a resolution by the Board of Directors.
22. The Commission may adopt rules of procedure which are consistent with the *Local Government Act*, the *Community Charter* and the CCRD Meetings Procedures Bylaw or this bylaw, as necessary.
23. Members who have a direct or indirect pecuniary interest in a matter under discussion shall not participate in the discussion of the matter or vote on a question on the matter.

Where members believe they are in a conflict, they must declare the conflict and state the general nature of the conflict, and leave that part of the meeting where the matter is under discussion. The member's declaration shall be recorded in the minutes.

The member shall not attempt before, during or after the meeting to influence the voting on any question in respect of the matter.

24. The Chair shall preserve order and decide all points of order which may arise subject to an appeal to other members present. All such appeals shall be decided in accordance with Robert's Rules.
25. Except as provided in this bylaw, the Commission shall regulate the conduct of its meetings as it deems desirable.
26. All acts authorized or required to be done by the Commission under this bylaw shall be decided by a majority vote of those Commission members present at a meeting.
27. All Commission members, including the presiding member, may vote on questions before it, and in all cases where the votes of the members present are equal for and against the questions, the question shall be negated. Any member who abstains from voting shall be deemed to have voted in the affirmative.
28. No act or other proceedings of the Commission shall be valid unless it is authorized by resolution at a regular or special meeting of the commission.

#### **ADMINISTRATION – FINANCIAL MATTERS**

29. All purchases by the Commission over \$500 require a request from the Commission to either the Chief Financial Officer (CFO) or Chief Administrative Officer (CAO) to be authorized prior to the expenditure (in accordance with the CCRD Purchasing and Procurement Policy A-26).

All capital purchases shall be conducted only with the approval of the CFO pursuant to CCRD Purchasing and Procurement Policy A-26.

NOTE: Nothing in the purchasing policy or purchasing limits, as stated above, provides for purchasing goods and services which are not contemplated in the financial plan as approved by the board of directors, except where unbudgeted resources have otherwise been provided as determined, confirmed and approved by the CFO or the CAO.

30. The Commission shall, at each meeting, approve invoices for payment by the CCRD that meet the criteria of the CCRD Purchasing and Procurement Policy A-26 and delegated authorized purchasing authority for no more than \$500, and these will be forwarded immediately to the regional district's financial officer for processing. All invoices goods and services purchases over \$500 (not including capital purchases) must be approved prior to expenditure as stated in clause 30.
31. Statement on Petty Cash -  
Contrary to CCRD Policy F-14 Payables Procedure, as it relates to Petty Cash limits of \$50 per entry, the DIRC limits on Petty Cash usage are hereby amended to read:

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“Amounts exceeding \$250 per entry may not be disbursed from Petty Cash”

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32. No less frequently than four (4) times per year on or before the following dates, the Commission shall provide to the regional district's financial officer, a detailed report of all petty cash receipts and expenditures complete with opening and closing balances:

April 15th (for the period January to March)  
July 15th (for the period April to June)  
October 15th (for the period July to September)  
Jan 15th (for the period October to December)

33. All items of revenue and expenditure, assets and liabilities relating to the activities of the Commission shall be accounted for in the books of account of the Central Coast Regional District in accordance with the provisions of Section 373(2) and other relevant sections of the *Local Government Act*.
34. The Commission shall, before the 31<sup>st</sup> day of October in each year, cause to be prepared and submitted to the Regional Board a detailed budget outlining its anticipated receipts and expenditures during the next calendar year.

#### **AUTHORITIES, RESPONSIBILITIES AND DUTIES**

35. The Board of Directors hereby delegates to the Commission, the following authorities, responsibilities and duties:
- (a) Empowers the Commission to organise and conduct recreation and leisure activities programs,
  - (b) Empowers the Commission to incur liabilities for the purposes of organising and conducting recreation and leisure activities programs, provided that the costs incurred are within the annual budget as approved by the Regional District and without limiting the foregoing:
    - (i) to provide community programs and events without charge
    - (ii) to conduct or cause to conduct surveys of residents and participants involved in the recreation and leisure activities programs, to gauge levels of satisfaction and programs for the future
    - (iii) to establish and appoint advisory or select Committees, which will serve without remuneration, to assist the Commission with their activities.
    - (iv) to ensure all invoices and payments of all commitments, liabilities and accounts are in accordance with this bylaw and relevant financial policies of the CCRD, and within the annual budget approved by the Board of Directors of the Regional District; and
    - (v) to follow and/or make recommendations for operational rules and procedures to the Regional District that will improve the methodologies for accountability to the Regional District and the taxpayers of the Electoral Area A of the Central Coast Regional District.
36. All organizations operating under the auspices of the Commission shall, in terms of any liability whatsoever, save harmless the Commission and the Regional District.

Bylaw No. 473 Denny Island Recreation Commission Bylaw

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37. Bylaw 458, cited as the “Denny Island Recreation Commission Bylaw No. 458, 2016” is hereby repealed.

READ A FIRST TIME THIS        8<sup>th</sup> day of June, 2017  
READ A SECOND TIME THIS    8<sup>th</sup> day of June, 2017  
READ A THIRD TIME THIS     8<sup>th</sup> day of June, 2017  
RECONSIDERED AND FINALLY ADOPTED THIS    20th day of    July,        2017.

\_\_\_\_\_  
CHAIR

\_\_\_\_\_  
CORPORATE ADMINISTRATOR

I hereby certify the above to be a true and correct copy of Bylaw No.473 cited as the “Denny Island Recreation Commission Bylaw No. 473, 2017 as adopted.

\_\_\_\_\_  
CORPORATE ADMINISTRATOR

CENTRAL COAST REGIONAL DISTRICT

BYLAW NO. 476

Board Meeting

JUL 20 2017

CCRD ITEM

E(c)

83

A bylaw to establish the rates and charges for the operation and management of the Bella Coola Airport and to repeal Bylaw No. 452

WHEREAS the board of directors for the Central Coast Regional District has adopted the "Central Coast Regional District Airport and Facilities Conversion and Service Establishment Bylaw, 410, 2011" with Electoral Areas C, D & E participating;

AND WHEREAS pursuant to Section 397 of the *Local Government Act* (RSBC 2015) the board may impose fees and charges in respect of the operation and management of the Bella Coola Airport;

AND WHEREAS the board of directors for the Central Coast Regional District deem it necessary to establish the rates and charges for the Bella Coola Airport Facilities;

NOW THEREFORE THE Board of Directors for the Central Coast Regional District, in open meeting assembled enacts as follows:

1. Bylaw 452 cited as the "Bella Coola Airport Rates & Charges Bylaw No. 452, 2015" is hereby repealed;

2. DEFINITIONS

**Airport:** means the Bella Coola Airport, located in the Bella Coola Valley on the south bank of the Bella Coola River between the Snootli Creek and Nooklikonnik Creek junctions of the river, and includes terminal building(s), lease lots, runway, parking area and other things associated with the airport facilities.

3. RATES AND CHARGES

The rates and charges hereto attached shall be due and payable thirty (30) days after the billing date, if applicable, and any rates or charges remaining unpaid after the said date shall have added thereto a percentage addition of 2% per month on the outstanding balance.

Rates and charges will be reviewed from time to time and may be subject to an adjustment at the discretion of the board of directors, and in all cases applicable taxes will be added to the amounts contained in the attached Schedules;

4. All users of the airport terminal and facilities shall be subject to the rates and charges for airport passenger user fees, landing fees, fuel surcharges, aircraft parking fees and airport signage/advertising as prescribed in Schedule 'A'; attached hereto and forming part of this bylaw, effective September 1, 2017.
5. Schedule 'A' attached hereto and forming part of this bylaw shall be effective as of September 1, 2017.
6. This bylaw may be cited as "Bella Coola Airport Rates and Charges Bylaw No. 476, 2017".

READ A FIRST TIME THIS                      day of                      , 2017 .

READ A SECOND TIME THIS                      day of                      , 2017.

READ A THIRD TIME THIS                      day of                      , 2017

ADOPTED THIS                      day of                      , 2017.

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Chair

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Corporate Officer

I hereby certify that the above is a true and correct copy of Bylaw 452 cited as “Bella Coola Airport Rates and Charges Bylaw No. 476, 2017”.

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Corporate Officer



**CENTRAL COAST REGIONAL DISTRICT  
BYLAW NO. 45?**

**SCHEDULE "A"**

**BELLA COOLA AIRPORT  
RATES & CHARGES**

**1. Aircraft Landing Fees (Fixed Wing & Rotary Wing)**

a)

**Maximum Take-Off Weight (Rounded up to nearest 1000kg)** **\$/1,000 kg**

Minimum Charge per Landing	\$10.00
0 - 5,000 kg	\$5.00
5,000 – 10,000 kg	\$8.00
>10,001 kg	\$10.00

\* MTOW is based on aircraft registration documentation or as determined by airport manager.

- b) Upon arrival at the Bella Coola Airport, aircraft operators will report to the Airport Attendant and remit payment of all applicable landing fees and airport passenger user fees. For after-hours landings or if the Airport Attendant is unavailable, the aircraft operator will complete the registration form available outside the Airport Attendant's office. The aircraft operator will be invoiced for the fees payable under this Bylaw.
- c) The Central Coast Regional District (CCRD) may at its discretion, agree to open an account with a user of the airport facility whereby that user shall file to the CCRD monthly, with each payment of the fees required under this Bylaw, a statement of the numbers of all passengers commencing and terminating flights at the Bella Coola Airport for each day and a total for the applicable month, and the total number of flights for the applicable month, showing in sufficient detail the information necessary to calculate exactly the fees payable under this Bylaw.

**2. Airport Passenger User Fees**

- a) Every Operator of a scheduled air passenger service shall pay to CCRD for each passenger on every flight of the Operator commencing or terminating at the Bella Coola Airport, an airport passenger user fee of \$12.00.
- b) Operators of commercial, charter, corporate, government or institutional aircraft with a passenger capacity of 8 or more will be charged the greater of the weight based landing fee for the aircraft, or the total of the passenger fees for the number of passengers at arrival and departure.

- c) Operators of scheduled air passenger service shall file to the CCRD monthly, with each payment of the fees required under this Bylaw, a statement of the numbers of all passengers commencing and terminating flights at the Bella Coola Airport for each day and a total for the applicable month, and the total number of flights for the applicable month, showing in sufficient detail the information necessary to calculate exactly the fees payable under this Bylaw.

### 3. Fuel Surcharge

A Fuel Surcharge of \$0.0347 per litre, applies to all aviation fuel delivered to the airport, including both Jet A and 100LL fuel. Calculation and remittance of this payment to the CCRD is the responsibility of the operator.

### 4. Aircraft Parking Fees

Aircraft Parking – BY MTOW	DAILY	MONTHLY	ANNUAL
0 – 2,000 kg	\$7.50	\$60.00	\$375
2,001 – 5,000 kg	\$10.00	\$80.00	\$500
5,001 – 10,000 kg	\$15.00	\$120.00	
10,001 – 30,000 kg	\$30.00	\$240.00	
>30,000 kg	\$45.00	\$360.00	
NOTE: All long term parking must be arranged through the Airport Manager			

### 5. Annual Advertising Fees

a)

LOCATION	ANNUAL FEE
Ad Brochure in Display Case – Up to 8.5x11 Inches	\$75.00
Additional Ad display space over 8.5x11 Inches	\$1.00/sq Inch
Business Card in Display Case	\$25.00

NOTE: For those wishing to display or advertise in the terminal building display case, fees must be paid to the CCRD in accordance with this Bylaw. Fees for ads larger in size than 8.5x11 will be prorated based on an additional annual cost of \$1.00 per square inch and subject to approval by airport manager based on demand for advertising room. The cost of the display is the sole responsibility of the payee. The format, content, size, shape and placement of the signage must receive prior approval of the CCRD which reserves the right to refuse to display advertisements that are considered inappropriate or unacceptable. The CCRD may alter the annual fee based on the size or nature of the display. The annual fee is required to be paid in advance to December 31<sup>st</sup> of each year or portion of year.

### 6. Airport Fee Discounts and Exemptions

- a) Non-commercial General Aviation registered aircraft are exempt from landing fees.
- b) Training, touch-and-go & maintenance flights by are exempt from landing fees.
- c) Repositioning flights within airport property are exempt from landing fees.