



# Central Coast

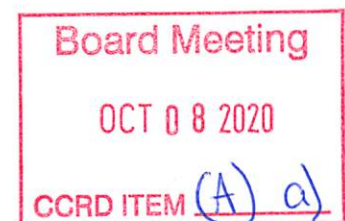
## REGIONAL DISTRICT

*That we may be good people together*

DRAFT REGULAR BOARD MEETING MINUTES

DATE: September 9 & 10, 2020

ATTENTION



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

**REGULAR BOARD MEETING MINUTES – September 9 & 10, 2020 via videoconference**

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 Samuel Schooner
Staff:	Chief Administrative Officer Operations Manager	Courtney Kirk Ken McIlwain (portion)
Special Guests:	Special Presentation  Delegation	Alison Sayers, Sayers Consulting Services Tony Norton, Fire Chief, HWID

**PART I – INTRODUCTION**

**1. Call to Order**

Chair Schooner called the meeting to Order at 9:24 a.m. on September 9, 2020 and acknowledged the chairing of the meeting was taking place from the unceded territory of the Nuxalk Nation.

**2. Adoption of Agenda**

**20-09-01 M/S Directors Kennedy/Northeast THAT the agenda be received. CARRIED**

**20-09-02 M/S Directors Kennedy/Northeast THAT the Agenda be adopted as presented. 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) SPECIAL PRESENTATION**

The Chair welcomed consultant Alison Sayers who presented consolidated recommended amendments to the CCRD 2019-2022 Strategic Plan arising from COVID-19 related resourcing and capacity constraints and the CCRD Board planning workshop held on July 27 & 28, 2020.

Ms. Sayers circulated the draft document which if adopted would replace the CCRD 2019-2022 Strategic Plan and using the electronic meeting screenshare feature, provided a detailed overview for the Board, page by page and section by section, of the proposed new strategic plan.

The Board discussed ensuring balance is achieved in prioritization of services and matters of interest to outer-coast constituents within the revised strategic plan and discussed concern that the plan did not reflect sufficient prioritization of outer-coast interests. CCRD capacity constraints were discussed at length and the likelihood that the pandemic would continue to impact service delivery and special grant funded project timelines through 2021. The Board expressed that the top priority reflected in the plan should be maintaining existing service levels and regulatory compliance. The Board suggested that what was needed was more clarification between those items of necessity and preference within the plan or put another way those matters that are Board priorities as opposed to institutional priorities.

Ms. Sayers was asked to incorporate some revisions into the document to highlight specific strategic priorities of direct relevance and interest to outer-coast constituents. The Board discussed interim adoption of the new strategic plan with final adoption take place in October after the requested amendments are reviewed.

**20-09-03 M/S Directors Bertrand/Kennedy** THAT the Board of Directors of the Central Coast Regional District adopt the CCRD 2019-2022 Strategic Plan amendments on an interim basis to be revisited at a future meeting with proposed revisions incorporated for further feedback and final adoption by the Board . **CARRIED**

The Board recessed at 11:09 am.

The Chair resumed the meeting at 11:24 am.

**20-09-04 M/S Directors Kennedy/Bertrand** THAT the meeting be closed to the public for the purpose of consideration of items that fall under the following sections of the *Community Charter*. 90 (2) (b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party. **CARRIED**

The Chair closed the meeting to the public at 11:26 am.

The regular public meeting resumed at 12:12 pm.

**Release from in-camera:**

**20-09-05** THAT the Board of Directors of the Central Coast Regional District release to the public the confirmed meeting schedule with provincial staff and ministers. **CARRIED**

The Chair recessed the meeting at 12:15 pm.

The meeting resumed at 1:23 pm.

## **Part II – Public Consultation**

### **1. Delegation**

#### **a) Mr. Tony Norton, Fire Chief, Hagensborg Fire Department**

The Chair welcomed Mr. Norton and invited him to begin his presentation.

Mr. Norton relayed the circumstances by which the Office of the Fire Commissioner reached out to him to consider training and appointment as a Local Assistant to the Fire Commissioner. Mr. Norton advised that he successfully undertook the training and testing but required a letter from the CCRD Board to complete the appointment process.

Mr. Norton clarified that the primary responsibility of the Local Assistant to the Fire Commissioner is to inspect fires and report back to the Fire Commissioner. Mr. Norton further clarified that if there is a death involved, the Office of the Fire Commissioner will send in specialized inspectors. The Board inquired where his service area would extend. Mr. Norton advised that his understanding is that the geographical area of responsibility would be off-reserve areas of the Bella Coola Valley.

CAO Kirk noted that the Board should be aware of discussions taking place through UBCM regarding download efforts specifically by the Ministry of Public Safety and the Office of the Fire Commissioner with respect to inspection responsibilities in unincorporated areas. CAO Kirk further advised that the Board could consider postponing endorsement of a local appointment until further information could be gathered of implications to the Regional District, or could alternatively note in the letter a lack of interest and capacity to take on further mandate as a result of the appointment process.

The Board asked Mr. Norton to share some further information about himself. Mr. Norton advised that he was appointed Fire Chief in 2019 after the passing of the last HWID Fire Chief.

**20-09-06 M/S Directors Kennedy/Northeast** THAT the Board of Directors of the Central Coast Regional District endorse the appointment of Mr. Tony Norton as a Local Assistant to the Fire Commissioner with the letter of support noting CCRD capacity constraints should any download of Fire Commissioner responsibilities onto CCRD be implied as a consequence of said endorsement. **CARRIED**

The Chair offered Mr. Norton congratulations and thanks for his hard work in successfully completing the course and 7-day exam.

## **Part 1 (B) ADOPTION OF MINUTES**

### **a) Regular Board Meeting July 09, 2020**

**20-09-07 M/S Directors Kennedy/Northeast** THAT the minutes from the July 9, 2020 Board Meeting be received. **CARRIED**

**20-07-08 M/S Directors Kennedy/Northeast** THAT the July 9, 2020 minutes be adopted as received. **CARRIED**

**b) Special Meeting July 27 & 28, 2020**

**20-09-09 M/S Directors Kennedy/Bertrand** THAT the minutes from the July 27 & 28, 2020 Special Meeting be received. **CARRIED**

**20-07-10 M/S Directors Kennedy/Northeast** THAT the minutes from the July 27 & 28, 2020 Special Meeting be minutes be adopted as received. **CARRIED**

**c) Special Meeting August 10, 2020**

**20-09-11 M/S Directors Kennedy/Bertrand** THAT the minutes from the August 10, 2020 Board Meeting be received. **CARRIED**

**20-07-12 M/S Directors Kennedy/Northeast** THAT the minutes from the August 10, 2020 Board Meeting be adopted as received. **CARRIED**

*\* Note: It was discovered through the course of the meeting that an administrative error had taken place and unedited draft versions of the July 9, 2020, July 27 & 28, 2020 and August 10, 2020 Board meeting minutes had been mistakenly received and adopted. When the error was identified later in the meeting, the Board rescinded the above adoption of minutes and adopted the corrected final versions as noted further below.*

**PART III – LOCAL GOVERNANCE**

**(A) BYLAWS AND POLICIES**

**a) Bylaws for Review, Revision, Rescind or Adoption**

**1) Bylaw No. 497 Board Meeting Procedures Bylaw**

**20-09-13 M/S Directors Kennedy/Northeast** THAT the Board of Directors of the Central Coast Regional District receives Bylaw 497 Request for Decision. **CARRIED**

**20-09-14 M/S Directors Bertrand/Kennedy** THAT Bylaw 497, cited as the “Central Coast Regional District Board Meeting Procedures Bylaw No. 497, 2020” having been reconsidered and having met all prerequisites for final adoption be now finally adopted and sealed and signed by the Chair and the Person responsible for corporate administration. **CARRIED**

## **(B) OPERATIONS UPDATES & POLICY MATTERS ARISING**

### **ADMINISTRATIVE SERVICES**

#### **(a) Special Report: CCRD 2019-2022 Amended Strategic Plan**

The Chair noted this matter had been addressed earlier in the meeting during the Special Presentation.

#### **(b) Special Report: CCRD COVID-19 Business Continuity and Services Restoration Plan Amendments since July 9, 2020**

CAO Kirk noted that the late item is still in the process of being circulated by electronic means to the Board for receipt and review and requested that the matter be tabled until later in the meeting.

#### **(c) Ministerial Order 192**

#### **(d) Circular from Ministry of Municipal Affairs and Housing August 13, 2020 Re: Update about Order of the Provincial Health Officer on Gatherings and Events and Ministerial Order 192**

#### **(e) Request for Decision: CCRD Board Meetings during COVID-19**

- 20-09-15 M/S Directors Northeast/Kennedy** THAT the Board of Directors of the Central Coast Regional District receive: the correspondence from Tara Faganello, Assistant Deputy Minister and Inspector of Municipalities, Ministry of Municipal Affairs and Housing dated April 13, 2020 regarding Update and About Order of the Provincial Health Officer on Gatherings and Events and Ministerial Order M192; and Ministerial Order 192. **CARRIED**
- 20-09-16 M/S Directors Bertrand/Kennedy** THAT the Board of Directors of the Central Coast Regional District receive the Request for Decision: Ministerial Order M192 and CCRD Public Meetings. **CARRIED**
- 20-09-17 M/S Directors Kennedy/Northeast** WHEREAS the COVID-19 pandemic continues to place capacity constraints on CCRD's governance and administration;
- AND WHEREAS the CCRD Board of Directors have adopted the CCRD COVID-19 Business Continuity and Services Restoration Plan to guide CCRD operational safety for services, administration and governance for the duration of the COVID-19 pandemic;
- AND WHEREAS the CCRD COVID-19 Business Continuity and Services Restoration Plan's safety guidance for the CCRD main office and board room operates to restrict congestion and maintain physical distancing thereby significantly reducing the number of individuals who may be present in the building at a given time rendering in-person open meetings unfeasible in the CCRD board room;

AND WHEREAS the Province of British Columbia 'Ministerial Order M192 Local Government Meetings and Bylaw Process' empowers local governments to decide when they are ready to safely provide in-person public attendance at open meetings;

AND WHEREAS CCRD continues to post audio recordings of public meetings on its website and provide electronic access to delegates, staff, contractors and inquiring members of the public to its open meetings held by electronic means;

AND WHEREAS CCRD is investing in new software to enhance CCRD use of electronic meetings to facilitate good governance and administrative productivity and to better effect the electronic meeting provisions of the revised CCRD board meeting procedures bylaw generally;

AND WHEREAS CCRD Administration and Governance are making best efforts to explore safe options to expand public participation in open meetings through the duration of the pandemic, including working toward potential live-streaming options;

THEREFORE BE IT RESOLVED THAT the Board of Directors of the Central Coast Regional District continue to hold its open meetings in a manner prioritizing public safety through the duration of the pandemic restricting in-person access to open meetings;

AND THAT CCRD continues to meet the principles of openness, transparency, and accessibility by providing the ability for constituents and delegates to attend public board meeting by request via electronic or teleconference means and posting recordings of public meetings on the CCRD website for public access;

AND THAT CCRD will resume in-person access to open meetings once Public Health Authority and WorkSafe BC recommendations reflect physical distancing is no longer required in response to COVID-19. **CARRIED**

**(f) Request for Decision: Technology: CCRD Administration and Board to Office 365, Teams**

**20-09-18 M/S Directors Kennedy/Hall** THAT the Board of Directors of the Central Coast Regional District receive the Special Report: Technology costs to move CCRD Administration & Board to Office 365, Teams.

**CARRIED**

The Board and CAO discussed high-level steps involved in the email hosting transition and features and benefits of an organizational move to Microsoft 365, particularly in light of ongoing physical distancing and other public safety requirements implicit to COVID-19.

**(g) Annual Report 2019**

CAO Kirk noted that the item is still in progress and despite inclusion on the agenda as a late item, is not yet available for Board review.

**20-09-19 M/S Directors Kennedy/Northeast** THAT the Board of Directors of the Central Coast Regional District table the Annual Report 2019 item. **CARRIED**

The Chair recessed the meeting at 2:14 pm.

The meeting resumed at 2:23 pm.

The Board returned to Item (b) Special Report: CCRD COVID-19 Business Continuity and Services Restoration Plan Amendments since July 9, 2020 under Operations Updates and Policy Matters Arising: Administrative Services.

**20-09-20 M/S Directors Bertrand/Kennedy** THAT the Board of Directors of the Central Coast Regional District receive the Request for Decision CCRD COVID-19 Business Continuity and Services Restoration Plan Update and the amended COVID-19 Business Continuity and Services Restoration Plan. **CARRIED**

**20-09-21 M/S Directors Bertrand/Kennedy** THAT the Board of Directors of the Central Coast Regional District adopt the amended COVID-19 Business Continuity and Services Restoration Plan. **CARRIED**

#### **TRANSPORTATION SERVICES**

##### **(h) Report: Bella Coola Airport and Facilities Service Update**

**20-09-22 M/S Directors Northeast/Kennedy** THAT the Board of Directors of the Central Coast Regional receive the Bella Coola Airport and Facilities Service Update. **CARRIED**

##### **(i) Report: Denny Island Airport Operation and Facilities Service Update**

**20-09-23 M/S Directors Bertrand/Hall** THAT the Board of Directors of the Central Coast Regional receive the Denny Island Airport Operation and Facilities Service Update. **CARRIED**

##### **(j) Report: Denny Island Community Water System Project Update, August 2020**

**20-09-24 M/S Directors Northeast/Kennedy** THAT the Board of Directors of the Central Coast Regional District receives the Denny Island Community Water System Project Update – August 2020 prepared by Urban Systems. **CARRIED**

The Board discussed the section of the report that notes potential delays in hydro servicing and the reasons for those delays relating to contract disputes between the electricity providers, and the relevancy of said to the upcoming advocacy meeting scheduled with BC Hydro as part of UBCM.



**PUBLIC WORKS**

**(k) Report: Solid Waste Service Update**

**20-09-25 M/S Directors Northeast/Hall** THAT the Board of Directors of the Central Coast Regional District receives the Solid Waste Service Update. **CARRIED**

**FINANCIAL SERVICES**

**(l) Report: Virtual Mental Health Supports During COVID-19**

**20-09-26 M/S Directors Kennedy/Hall** THAT the Board of Directors of the Central Coast Regional District receives the Virtual Mental Health Supports During COVID-19 report. **CARRIED**

The Chair requested that thanks and acknowledgement be passed on to Finance Manager Ye Ne Byun for an excellent job on the report.

**DEVELOPMENT SERVICES**

**(m) Community Economic Development**

**i. Report: Community and Economic Development Service Update**

**20-09-27 M/S Directors Kennedy/Northeast** THAT the Board of Directors of the Central Coast Regional District receives the Community and Economic Development Service Report. **CARRIED**

The Board asked for clarification on First Nation appetite to participate in the Ocean Falls Revitalization Committee. CAO Kirk advised that was unknown at this time, but Administration would review the status of correspondence with the Community Economic Development Officer. The Board noted the invitation could be addressed during a leadership conversation should a written response not be forthcoming

The Chair recessed the meeting at 3:03 pm on September 9, 2020.

The meeting resumed at 9:14 am on September 10, 2020.

CAO Kirk apologized for an administrative error that resulted in the Board's receipt and adoption of unedited versions of the July 9, 2020, July 27 & 28, 2020 and August 10, 2020 minutes earlier in the meeting. CAO Kirk further advised that as soon as the mistake was realized the final minutes were circulated to the Board via email and posted.

**20-09-28 M/S Directors Bertrand/Kennedy** THAT the Board of Directors of the Central Coast Regional District rescind the receipt and adoption of the July 9, 2020, July 27 & 28, 2020 and August 10, 2020 minutes. **CARRIED**

**Receipt and adoption of the correct versions of the July 9, 2020, July 27 & 28, 2020 and August 10, 2020 minutes was tabled to the end of the meeting.**

(n) **Land Use Planning**

ii. **Correspondence for Action: Letter from Shawn Meisner. Manager Major Projects and Crown Land Sales, West Coast Authorizations, West Coast Region**

**20-09-29 M/S Directors Bertrand/Northeast** THAT the Board of Directors of the Central Coast Regional District receives the correspondence from Shawn Meisner. Manager Major Projects and Crown Land Sales, West Coast Authorizations, West Coast Region regarding a request for CCRD's input on how two forfeited properties or property complexes in the Bella Coola Valley should be approached for disposal.

**CARRIED**

**20-09-30 M/S Directors Bertrand/Northeast** THAT the Board of Directors of the Central Coast Regional District directs Administration to respond to the letter from Mr. Meisner and the Ministry of Forests, Lands, Natural Resource Operations and Rural Development thanking the Ministry for keeping the CCRD informed, reminding the Ministry of duties to safely dispose hazardous waste and encouraging the Ministry to explore the matter of affordable housing at the sites as the properties are ideally located for affordable housing development, while offering no comment on the options noted for disposal of the forfeited properties.

**CARRIED**

iii. **Housing Needs Assessment – Urban Systems Update**

**20-09-31 M/S Directors Kennedy/Bertrand** THAT the Board of Directors of the Central Coast Regional District receives the Housing Needs Assessment Update by Urban Systems.

**CARRIED**

**LEISURE SERVICES**

(o) **Denny Island Recreation Commission**

i. **Commission Minutes: Denny Island Recreation Commission Minutes March 23, 2020**

**20-09-32 M/S Directors Northeast/Kennedy** THAT the Board of Directors of the Central Coast Regional District receive the March 23, 2020 Denny Island Recreation Commission Minutes.

**CARRIED**

ii. **Request for Decision: Vancouver Coastal Health Active Communities Grant: Change of Scope**

**20-09-33 M/S Directors Kennedy/Hall** THAT the Board of Directors of the Central Coast Regional District receive the Vancouver Coastal Health Active Communities Grant Change of Scope Request for Decision.

**CARRIED**

**20-09-34 M/S Directors Bertrand/Kennedy** THAT the Board of Directors of the Central Coast Regional District approve the proposed change of scope from community swimming and kayaking lessons to Trail Construction on Denny Island in two phases. **CARRIED**

**(p) Centennial Pool Commission**

**i. Commission Minutes: Centennial Pool Minutes – August 25, 2020**

**20-09-35 M/S Directors Kennedy/Hall** THAT the Board of Directors of the Central Coast Regional District receive the August 25, 2020 Centennial Pool Commission Minutes. **CARRIED**

**PROTECTIVE SERVICES**

**(q) Fire Protection**

**i. Request for Decision: Sole Source Procurement – Firefighting Personal Protective Equipment**

**20-09-36 M/S Directors Kennedy/Northeast** THAT the Board of Directors of the Central Coast Regional District receive the Request for Decision: Sole Source Procurement – Firefighting Personal Protective Equipment. **CARRIED**

Operations Manager McIlwain joined the meeting and spoke to the request for decision.

The Board noted support for the volunteers' request for standardized equipment and further noted the importance of avoiding single bids as much as possible and queried whether review of the policy respecting thresholds for single bids is contemplated in the near future. CAO Kirk reminded the Board that the CCRD procurement policy was rigorously reviewed and amended earlier in their term and noted at any time the Finance team welcomes the opportunity to provide a presentation to the board on CCRD procurement and internal procedures to observe the policy.

**20-09-37 M/S Directors Kennedy/Northeast** THAT the Board of Directors of the Central Coast Regional District approve administration to proceed with sole source procurement of firefighting equipment through Associated Fire Safety Equipment of Burnaby, BC for the purpose of expending the \$25,000 of grant funding awarded through UBCM Volunteer and Composite Fire Department Equipment and Training Funding Stream. **CARRIED**

Operations Manager McIlwain left the meeting.

**(r) COVID-19 Response**

**i. Regional EOC and First Nation EOC's Shared Travel Notice**

**20-09-38 M/S Directors Kennedy/Northeast** THAT the Board of Directors of the Central Coast Regional District receive the Regional EOC and First Nation EOC's Shared Travel Notice. **CARRIED**

**20-09-39 M/S Directors Bertrand/Northeast** THAT the Board of Directors of the Central Coast Regional District endorse the Regional EOC and First Nation EOC's Shared Travel Notice. **CARRIED**

**ii. Report: United Coast Leadership Table Update – Director Bertrand – Verbal Report**

Director Bertrand provided the following update.

There has been a lot of progress on the emergency medical evacuation conversations. The United Leadership Table had been meeting weekly with provincial delegates. This has been scaled back to twice a week and will be scaled back further to once a month, with the option to increase frequency should circumstances require. There hasn't been that perceived urgency in some time however that may change today with the outbreak in Bella Bella. The Ministry is very open to modelling the travel restrictions they adopted on Haida Gwaii during the outbreak there if need be.

Representatives of the provincial government have provided some documentation on medical evacuation statistics that will be available for the Board's review during the in-camera meeting, as CCRD has not yet received confirmation whether the documents may be considered public.

During the United Leadership Table call the evening before, which includes representatives from the North Coast Regional District and Council of the Haida Nation, Chair Schooner and Chief Wally Webber took part, with CAO Kirk attending for a portion to give a technical briefing. CCRD delegates had an opportunity to share information on the Financing Reconciliation initiative as well as hop-on/hop-off sea buses as other things that the United Coast Leadership Table could work on. There was interest in learning more from the table on the Financing Reconciliation piece which is quite technical. There may also be interest on the North Coast to collaborate on sea bus advocacy. There was general interest from the table to continue to keep the table alive for not just COVID-19 issues, but for other issues outside the pandemic where there is common alignment.

Chair Schooner thank Director Bertrand for his report.

**iii. Director Remuneration – United Coast Leadership Table and Associated Meetings – Tabled discussion from August 10, 2020 Special Meeting of the Board – Discussion (Table)**

Director Bertrand reported back to the Board on questions that had been raised during the previous meeting specific to the United Coast Leadership Table. Director Bertrand clarified that the United Coast Leadership Table is an ad hoc group of First Nation and civic governments. Director Bertrand noted his attendance at the United Coast Leadership Table meetings is predicated on the CCRD Board resolution providing him the mandate to represent CCRD interests at that table, as well as the Ocean Falls Improvement District. Director Bertrand clarified he is not empowered at the Leadership Table to represent or forward the views of First Nations, rather Chief Marilyn Slett was selected by the Wuikinuxv, Nuxalk, Kitsoo Xai'xais and Heiltsuk Nations to be their representative at the Leadership Table. Director Bertrand further clarified that there is no funding in place from the provincial government for Director Bertrand's representation of CCRD on the ad hoc group or participation in related side-table discussions. The Haida Nation has been very

graciously using its staff, conference line and video conferencing technology to facilitate the meetings. The Haida Nation has been doing all a great service and footing the bill for a part-time employee to organize all these meetings. The group raised the issue under the discussion of Financing Reconciliation noting that the provincial government really should be subsidizing work that is taking place at tables like the United Coast Leadership Table on a regular basis, to foster better relations between First Nations and civic governments.

Chair Schooner inquired whether Director Bertrand has submitted hours to Administration as part of his remuneration claim. Director Bertrand advised that while he has tracked the hours and submission is in progress, Administration is not in receipt of a detailed claim. Attending meetings has required approximately an hour a week, which has not included preparation time or side calls related to the meetings and so has actually involved much more than an hour a week.

After completing his update, Director Bertrand declared a conflict of interest as follows:

I, Daniel Bertrand, disclose that in accordance with Sections 100(2)(b) and 101(1)(2) and (3) of the Community Charter, I have a direct pecuniary interest that constitutes a conflict of interest in item (r)(3). The reason for my declaration is: the item being discussed is respecting remuneration for advocacy work I have undertaken on behalf of the Central Coast at the United Coast Table. I will leave the room during the discussion of this item, in accordance with Section 10(1) and (2) of the Community Charter.

Director Bertrand left the meeting by disconnecting from the electronic meeting.

The Board inquired of CAO Kirk if she had clarity as to whether any remuneration had been paid to date. CAO Kirk clarified she has not looked specifically but recalls remuneration paid at Board authorization for a portion of Director Bertrand's work preparing the Travel Restriction Order earlier in the pandemic and believes that is what Director Bertrand was recalling during his report.

CAO Kirk further advised that in accordance with the board remuneration bylaw, remuneration could not be paid to Director Bertrand for this work without specific Board authorization outlining the extent of remuneration authorized. CAO Kirk noted as well that the meetings attended could easily be confirmed by Director Bertrand simply appending the meeting agendas to his claim once the Board determines authorized remuneration.

The Board noted the value of Director Bertrand's participation at the United Coast Table. The Board expressed preference to consider the totalled claim to date as part of their deliberations. The Board noted the matter of preparation time and follow up work referencing Director Bertrand's report and considered whether the remuneration should be for attending the meetings themselves or should the remuneration authorization be encompassing of preparation and follow up time. The Board considered whether half a day's remuneration per hour long meeting was a reasonable level of authorization, or an allocation of an hour of preparation time to an hour of meeting time.

The Board inquired whether CCRD was entitled to emergency COVID-19 funds to compensate for Director Bertrand's time. CAO Kirk advised that generally speaking Board remuneration is not cost recoverable through EMBC. CAO Kirk clarified that this was the significance of Director Bertrand's report that the United Coast Table, which includes high level provincial representatives, including

at times ministers and deputy ministers, did not have funding to authorize costs for local government representation at the table.

The Board noted that further discussion on process for reporting on meetings and consideration of administrative attendance was needed. CAO Kirk encouraged the Board to also be clear as to the purpose of the representation to inform the Board approved mandate to expend public trust dollars. CAO Kirk explained that for each expenditure decision the Board should be clear on the purpose, what service the expenditure will provide and whether there is in fact a mandate to expend.

The Board echoed that a rationale for the participation is a necessary part of the remuneration authorization and consider that rationale in this case to be an opportunity to work with other communities, including First Nations and local governments, to advance areas of common interest. The Board also noted value in the building of relationships at an organizational level in order to benefit from the work and wisdom of other local level governments with common civic service delivery challenges.

The Board inquired of Director Hall what his role is on UBCM. Director Hall clarified some of the processes involved in the UBCM Executive decision-making. The Board queried whether UBCM could contribute to the director level expenses involved in participation at the United Coast Table, and further wondered if there was an opportunity for Director Hall to raise this matter at UBCM tables. Director Hall responded that some committee level tables may be able to consider the broader issues.

CAO Kirk reminded the Board that Director Hall's role on the UBCM executive was independent of the CCRD Board in that he is not serving directly as CCRD's representative at the UBCM Executive table, but rather is accountable to the association membership as a whole which includes every local government in British Columbia. As such, Director Hall is obligated to be mindful of conflict of interest where CCRD is concerned while he is participating in decision-making at the UBCM Executive table, as his seat was secured through the association's election process and not through CCRD designation. CAO Kirk further advised, this role is distinct from (say) Vancouver Island Regional Library Board representation where CCRD is invited by that governance body to designate a representative to take part in decision-making governing that institution and thereby specifically advance the interests of the CCRD at that table. CAO Kirk further advised that Vancouver Island Regional Library Board type representation is again distinct from CCRD participation in an ad hoc group, as the mandate and purpose of the VIRL Board is clear, the connection to CCRD service delivery and mandate is clear, the reporting and decision-making structure is clear, and the scope and purpose of CCRD's representation there is clear, which in turn simplifies board decision-making on providing a representative and what appropriate compensation levels are for that representative.

The Board considered their options for moving forward. The Board noted that the matter could be tabled until the next meeting which provide opportunity for a detailed remuneration claim to be completed, as well as time for further discussion on a reporting process.

CAO Kirk noted that Administration has begun the work of developing a policy for the Board's consideration specifically on the matter of external representation. Even an initial report on this

policy development at the next meeting may be helpful to guide the Board in undertaking decisions on this matter. CAO Kirk further reminded the Board that part of the reason that the United Coast Table and undertaking is considered ad hoc is that we do not have an effective framework for inclusive governance in British Columbia. So, the work is by necessity innovative and without the benefit of more rigorous clarity on mandate and scope. CAO Kirk further reminded that the Board has precedent in providing remuneration for Board representation in groups outside CCRD's direct service delivery.

The Board also noted that once a decision is made, it would be helpful to set a timeline for reconsideration of the policy issues so that the matter is not continually revisited at each successive Board meeting. This portion of the discussion was considered as a possible motion however a motion was not definitely made. The matter was rather effectively tabled to the next meeting.

The Chair called a recess at 11:12 am on September 10, 2020.

The meeting resumed at 11:30 am with Director Bertrand rejoining.

The Chair returned to the matter of Part III (B) (g) Annual Report 2019. CAO Kirk noted the deadline for the annual report submissions had been extended provincially to the end of August, however, Administration was still completing the last details of the report.

**20-09-40 M/S Directors Kennedy/Northeast** THAT the Board of Directors of the Central Coast Regional District table the Annual Report 2019 to the October meeting.  
**CARRIED**

## **GOVERNANCE**

### **(s) Report: UBCM Minister and Provincial Staff Meeting Requests Update**

The Board considered that the final meeting schedule is still in flux and tabled receipt to a later meeting to effect public reporting on the final meeting schedule.

### **(t) Correspondence for Information: Letter from Mike Farnworth and Selina Robinson Re: COVID-19 Related Measures Act (Bill 19)**

**20-09-41 M/S Directors Kennedy/Bertrand** THAT the Board of Directors of the Central Coast Regional District receive the Letter from Mike Farnworth and Selina Robinson Re: COVID-19 Related Measures Act (Bill 19).  
**CARRIED**

### **(u) Investing in Canada Infrastructure: Re letter from Brian Bedford**

**20-09-42 M/S Directors Kennedy/Northeast** THAT the Board of Directors of the Central Coast Regional District receive the letter from Brian Bedford regarding the Investing in Canada Infrastructure funding opportunity.  
**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.

It's been a busy time of the year and it's only going to get busier. I would like to acknowledge the work the staff has been doing. There is a lot of trial and error involved given the circumstances we are operating in. I encourage the staff not to be too hard on yourselves for any mistakes. Mistakes are part of life and we learn from them. I acknowledge the work that the staff and Board are doing. Its important work, and there is not enough acknowledgement for it. Thanks to Director Hall for his dedication in serving on multiple tables in service to his community and thanks to Director Bertrand for all his work in service to the region on the leadership table. Thanks to Director Kennedy for all the work she has done through tourism bodies and continuing to navigate difficult bear encounter matters. Thanks to Director Northeast for all he does and contributions. At this time acknowledgements are important. Particularly, thanks to Matthew Wheelock for his service as Community Economic Development Officer, as he will be missed. Thanks to all.

#### **Area A Report: Director Bertrand**

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

In Area A, there is ongoing concern with barge brow. One is owned by Shearwater and the other is owned by BC Hydro, with Shearwater charging for use. BC Hydro has gated theirs. I have approached them regarding the new fencing requesting that local residents be permitted to continue using it.

There is concern locally regarding the news of the local COVID-19 outbreak in Bella Bella.

The Chair thanked Director Bertrand for his report and expressed his concern for the local outbreak.

#### **Area B Report: Director Hall**

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

There is a great deal of concern in Bella Bella regarding the recent outbreak. People are staying at home and listening to what is being released from the EOC. They responded quite quickly once the two cases were confirmed. Most of the stores and like services are temporarily shut down. The situation definitely puts matters into perspective, worrying about family members and community and those directly affected. Its important to continue to support each other through this time.



I am awaiting outcomes on candidacy for AVICC and UBCM executive elections. It is difficult to undertake campaigning and other work to advance my potential election with the current circumstances.

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.

When I heard the news this morning of the confirmed cases in Bella Bella, my heart sank. We have had several months of existing in an elevated state of concern and need to recall that we need to continue to listen the authorities and follow their advice, as well as take stock of lessons learned. It is important to continue to support one another and take heed of the advice of the EOCs.

Schools are back in session, with uncertainties that are being sorted through.

We have wrapped up the pool season. We were quite fortunate to have a pool season as many communities did not open their pools. We are fortunate to have our dedicated commission and staff who did considerable work to meet public safety guidelines and successfully kept the pool open through the season. Thanks to staff for their dedication and hard work.

Another bit of exciting news is the reopening of the local library.

On the Bear Satiety Committee front, there seems to have been less calls of encounters this year. The gleaning program is well underway. A local wild safe officer should be starting in due course.

I am looking forward to UBCM this year, despite the virtual platform. I would like to wish Director Hall the very best of luck on his nomination.

The Musical Festival went ahead in a modified form this year, with success using online resources and the local Nuxalk Radio.

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.

I would just like to say that I was following you others and noting how articulate you are, and would like to echo what I have heard – what a privilege it is to serve with you, represent my constituents and to be involved in a much greater vision for the valley and our communities. Thank you to the staff and Administration for all the work they do.

When the restrictions were eased up in the Valley, I was able to attend some medical appointments and took the opportunity to follow the advice of our Premier and Dr. Henry to explore some corners of BC. It was a reminder of the situation everywhere I went, stories of challenges with the virus, even in places we were familiar with, things were different which operated as a reminder of how real this is. It was an interesting summer being away, exploring the province in the circumstances.

I am happy to note the hazardous properties recently forfeited to the province and am looking forward to when the public safety hazards are removed.

Thanks to Alison Sayers for her work on the amended Strategic Plan. I invite my constituents to go through this plan with me and talk about the plan. I am also interested in hearing constituent thoughts on local economic recovery.

As Director Kennedy noted, it is great CCRD had a successful pool season.

I am looking forward to UBCM and the experience of the virtual platform.

The Chair thanked Director Northeast for his report.

The chair recessed the meeting at 12:06 pm.

The meeting resumed at 1 pm.

The Chair returned to the matter of adoption of the minutes from the July 9, 2020 regular board meeting.

## **Part 1 (B) ADOPTION OF MINUTES**

### **a) Regular Board Meeting July 09, 2020**

**20-09-43** M/S Directors Northeast/Kennedy THAT the minutes from the July 9, 2020 Board Meeting be received. **CARRIED**

**20-07-44** M/S Directors Northeast/Bertrand THAT the July 9, 2020 minutes be adopted as received. **CARRIED**

Director Bertrand left the meeting.

### **b) Special Meeting July 27 & 28, 2020**

**20-09-45** M/S Directors Kennedy/Northeast THAT the minutes from the July 27 & 28, 2020 Special Meeting be received. **CARRIED**

**20-07-46** M/S Directors Kennedy/Hall THAT the minutes from the July 27 & 28, 2020 Special Meeting be minutes be adopted as received. **CARRIED**

### **c) Special Meeting August 10, 2020**

**20-09-47** M/S Directors Hall/Northeast THAT the minutes from the August 10, 2020 Board Meeting be received. **CARRIED**

**20-09-48** M/S Directors Kennedy/Northeast THAT the minutes from the August 10, 2020 Board Meeting be adopted as received. **CARRIED**

The Chair recessed the meeting at 1:20 pm.

The meeting resumed at 1:41 pm.

### **IN CAMERA MATTERS**

The Chair closed the meeting to the public for the purpose of consideration of items that fall under the following sections of the *Community Charter*: 90 (1) (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality; 90(1)(l) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and section 90(2)(b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party.

The regular board meeting went in camera at 1:43 p.m.

The regular board meeting reconvened at 4:52 p.m.

Release from in-camera

**20-09-49** THAT the Board of Directors of the Central Coast Regional District authorize a special meeting to take place on September 17, 2020 at 9:30 am via electronic means for the purpose of review and consideration of in-camera matters tabled from the September 10<sup>th</sup> 2020 in-camera meeting.

AND THAT attending directors be remunerated at either a half-day or a full-day special work assignment according to the length of time required to complete the tabled agenda items and adjourn the meeting. **CARRIED**

**20-09-50** WHEREAS the COVID-19 pandemic has required UBCM delegates to participate by virtual means, which has in turn has impacted the scheduling of the annual associated provincial staff and minister meetings:

AND WHEREAS CCRD has been awarded a number of minister and provincial staff meetings to take place the week of September 14, a week before the UBCM 2020 convention;

THEREFORE BE IT RESOLVED THAT the Board of Directors of the Central Coast Regional District authorize remuneration at one hour of work assignment remuneration for each attending director at each provincial staff and minister meetings as per the schedule of confirmed meetings and half day's work assignment remuneration for each confirmed meeting that director leads to recognize preparation time needed for effective leadership of the meeting. **CARRIED**

**(E) ADJOURNMENT**

**20-09-51 M/S Director Kennedy/Northeast THAT the meeting be adjourned. CARRIED**

There being no further business the meeting was adjourned at 5 p.m.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Chief Administrative Officer



**To:** Courtney Kirk, CAO

**CC:** Board of Directors, CCRD

**From:** Evangeline Hanuse, PC

**Meeting Date:** October 8, 2020

**Subject:** Policy A-18 – Funding Proposals

**Recommendation:**

***THAT the Board of Directors of the Central Coast Regional District reviews Policy A-18 – Funding Proposals.***

**Issue/Background Summary:**

Policy A-18 – Funding Proposals was last amended on October 12, 2017. According to the regional district’s development and review policy, each policy is to be reviewed for amendment and relevancy every three years.

**Policy, Bylaw or Legislation:**

Policy A-18 – Funding Proposals  
Policy A-24 Policy Development and Review

**Financial/Budgetary Implications:**

N/A

**Time Requirements – Staff and Elected Officials:**

N/A

**Options to Consider:**

1. Review policy
2. Table the policy for the next board meeting

Submitted by: \_\_\_\_\_  
Evangeline Hanuse, Planning Coordinator

Reviewed by: Courtney Kirk  
Courtney Kirk, Chief Administrative Officer

**Board Meeting**  
**OCT 08 2020**  
**CCRD ITEM (B) a) 1)**

### A-18 - Funding Proposals

**Preamble:** To ensure that the Board is clearly knowledgeable on all aspects of the funding proposals rendered to the Regional District and the implications of these proposals, and that the Board as the executive level of operation, is the duly authorized body to make funding proposal-related decisions.

**Policy:** That all funding proposals be carried out with and through Board direction and authorization, and that once in place, the proposal shall be executed on behalf of the Board by the Chief Administrative Officer or designate.

**Exception:** In the event that a funding proposal falls within the current strategic priorities of the board of directors, board authorization by resolution is not required.

**Adopted:** November 5, 2003

**Reviewed:** June 12, 2014

**Amended:** October 12, 2017

LATE ITEM:  
EXTERNAL DIRECTOR  
APPOINTMENTS POLICY  
DEVELOPMENT

Board Meeting  
OCT 08 2020  
CCRD ITEM (B) a) 2)

## **2019-2022 Strategic Plan Amendments:**

**Changes to Strategic Priorities, Advocacy Items,  
and Priority Projects Due to COVID-19**

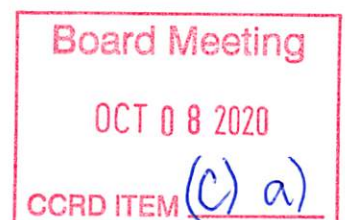
Prepared for:



**Board of Directors**  
Chair Samuel Schooner



Alison Sayers, MA  
alison@sayersconsulting.ca  
<https://sayersconsulting.ca>  
Nelson, BC





## **Background**

On July 27th and 28th, 2020, the CCRD Board and CAO attended two full days of workshops with Alison Sayers, MA of Sayers Consulting to discuss amendments to the CCRD 2019-2022 Strategic Plan, arising from COVID-19 related resourcing and capacity constraints. The Board also identified advocacy priorities.

It was agreed that organizing the Board's updated priorities by region and service area, and identifying the highest priority projects and advocacy issues within those priorities, would provide the most comprehensive guidance to staff in order to fulfill the budget planning processes for 2021 and the Five Year Financial Plan.

**In the interest of clarity and alignment between Board and staff, this document is assumed to replace the previous 2019-2022 Strategic Plan.**

It is important to note that the priorities identified in this document are not an exhaustive list of services and projects currently being undertaken by the CCRD. Tables of ongoing services, including a partial list of key projects not reflected in the Board's priorities in the first part of this document, start on Page 10.

## **2019-2022 Strategic Goals**

*Good Governance and Administration*

*Building Our Capacity*

*Improving Our Infrastructure*

*Effective Community Planning*

These four strategic goals are framework strategies that guide the Board and staff in their everyday activities. The Board should be particularly mindful to exercise their duty of care for the organization, and be collectively discriminating when considering asking staff to respond to, report on, or support advocacy efforts that are outside of these four priorities and existing service areas.

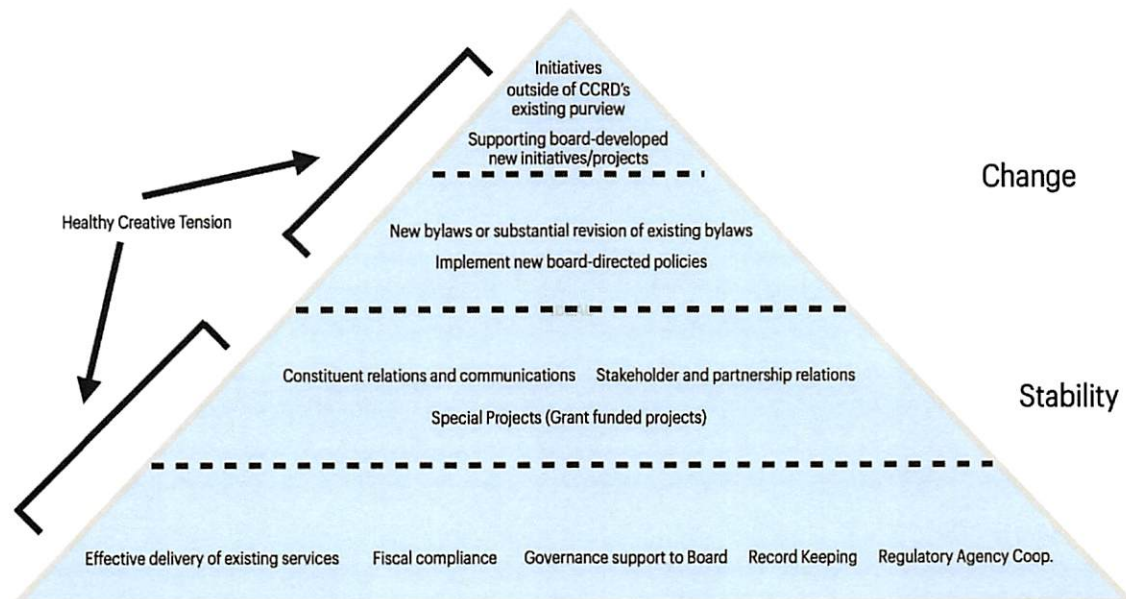
During the workshop, it was discussed that CCRD operates generally in a state of overcapacity for the human and financial resources it has, and these resources have been further stretched due to the pandemic. As a comparison, two local governments in BC with staffs of five are Wells and Lytton, which respectively serve total constituent bases of 217 and 248 people, over very small geographic areas. CCRD's staff of five serves over 3300 people, over a vast and geographically isolated area. Thus, the Board must carefully guard against the tendency to be captivated by constituent needs and interests that, while very worthy, are outside the scope of this framework, and CCRD purview, as this could jeopardize Board duty of care and staff well-being.

The image below attempts to capture and categorize the general focus of staff workload at a local government. It is interesting to note that the bottom tier, which involves legal, regulatory, and fiscal compliance, requires about 50-65% of local government's time. For CCRD, due to the pandemic and staff turnover, this is currently at around 80%.

As well, CCRD is currently managing over 20 board-supported grant-funded special projects (second tier), which creates legal obligations to funders, to which the organization must adhere. CCRD is also planning a comprehensive review of most of the organization's bylaws with the primary intent of closing long-standing fiscal gaps, which is critical to service sustainability over the long term.

Thus, any new Board requests of staff for new policies, initiatives, and projects (top two tiers) that are outside the existing priorities and service areas run the risk of a) requiring staff time to be spent away from legislative compliance and effective delivery of existing services in order to address them; or b) being "waitlisted" until such time as pursuing them does not legally jeopardize the organization.

While a healthy creative tension can "normally" exist between the top two tiers ("change") and the bottom two tiers ("stability"), due to the pandemic these are not "normal" times. Additionally, CCRD has been grappling already with levels of change that tend to be too high for such a small staff and small budget to absorb. Thus, the Board should prepare for significant budget increases to support a variety of work, including upgrades to existing services (ie. Thorsen Creek Waste and Recycling Centre budget) and planned new services (ie. Denny Island Water and Hagensborg Water) over the coming years.



Due to COVID-19 related resourcing and capacity constraints, the Board identified the following region-wide priorities:

<b>Governance/Service Priority</b>	<b>Related Strategic Goal (2019-2022)</b>
Land Use and Community Planning <ul style="list-style-type: none"> <li>● Inner and Outer Coasts               <ul style="list-style-type: none"> <li>○ Official Community Planning</li> <li>○ Housing Needs Assessments</li> <li>○ Economic Development</li> </ul> </li> </ul>	<i>Effective Community Planning</i>
Fixing Revenue Issues <ul style="list-style-type: none"> <li>● Inner and Outer Coasts               <ul style="list-style-type: none"> <li>○ Closing taxation gaps                   <ul style="list-style-type: none"> <li>■ continuing collaborative work on CCRD's <i>Financing Reconciliation</i> efforts</li> <li>■ related governance studies for boundary adjustments</li> </ul> </li> <li>○ Updating revenue-related bylaws</li> </ul> </li> </ul>	<i>Good Governance and Administration</i>
Government-to-government relations with First Nations <ul style="list-style-type: none"> <li>● Inner and Outer Coasts               <ul style="list-style-type: none"> <li>○ <i>Financing Reconciliation</i> work</li> <li>○ Related governance studies for boundary adjustments</li> </ul> </li> </ul>	<i>Building Our Capacity</i>
General Operations: <ul style="list-style-type: none"> <li>● Staff Recruitment, Development, and Retention</li> <li>● HR restructuring</li> <li>● Implement new required Public Sector Accounting Standard: Asset Retirement Obligation (ARO)</li> </ul>	<i>Good Governance and Administration</i>
<b>Advocacy Priority</b>	<b>Related Strategic Goal (2019-2022)</b>
Transportation <ul style="list-style-type: none"> <li>- Emergency Medical Evacuations*</li> <li>- Replacement of MV Nimpkish</li> </ul>	<i>Effective Community Planning</i>

\*Recent developments in relation to this advocacy item have resulted in a need for CCRD staff to work directly with BC Air Access Program staff to identify priorities for expenditures of new airport infrastructure improvement funds at the Bella Coola Airport. This funding has also been extended to the Bella Bella Airport, which is not a CCRD service.

Due to legislative and regulatory constraints out of CCRD's control, the Board also identified the following Local Service Area priorities:

<b>Service Area Priority</b>	<b>Related Strategic Goal (2019-2022)</b>
Solid Waste Management (Areas C, D, E) - Prioritized due to non-negotiable regulatory requirements	<i>Improving Our Infrastructure</i>
Hagensborg Water Improvement District Conversion* (Areas C and D) - Prioritized due to non-negotiable legislative requirements and critical timelines	<i>Improving our Infrastructure, Effective Community Planning</i>
<b>Advocacy Priority</b>	<b>Related Strategic Goal (2019-2022)</b>
Revenue <ul style="list-style-type: none"> <li>- Bella Coola Airport: Exclusion of local governments from Canada Emergency Relief Benefit landlord/tenant relief funding</li> <li>- Hagensborg Water Improvement District Conversion: Provincial legislation re. funding for improvement district conversions</li> </ul>	<i>Good Governance and Administration</i>

\* Hagensborg Waterworks is not a CCRD service; however conversion is required as a condition of the HWID infrastructure award. Allocation of significant CCRD resources is necessary for conversion and infrastructure project implementation.

### **Priority Projects by Priority Service Area:**

The following tables highlight service area priorities in order to guide staff in developing their Operations Plan for 2021:

<b>Service Area</b>	<b>Priority Project</b>	<b>Related Strategic Goal</b>	<b>Timeline</b>	<b>Required Staff Capacity Actions</b>
<b>Land Use Planning</b>	Update the Bella Coola Valley OCP	<i>Effective Community Planning</i>	2021	OCP process and Bylaws updates require at least one PT temporary staff member and outside consultant(s)
	Update all related bylaws	<i>Effective Community Planning, Good Governance and Administration</i>	2022	See above
	Official Community Planning Projects in the Outer Coast	<i>Effective Community Planning</i>	2022-2023	One PT staff and outside consultant(s)
	Housing Needs Assessments	<i>Effective Community Planning</i>	2020-2021	Consultant hired and paid for through grant funding
<b>Economic Development</b>	Economic Development Re-evaluation	<i>Effective Community Planning</i>	2021	The Ec. Dev. Service should be included and re-evaluated as part of the OCP process; strategic priorities for this service will follow.

#### **Rationale:**

COVID-19 has stimulated some real estate purchase projections which indicate that urban dwellers are moving at a more rapid pace into smaller outlying communities. The CCRD Board wishes to be prepared for a possible influx of new residents by updating the Official Community Plan and related bylaws, in particular Zoning bylaws. OCPs are also foundational documents for setting priorities in Economic Development, and addressing the local housing crisis in conjunction with findings in upcoming housing needs assessments.

Service Area*	Priority Project	Related Strategic Goal	Timeline	Required Staff Capacity Actions
<b>Hagensborg Water Improvement District Conversion*</b>	Advocate with the BC Ministry of Municipal Affairs and Housing for key legislative updates to support regional districts undertaking ID conversion	<i>Good Governance and Administration</i>	September 2020 and ongoing if necessary	Continued focus on this advocacy item needs to be defined and discussed at the Board and staff level
	Complete conversion and establish new service	<i>Improving Our Infrastructure</i>	2020-2021	Once the new HW service is established, a service area requisition can occur to support necessary human resourcing
	Transfer of assets and responsibilities to CCRD	<i>Good Governance and Administration</i>	2021-2022	Service area requisition to support necessary human resourcing
	Local community commission feasibility and assent process	<i>Good Governance and Administration</i>	2021	Service area requisition to support necessary human resourcing
	Complete HW system infrastructure upgrade	<i>Improving Our Infrastructure</i>	2021-2023	Service area requisition to support necessary human resourcing
	Identify and pursue unmet Phase 2 infrastructure upgrade funding through new grant opportunities	<i>Improving Our Infrastructure</i>	2021-2023	Service area requisition to support necessary human resourcing

\* Hagensborg Waterworks is not a CCRD service; however conversion is required as a condition of the HWID infrastructure award. Allocation of significant CCRD resources is necessary for conversion and infrastructure project implementation.

### Rationale:

The Board prioritizes this service area because non-negotiable legislative requirements and critical timelines are at play with this conversion, thus it should be noted that significant

administrative time and attention is needed to fulfill these requirements that are out of CCRD's control. It is anticipated that once the service is established, all three water systems - Bella Coola Water (existing), Denny Island Water (new), and Hagensborg Water (pending) - will require review, and may require additional human resourcing.

Service Area	Priority Project	Related Strategic Goal	Timeline	Required Staff Capacity Actions
Solid Waste Management	Conformance review and compliance	<i>Good Governance and Administration; Improving Our Infrastructure</i>	2020	This is a non-negotiable top priority for this service area; the Board-endorsed Solid Waste Management Plan always guides top priorities for this service.
	Bylaw updates	<i>Good Governance and Administration</i>	2021	SWM bylaw updates to be prioritized, occurring before completion of Official Community Planning and subsequent bylaw update processes
	Composting facility design and construction	<i>Improving Our Infrastructure</i>	2021	Matching funds are needed for approved composting grant.

### **Rationale:**

The Board prioritizes the conformance review and compliance, as guided by the Board-endorsed Solid Waste Management Plan, as a top priority for the service area due to non-negotiable provincial regulatory constraints. Bylaw updates are also critical to conformance and service sustainability. The Board wishes to explore a bylaw framework that supports landfill user fees being increased gradually/incrementally, in particular with regards to commercial landfill inputs. The next Board priority is the composting facility project in light of ongoing safety, conflict, and political issues related to human-bear confrontations and interactions, and the possibility of CCRD being able to sell the compost as a new revenue stream. As well, organics are a potential primary source of toxins entering into the water table.

### **Other Priority Projects**

There are several priority projects that the Board would like to prioritize within the overall ongoing projects in each service. These are as follows:

Service Area	Priority Project	Related Strategic Goal	Timeline	Required Staff Capacity Actions
All Service Areas	Implementation of new required Public Sector Accounting Standard: Asset Retirement Obligation	<i>Good Governance and Administration</i>	2022 -2023 and ongoing	Identify, assess, & estimate asset retirement obligations across all services; additional resources may be needed to implement and maintain new required standard
Bella Coola Airport	1) Return of Operations Certificate 2) Allocation of infrastructure funding through BC Air Access program*	<i>Improving Our Infrastructure</i>	2020  2020 - 2022	1) This is a non-negotiable item mandated by Transport Canada regulations, that must be met by November 2020; 2) See Page 4*
Denny Island Airport	Terminal Roof Repairs	<i>Improving Our Infrastructure</i>	2021	Continue to follow guidance from the Denny Island Airport Commission
Centennial Pool	Renewal of Centennial Pool Facility	<i>Improving Our Infrastructure</i>	2021	Timeline dependent on success of RFP and pandemic-related public health guidelines over the next 6-12 months
Denny Island Recreation	Amendment to establishing bylaw to redraw service area boundaries to include Denny Island Only	<i>Good Governance and Administration</i>	2021	Administration to request guidance from Ministry of Municipal Affairs and Housing
Bella Coola Fire Protection	Volunteer Acknowledgment	<i>Building Our Capacity, Good Governance and Admin.</i>	2021	Timing and format dependent on public health guidelines in 2021

\*Recent developments in relation to this advocacy item have resulted in a need for CCRD staff to work directly with BC Air Access Program staff to identify priorities for expenditures of new airport infrastructure improvement funds at the Bella Coola Airport. This benefit has also been extended to the Bella Bella Airport, which is not a CCRD service.

## Other Projects



This partial list is to serve as a reminder for the Board and the public of other projects within ongoing services not mentioned elsewhere in this document. CCRD's five administrative staff must continue working on these projects, while also focusing their efforts primarily on the Board priorities outlined earlier in this document.

Service Area	Key Project(s)
Denny Island Water (portion of Area A)	Construction of new water system
Emergency Management (All Electoral Areas)	Bella Coola Valley Risk Assessment and Flood Mapping/Modeling; Cultural Safety and Humility Training; Community Wildfire Protection Plan; Tripartite MOU with Nuxalk Nation and EMBC
Bella Coola Valley Parks and Recreation (Areas C, D, E)	Great Bear Playgrounds Initiative
Bella Coola Water (portion of Area E)	Asset management and capital works

#### **List of Services with Electoral Area(s)\***

Service	Electoral Area(s)
Land Use Planning	All Electoral Areas
Community Economic Development	All Electoral Areas
Grant In Aid	All Electoral Areas
Emergency Management	All Electoral Areas
Library	All Electoral Areas
Feasibility Studies	All Electoral Areas
General Operations and Administration	All Electoral Areas
Denny Island Water	A
Denny Island Recreation	A
Denny Island Airport	A
Hagensborg Water ID Conversion	C, D
Solid Waste Management	C, D, E
Bella Coola Parks and Recreation	C, D, E

Bella Coola Airport	C, D, E
Centennial Pool	C, D, E
Street Lighting	C, D, E
House Numbering	C, D, E
Bella Coola Fire Protection	D, E
Bella Coola Water	E

*\*as outlined in CCRD's 2017 Service Delivery and Governance Study*

### List of Electoral Areas with Services\*

Electoral Area	Services
A	<ol style="list-style-type: none"> <li>1. Land Use Planning</li> <li>2. Emergency Management</li> <li>3. Community Economic Development</li> <li>4. General Operations and Administration</li> <li>5. Feasibility Studies</li> <li>6. Grant In Aid</li> <li>7. Library</li> <li>8. Denny Island Water</li> <li>9. Denny Island Airport</li> <li>10. Denny Island Recreation</li> </ol>
B	<ol style="list-style-type: none"> <li>1. Land Use Planning</li> <li>2. Emergency Management</li> <li>3. Community Economic Development</li> <li>4. General Operations and Administration</li> <li>5. Feasibility Studies</li> <li>6. Grant In Aid</li> <li>7. Library</li> </ol>
C	<ol style="list-style-type: none"> <li>1. Land Use Planning</li> <li>2. Emergency Management</li> <li>3. Community Economic Development</li> <li>4. General Operations and Administration</li> <li>5. Feasibility Studies</li> <li>6. Grant In Aid</li> <li>7. Library</li> <li>8. Hagensborg Water ID Conversion</li> <li>9. Bella Coola Parks and Recreation</li> <li>10. Bella Coola Airport</li> </ol>

	<ul style="list-style-type: none"> <li>11. Street Lighting (Hwy 20)</li> <li>12. House Numbering</li> </ul>
D	<ul style="list-style-type: none"> <li>1. Land Use Planning</li> <li>2. Emergency Management</li> <li>3. Community Economic Development</li> <li>4. General Operations and Administration</li> <li>5. Feasibility Studies</li> <li>6. Grant In Aid</li> <li>7. Library</li> <li>8. Hagensborg Water ID Conversion</li> <li>9. Bella Coola Parks and Recreation</li> <li>10. Bella Coola Airport</li> <li>11. Street Lighting (Hwy 20)</li> <li>12. House Numbering</li> </ul>
E	<ul style="list-style-type: none"> <li>1. Land Use Planning</li> <li>2. Emergency Management</li> <li>3. Community Economic Development</li> <li>4. General Operations and Administration</li> <li>5. Feasibility Studies</li> <li>6. Grant In Aid</li> <li>7. Library</li> <li>8. Bella Coola Water</li> <li>9. Bella Coola Parks and Recreation</li> <li>10. Bella Coola Airport</li> <li>11. Street Lighting (Hwy 20, Townsite)</li> <li>12. House Numbering</li> </ul>

*\*as outlined in CCRD's 2017 Service Delivery and Governance Study*

**Next Steps**

In order to continue to empower staff to focus on the above outlined priorities while still continuing to meet regulatory requirements and effectively delivery of existing services, the Board must continue to keep its duty of care of the organization top of mind throughout the remainder of their term, and guard each other against stepping outside the strategic framework they created to guide the actions of the organization. This requires using several best practice governance strategies, such as actively managing their own and constituent expectations regarding the pace and timelines under which CCRD will be able to complete ongoing initiatives, and explore and implement new initiatives; and creating a process by which new Board resolutions are measured against the directives in this plan. And, while Board presence at political tables that have impact outside the CCRD region are important for the organization's networking and overall success, the unique challenges for CCRD at this time deserve Board members' primary focus and attention be turned homeward towards the health and well-being of

their own organization, and support of their own staff in their efforts to provide sustainable delivery of existing services.

In turn, administrative staff must continue to fulfill its role as advisors to the Board by reminding the Board of its duty of care regularly, in the form of regular updates as to organizational well-being, and any threats to achieving the goals within this plan. Staff must also provide the Board with realistic timelines around project completion, and reasonable indicators (at the moment of request if possible) as to when new requests for projects, policies, and initiatives will be able to be fulfilled.

Together, the Board and staff must find ways to keep the focal points of this document at the forefront of their thinking, discussions, and actions as much as possible. One way to do this is to build an agenda item into every meeting to discuss how the organization is functioning in relation to this plan. While staff may interact with the concepts of the plan every day, Board members need a method by which to remind themselves of its contents and guidance regularly. Preparations for and enacting of the monthly meeting is the most efficient way to ensure this. There may be other methods that the Board wishes to discuss.



## CCRD SERVICE REPORT

**To:** Courtney Kirk, CAO  
**From:** Ken McIlwain, Operations Manager  
**Meeting Date:** October 8, 2020  
**Subject:** BELLA COOLA WATERWORKS SERVICE UPDATE

### Recommendation:

*THAT the Board of Directors of the Central Coast Regional District receives the Bella Coola Waterworks Service Report dated October 8, 2020.*

### Service Background:

The CCRD is responsible for operation of a water system to distribute water to a portion of Electoral Area E (service area), generally referred to as the Bella Coola Townsite. The service was established March 31, 1992 through CCRD Bylaw No. 178, cited as "Bella Coola Water Supply and Distribution Service Establishment Bylaw No. 178".

The service is managed by the CCRD Operations Department with oversight from the CCRD CAO and Board of Directors. Maintenance work on the water system is completed by contractors. Water sampling is completed by CCRD operations staff.

Provincial government permitting and oversight of the water system is delivered through Vancouver Coastal Health Authority. A Drinking Water Protection Officer is assigned to ensure compliance with the Drinking Water Protection Act.

The water system is limited to distribution of water that is purchased from the Nuxalk Nation at an annual cost of \$21,275. The water is sourced from drilled wells located approximately 1km west of Thorsen Creek and slightly south of I.R. #1.

2020 revenue sources for the Bella Coola Waterworks Service are anticipated to be:

- Water Tolls and Charges: - \$54,671



Water tolls and other water system rates and charges are set in CCRD Bylaw 282. The most recent amendment to rates and charges took place in 2019. Currently, a single-family dwelling with a ¾ inch service line pays an annual charge of \$216.00 for water.

**Quarterly [or Bi-Annual or Annual] Highlights:**

- CCRD has purchased a pin detector to be used in locating curb-stop valve boxes.
- A new residential connection was scheduled for early September but has been subject to delays resulting from contractor availability and local COVID-19 precautions.
- The contractor we have used in the past for more involved water system projects and inspections such as fire hydrant inspection/servicing has recently retired. This leaves a gap in our capacity to repair, maintain and upgrade the townsite water system.

**Grant Funded Projects Administered Under the Service:**

There are currently no grants administered under this service.

**Feasibility Studies Authorized Under the Service:**

N/A

**Board Priorities - Service Specific Progress of CCRD Strategic Plan 2019 – 2022:**

Strategic Plan Goal: There is nothing in the current Strategic Plan that speaks directly to the Bella Coola Waterworks Service.

**Financial/Budgetary:**

Total Service Budget (Including Grants):

Total 2020 Budgeted Revenues: \$54,671 (including special project grant revenues)

Percent total expenditures to April 24, 2020: \$36,180 or 66%

Budget **without** grant revenues or expenditures:

Subtotal 2020 Revenues: \$54,671 (excluding special project grant revenues)

Percent total expenditures to September 24, 2020: \$36,180 or 66 %

**Grant Funded Special Projects**

N/A

**Apportioned Administration Reflecting Time Requirements – Staff and Elected Officials:**

Apportioning administrative (operational) costs to each service the CCRD operates is a requirement under the *Local Government Act s. 379(1)*. The CCRD calculates apportioned administration using a two-pronged formula that considers:

- an estimate of staff time dedicated to a particular service (estimated from an average of approximate time spent the preceding year and time contemplated for the upcoming year); as well as
- an allocation of the combined total costs of Board governance, yearly audit and financial services, insurance and core administrative overhead (i.e. office space and supplies).

The total apportioned administration costs determined for CCRD's Bella Coola Waterworks Service was calculated to be \$12,334 for 2020 and incorporated as such into the CCRD Five Year Financial Plan 2020-2024.

Respectfully Submitted by:



Ken McIlwain, RPF

Reviewed by:



Courtney Kirk, Chief Administrative Officer

# PROJECT UPDATE



Date: October 1, 2020  
 To: Ken McIlwain  
 From: Jacob Scissons  
 Subject: **DENNY ISLAND COMMUNITY WATER SYSTEM  
 PROJECT UPDATE – SEPTEMBER 2020**

The following is a summary of key dates, recently completed activities, and next steps for the Denny Island Community Water System project.

## KEY DATES

- Vancouver Coastal Health (VCH) has issued the *Water Supply System Construction Permit* for the CCRD water distribution system, which is valid for one year from March 6, 2020.
- The Ministry of Transportation and Infrastructure (MOTI) *Permit to Construct, Use, and Maintain Works Within the Right-of-Way of a Provincial Public Highway* has been issued, which reflects the revised pipe cover of 0.9 metres and is valid until a revised date of December 31, 2021.
- The Ministry of Forests, Lands, Natural Resource Operations, and Rural Development (MFLNRORD) has issued the CCRD's *Conditional Water Licence*, a condition of which is that the infrastructure work be completed and water beneficially used by December 31, 2023.

## RECENT WORK COMPLETED

- School District #49 has awarded the supply and distribution watermain contract to Steve Emery Contracting.
- The alternate HDPE pipe bedding material (locally produced, well graded, granular material) has been approved by the geotechnical engineer. This represents capital cost savings over importing sand.
- There appears to be limited cost savings associated with downsizing the pipe between the reservoir and Denny Island Airport Road. Therefore, the originally proposed 300 mm diameter pipe size will be installed to maximize conveyance (fire flow) capabilities.

## NEXT STEPS

- The Fisheries and Oceans Canada *Request for Review* and Ministry of Forests, Lands, Natural Resource Operations, and Rural Development *Water Sustainability Act Section 11 Notification* applications for proposed culvert / creek crossings will be advanced.
- The CCRD and School District #49 will draft an agreement in support of the Vancouver Coastal Health *Operating Permit*.
- The design team will cost out options to extend power to the proposed water treatment plant, including a connection to the school vs the overhead lines on Denny Island Airport Road.
- The RFQ for supply and installation of a pre-engineered treatment plant to include treatment / disinfection equipment, system controls, HVAC, and safety equipment will be finalized for VCH review and subsequent issuance to a select short list of qualified proponents.





## PROJECT UPDATE

Date: October 1, 2020  
File: 3383.0005.02  
Subject: DENNY ISLAND COMMUNITY WATER SYSTEM  
Page: 2 of 2

- The procurement approach and phasing for construction of the CCRD water distribution system will be reviewed.
- Hydrant requirements and spacing for the distribution system will be reviewed.
- The construction schedule may be impacted by the ongoing pandemic situation. The project team continues to advance tasks that can be completed safely and remotely.

Sincerely,

**URBAN SYSTEMS LTD.**



Jacob Scissons, P.Eng.  
Project Manager

U:\Projects\_KAM\3383\0005\02\C-Correspondence\C1-Client\2020-10-01 Denny Island Water System - September 2020 Update.docx



## Media Release

FOR IMMEDIATE RELEASE

### **Vancouver Island Regional Library is Stronger Than Ever with 2021 Budget**

*September 19, 2020, Nanaimo, BC* – The Vancouver Island Regional Library (VIRL) Board of Trustees has adopted the [2021 – 2025 Financial Plan, Retooling: Stronger Than Ever](#). Together.

At the September 19 meeting, the Board adopted a balanced budget of \$39,333,061 for 2021. Municipal and regional levies will contribute \$24,500,529 to the Library budget, an average increase of 1.87% over 2020. The Budget was supported by all Trustees in attendance.

“In developing this budget, we had to balance the ongoing and uncertain effects of the COVID-19 pandemic with our need to press forward, innovate, and evolve our services,” says Joel Adams, VIRL’s Director of Finance. “Our Board of Trustees needs to be recognized for having the vision and understanding to take the long view in their adoption of this budget. Thanks to their vision, we can continue to provide leading edge library services to the communities we serve.”

“This budget recognizes the ongoing challenges we all face as a result of COVID-19,” says Brenda Leigh, Chair of the VIRL Board of Trustees. “By focusing on the future, we are positioning VIRL as a leader to help individuals, businesses, and communities emerge from these unprecedented times united, motivated, and stronger than ever.”

For more information about the 2021– 2025 Financial Plan, visit <https://virl.bc.ca/about/reports-and-plans/>.

#####

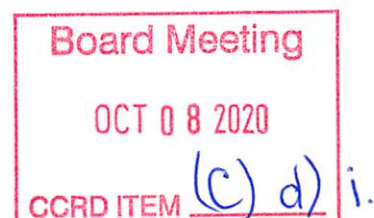
#### **For more information**

David Carson, Director, Corporate Communications and Strategic Initiatives

Direct: 250.753.1154 ex 248

Cell: 250.327.3651

Email: [dcarson@virl.bc.ca](mailto:dcarson@virl.bc.ca)



Board Meeting  
OCT 08 2020  
CCRD ITEM (c)(d)ii.

# READY REVIVED RETOOLED



VANCOUVER ISLAND REGIONAL LIBRARY FINANCIAL PLAN



## STRONGER THAN EVER

2021 - 2025

# TABLE OF CONTENTS

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2020 Executive Committee

# YOUR VOICE YOUR LIBRARY

## STRATEGIC PRINCIPLES

### PRINCIPLE 1: COMMUNITY

Vancouver Island Regional Library serves dozens of unique communities up and down Vancouver Island, the Central Coast and Haida Gwaii. By engaging and listening to our diverse populations, we can create partnerships, understanding and excitement in our cities and towns.

Vancouver Island Regional Library will continue to expand engagement and partnership opportunities, as well as increase advertising and promotion to show that the library is a vibrant, welcoming place for people of all socioeconomic groups, cultures and literacy levels.

### PRINCIPLE 2: COLLECT. CONNECT. COLLABORATE. CREATE.

The library of the 21st Century is a mix of the traditional physical space and of the digital, "always-on" world. Excellence in programming and collections (both print and digital) empowers our communities by providing services and resources that contribute to a more knowledgeable and connected society. Vancouver Island Regional Library seeks to identify and address the educational and recreational needs of our customers. As well, we seek new ways to reach those who are not aware of the resources we have to offer.

The library is a place of lifelong learning and inspiration. We strive to provide our communities with access to the information they need – whenever or wherever that may be.

### PRINCIPLE 3: PLACES AND SPACES

Vancouver Island Regional Library branches are key gathering places within our communities. We must continue to improve both the facilities and technology throughout our system to ensure that our libraries are vibrant, welcoming and inclusive hubs.

Since 2011, we have renovated or built eleven branches across the Vancouver Island Regional Library service area. Assessing the needs of each unique community when renovating and building facilities is a crucial component of our ongoing success.

In addition, our online presence and information technology (IT) infrastructure needs continuous and consistent stewardship and development to ensure that we meet the current and future technological needs of our customers.

### PRINCIPLE 4: LIFE AT WORK

Like many other large multi-generational public service sectors, we are experiencing workplace challenges and adjustments. Our workforce spans the full spectrum of age ranges and includes Baby Boomers, Gen Xers, and Millennials. Each generation collectively maintains different values, attitudes, behaviour and approaches to decision making. Additionally, we are experiencing a rise in retirements from long-serving staff members.

To succeed as an organization, Vancouver Island Regional Library recognizes that it needs to support staff (and ultimately library customers) by respecting the multiple perspectives our employees represent. To do this, we must continually promote positive employer/union relations and improve our methods of communication, decision making and project management to create an effective and productive workplace culture.

# RETOOLING

STRONGER THAN EVER. TOGETHER.

Vancouver Island Regional Library (VIRL) branches are vibrant community spaces. We are destinations in our communities for knowledge, inspiration, innovation, and renewal. As Trustees, you underpin VIRL's success by putting into place foundational documents, policies, and practices which enable staff to deliver a service plan that shines as a beacon of excellence. By working with community and staff, the Board has developed a well-rounded program of cost-effective, innovative, progressive, and high quality library services.

Planning for the 2021 – 2025 Financial Plan had, as a backdrop, the ongoing and unforeseen challenges brought on by the COVID-19 pandemic. This budget needs to be sensitive to the stresses and challenges faced by members of the public and all levels of government. We remain in the midst of a worldwide pandemic that will have fiscal, social, and health repercussions for years to come. COVID-19 has fundamentally disrupted the way most of us live our lives. The impacts are far reaching, evolving, and complex. They include:

- Connections with Family, Friends and Community
- Social Isolation
- Quality of Life
- Safety and Security

Within this context, the 1.87% increase to our budget allows us to continue the important work we are doing to build vital community spaces. It also allows us to invest in materials and resources to help people grow, connect, and stay entertained. It means that we continue to look forward with an eye to the challenges and uncertainties we all face.

As we retool for the future, we are working to ensure our foundation remains solid, using our foundational documents as our blueprint. We are not returning to the way things were, but we are not going backwards either. Looking ahead, libraries must be responsive, nimble, and quick to adapt. This Budget affirms our Board of Trustees' commitment to the long term value and sustainability of libraries.

**THIS YEAR'S LEVY INCREASE**

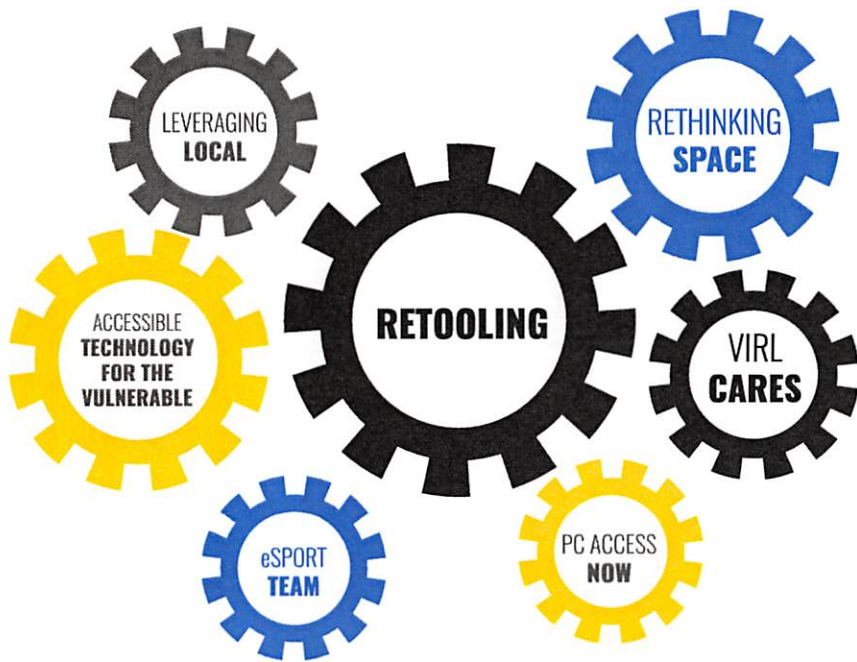
# 1.87%



## OUR PATH AHEAD

1. Let the principles and goals established in the 2016 – 2020 Strategic Plan drive the next 24 months. VIRL's current five-year plan fortifies us as an organization that emphasizes setting goals, priorities and building on staff strengths. The plan reflects VIRL's commitment to excellence in library services, accountability, and our goal to enhance lives, forge connections and strengthen communities. The delivery model now in place will align, prioritize, measure and communicate our next steps.
2. Ensure the provision of library services meets the diverse needs of our member jurisdictions. Over the years, VIRL has systematically developed an organizational structure that is flexible and responsive to community expectations. To sustain VIRL's competitive edge in the marketplace as a leader in the industry and to sustain the delivery of intelligent, responsive and personal library services, the structure can evolve to meet current and future environments. This enables staff to manage the environment of today and be responsive to the post COVID-19 realities of the future.
3. VIRL has been developed and managed to be responsive. We can take advantage of this asset in the following ways:
  - Be sensitive to the environment and the diversity of our member jurisdictions.
  - Position VIRL as an ongoing essential community connection, a welcoming place and a destination for learning.
  - Build a robust online community to encourage interaction through content creation.
  - Increase access to those presented with barriers.
  - Be an essential connector of a thriving community of readers, learners, and leaders.
  - Make library services and 21st Century technology accessible to everyone.

“As Trustees, you underpin VIRL's success by putting into place foundational documents, policies, and practices which enable staff to deliver a service plan that shines as a beacon of excellence.”



# HIGHLIGHTS

There is so much to be proud of at Vancouver Island Regional Library. Our branches are vibrant, dynamic spaces. Our collections and resources are important to so many. Our programming is varied, deep, and thought provoking.

Our spaces and resources help kids build skills for future success; they bring people from every walk of life together to share, learn, create and explore; they evolve with the times to offer the latest technologies and opportunities for everyone to thrive; and they are places where ideas are born, meetings are conducted, literacy skills are built, and communities thrive.

Our numbers speak for themselves...And we're just getting started.

THE  
VALUE OF  
YOUR CARD  
**\$644** \$

The unique value of your Library card is calculated by dividing the market value of resources borrowed from your Library by the number of registered borrowers.





# THE LEVY

The 2021 Budget is composed of two distinct components: the Operating Budget and the Capital Budget.

The Levy is a key part of the 2021 Budget. Each year, the Board sets the Total Member Levy, which is allocated to each member using the formula in the Library Act for regional libraries. Schedule A includes the detailed levy information for each member.

## THE BUDGET PROCESS



- 1 BOARD OF TRUSTEES ARE PRESENTED THE BUDGET ASSUMPTIONS
- 2 STAFF DEVELOP BUDGET FIGURES
- 2 EXECUTIVE LEADERSHIP EVALUATES AND RECOMMENDS
- 3 EXECUTIVE COMMITTEE EVALUATES AND RECOMMENDS
- 5 BOARD OF TRUSTEES ADOPTS

### PROPOSED CHANGES TO MEMBER LEVIES

	2021 LEVY	2020 LEVY	CHANGE	% CHANGE TO TOTAL LEVY
Operating Levy	\$20,792,079	\$20,586,216	\$205,863	0.86%
Capital Levies				
Furniture, Fixtures, Equipment & Systems Levy	1,642,644	1,538,097	104,548	0.43%
Facilities Levy	2,065,805	1,926,371	139,434	0.58%
<b>Total Member Levies</b>	<b>\$24,500,529</b>	<b>\$24,050,684</b>	<b>\$449,845</b>	<b>1.87%</b>

### 5-YEAR HISTORY OF MEMBER LEVIES

	2017 LEVY	2018 LEVY	2019 LEVY	2020 LEVY	2021 LEVY
Operating Levy	\$18,637,079	\$19,222,461	\$19,968,385	\$20,586,216	\$20,792,079
Capital Levies					
Furniture, Fixtures, Equipment & Systems Levy	1,160,185	1,274,327	1,409,647	1,538,097	1,642,644
Facilities Levy	1,450,231	1,595,299	1,762,059	1,926,371	2,065,805
<b>Total</b>	<b>\$21,247,495</b>	<b>\$22,092,087</b>	<b>\$23,140,091</b>	<b>\$24,050,684</b>	<b>\$24,500,529</b>
<b>Increase in Total Levy</b>	<b>\$1,593,711</b>	<b>\$844,592</b>	<b>\$1,048,004</b>	<b>\$910,593</b>	<b>\$449,845</b>
<b>Percentage Increase - Approved, Including Business Cases</b>	<b>4.25%</b>	<b>3.98%</b>	<b>4.74%</b>	<b>3.94%</b>	<b>1.87%</b>

# THE 2021 BUDGET

## 5 YEAR FINANCIAL PLAN BY YEAR

	PROPOSED		PROJECTED		
	2021	2022	2023	2024	2025
<b>Revenues</b>					
Member Levies	\$24,500,529	\$25,262,374	\$25,979,701	\$26,715,616	\$27,470,575
Grants	1,308,218	1,308,218	1,308,218	1,308,218	1,308,218
Overdue Fees	205,000	210,000	210,000	210,000	210,000
Investment Income	130,000	130,000	130,000	130,000	130,000
Other Branch Revenue	247,000	251,940	256,979	262,118	267,361
Transfers from Reserves	6,942,314	6,642,314	5,422,314	4,112,314	3,452,314
MFA Borrowing	6,000,000	14,000,000	-	-	-
<b>Total Revenue</b>	<b>\$39,333,061</b>	<b>\$47,804,846</b>	<b>\$33,307,212</b>	<b>\$32,738,266</b>	<b>\$32,838,468</b>
<b>Expenditures</b>					
Operating Expenditures	19,981,366	20,380,993	20,788,613	21,204,385	21,628,473
Library Materials	3,000,931	3,090,959	3,183,687	3,279,198	3,377,574
Capital	11,350,000	18,902,133	3,278,140	1,904,746	1,179,213
Debt Servicing	1,292,313	1,722,314	2,002,314	2,002,314	2,002,314
Transfers To Reserves	3,708,450	3,708,450	4,054,455	4,347,623	4,650,897
<b>Total Expenditures</b>	<b>\$39,333,061</b>	<b>\$47,804,846</b>	<b>\$33,307,212</b>	<b>\$32,738,266</b>	<b>\$32,838,468</b>
<b>Percentage Increase In Member Levies</b>	<b>1.87%</b>	<b>3.11%</b>	<b>2.84%</b>	<b>2.83%</b>	<b>2.83%</b>

The Capital Budget represents a portion of the levy. These funds are responsible for the newly opened Sayward branch. Stronger libraries building stronger communities.



CAPITAL BUILDS COMMUNITIES

## CHANGES TO THE 2021 BUDGET COMPARED TO 2020

### REVENUES

- Member levies are expected to increase by \$449,845 over 2020, representing a \$205,863 increase to the Operating budget and a \$243,982 increase to the Capital budget;
- Grant funding is expected to remain at 2020 levels, as there has been no indication of changes to the per capita and other grants received from the Province;
- Investment and rental income is expected to decrease over the 2020 budget, mainly due to forecasted average reserve funds being lower than prior years as the reserves are used to fund capital expenditures;
- Revenue from overdue fees are expected to decrease over the 2020 budget due to actual amounts received in 2019;
- Revenue from photocopyers and fundraising are expected to increase based on actual amounts received in 2019;
- Sale of books and promotional items is expected to remain consistent with the 2020 budget; and
- Cost underspends from 2020 due to the impact on operations of COVID-19 will be transferred into a reserve and carried in to 2021, where they will be recognized as revenue. This helps to offset expenditures and allows VIRL to reduce the levy increase seen in prior years.

### EXPENSES

- Travel expenses are expected to decrease as electronic meetings are used more frequently;
- Operating expenses, including branch and facility costs, computer and networking costs, office, and training, are expected to increase based on planned activities for 2019;
- Professional Fees are expected to decrease over 2020, due to approved business cases in 2020 which are not occurring in 2021;
- Capital expenditures are expected to increase slightly over the 2020 budget, based on planned capital projects for 2021;
- Wages are expected to increase based on scheduled increases within the Collective Agreements, expanding the size and staffing of new buildings, and realigning the staffing complement in administration and at branches; and
- Library materials are budgeted to increase by 3%, in accordance with the Board's direction.

### OPERATING BUDGET



The Operating Budget funds day-to-day operations of VIRL branches, including salaries, rent, janitorial, and administration. VIRL's goal is to provide high quality library service, while being mindful of resources and member levies.

For 2021, operational and service levels can be maintained through a 0.86% increase to the Operating Levy. VIRL faces the cost pressures of rising costs due to inflation (as per BC Stats: increase for July 2020 of 0.2% over July 2019), increases to facilities costs as a result of inflation within the construction market, and wage rate increases as impacted by Collective Agreements.

The Operating Budget supports important initiatives such as continued repairs and maintenance to branches, supplying high quality administration services, and ensuring consistent electronic access for customers.

### CAPITAL BUDGET

VIRL's Capital Budget is based on the Consolidated Facilities Master Plan (CFMP), which was adopted along with its Companion Report in 2010 by the Board of Trustees. The CFMP was developed based on a report prepared by an external consulting firm which reviewed the status of all VIRL facilities. The consultants reported that at the time of the review there was significant deferred maintenance and that a number of branches were undersized for their communities or required significant capital investment. To renovate or expand the branches in order to adequately serve communities was cost prohibitive, so adoption of the Companion Report and its recommendations included a long term funding strategy.

The Board's CFMP is key to VIRL's success in 2021 and for future years. Without investing in its branches over the short term, VIRL risks the building conditions which existed prior to establishment of the CFMP.

The CFMP has allowed VIRL to perform substantial renovations or new builds in 16 branches since 2011, as well as providing funding for upgraded furniture, equipment, and IT resources. As the Capital Plan shows, there are many other projects at various stages, and multiple projects planned for the coming years. Continued investment in branches allows VIRL to continue its mandate of creating safe, welcoming, inclusive spaces.

The CFMP levies are used to fund capital projects for the branches. VIRL prepares a separate Capital Budget and a 5-year Capital Plan as part of its budget process, which details the planned use of these levies to address maintenance issues, renovate and expand branches, and invest in furniture and equipment. As part of its Capital Plan, VIRL seeks to balance the capital projects across its membership, while prioritizing projects based on population, building condition, and other factors as directed by the CFMP.

When new or renovated libraries open in our communities, we see an increase in visitors of at least 20%. Multiple studies on the return on investment for libraries show that the economic benefits far outweigh the amounts contributed. Libraries make communities a more desirable place to live while also enhancing the quality of life. In addition, VIRL's strategy of owning building structures has allowed greater control over our operations and includes the long-term benefit of repaying debt rather than continuing to pay rent.

## THE TWO LEVIES UNDER THE CAPITAL BUDGET ARE THE MAINTENANCE, FURNITURE, EQUIPMENT AND INFORMATION SYSTEMS REPLACEMENT LEVY (FFE LEVY), AND THE FACILITIES INFRASTRUCTURE IMPROVEMENTS AND EXPANSION LEVY (FACILITIES LEVY).

### FURNITURE, FIXTURES & EQUIPMENT (FFE) LEVY

The FFE Levy is dedicated to addressing deferred maintenance at our buildings, and ensuring that branches receive the regular upkeep required to maintain VIRL service standards. A portion of this funding also goes towards annual investment in furniture and equipment, delivery vehicles, and IT infrastructure and resources.

### FACILITIES LEVY

The Facilities Levy is dedicated to renovating branches and to the construction of new facilities where VIRL will see the most benefit. Construction of new branches supports the Board's mandate to own its buildings, which helps to realize operational control of its facilities and serves as an investment in VIRL's present and future.

# THE 2021 BUDGET

## VARIANCE ANALYSIS: COMPARISON OF 2021 CONSOLIDATED BUDGET TO 2020 BUDGET

	2021 BUDGET (PROPOSED)					
	2020 BUDGET (ADOPTED)	OPERATING	CAPITAL	CONSOLIDATED	INCREASE (DECREASE)	% CHANGE
<b>Revenues</b>						
Member Levies	\$24,050,683	\$20,792,079	\$3,708,450	\$24,500,529	\$449,845	1.87%
Grants Received	1,308,218	1,308,218		1,308,218	-	0.00%
Investment and Rental Income	145,000	130,000		130,000	(15,000)	-10.34%
Overdues Fees	210,000	205,000		205,000	(5,000)	-2.38%
Lost Books/Cards	15,000	20,000		20,000	5,000	33.33%
Miscellaneous Fees	30,000	25,000		25,000	(5,000)	-16.67%
Photocopiers	67,000	70,000		70,000	3,000	4.48%
Book and Promotional Item Sales	15,000	15,000		15,000	-	0.00%
Fundraising/Donations	115,000	117,000		117,000	2,000	1.74%
Transfers from Reserves	6,186,874	300,000	6,642,314	6,942,314	755,440	12.21%
MFA Borrowing	6,000,000		6,000,000	6,000,000	-	0.00%
<b>Total Revenues</b>	<b>38,142,775</b>	<b>22,982,297</b>	<b>16,350,764</b>	<b>39,333,061</b>	<b>1,190,285</b>	<b>3.11%</b>
<b>Expenditures</b>						
Automotive, Travel & Vehicle	250,000	245,000		245,000	(5,000)	-2.00%
Bank and Payroll Production	75,000	79,000		79,000	4,000	5.33%
Board Expenses	85,000	87,000		87,000	2,000	2.35%
Branch and Facility Costs	2,853,359	2,924,693		2,924,693	71,334	2.50%
Building and Equipment	110,030	112,231		112,231	2,201	2.00%
Communications and Internet	304,504	309,072		309,072	4,568	1.50%
Computer Networking Costs	816,200	416,200	650,000	1,066,200	250,000	30.63%
Consulting and Professional	268,947	183,447		183,447	(85,500)	-31.79%
Insurance	125,000	125,000		125,000	-	0.00%
Library Materials	2,913,525	3,000,931		3,000,931	87,406	3.00%
Office, Photocopier and Postage	405,000	405,000		405,000	-	0.00%
Promotion and Advertising	130,000	135,000		135,000	5,000	3.85%
Training and Workshops	85,000	127,000		127,000	42,000	49.41%
Wages and Benefits	14,469,869	14,832,723		14,832,723	362,854	2.51%
Capital	10,455,000		10,700,000	10,700,000	245,000	2.34%
Debt Servicing	1,281,874		1,292,313	1,292,313	10,439	0.81%
Transfers to Reserves	3,514,467		3,708,450	3,708,451	193,983	5.52%
<b>Total Expenditures</b>	<b>38,142,775</b>	<b>22,982,297</b>	<b>16,350,764</b>	<b>39,333,061</b>	<b>1,190,285</b>	<b>3.11%</b>
<b>Net Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

The Sidney/North Saanich branch is another example of the Capital Budget at work. In 2019, VIRC reopened the space to excited customers eager to use their new, renovated library.



# THE 2021 BUDGET

Facility projects for 2021 represent the capital funding required, and form part of the proposed 2021 budget. Projects for 2022 to 2025 are estimates for planning and budgeting purposes, and will be finalized as preliminary project activities are completed. The year assigned to a project represents the year it is expected to be completed.

Changes to budget amounts will be communicated to the Board.

Note: Projects with an asterisk (\*) have been identified as priorities and assigned an estimated year of completion in the Capital Plan, but no funding has been allocated as the amount.

## LARGE/URBAN BRANCHES: SUMMARY OF PLANNED FACILITIES PROJECTS

Branch	2021	2022	2023	2024	2025	2026 and Beyond	Funding Source	Project Description
Port Alberni	1,000,000						Long Term Maint. Reserve	Refurbishment
Courtenay	1,500,000						Facilities Reserve	Refurbishment
Comox	100,000						F&E Reserve	Furnishing
Qualicum Beach		1,000,000					Long Term Maint. Reserve	Refurbishment
Nanaimo Wellington		75,000					F&E Reserve	Furnishing
Cowichan		1,500,000					Facilities Reserve	Refurbishment
Nanaimo Harbourfront			1,000,000				Long Term Maint. Reserve	Furnishing, Roof Maintenance, HVAC
Nanaimo North				600,000			Long Term Maint. Reserve	Furnishing, Roof Maintenance
<b>Total Renovations</b>	<b>2,600,000</b>	<b>2,575,000</b>	<b>1,000,000</b>	<b>600,000</b>	-	-		
<b>New or Expanded Branches</b>								
Sooke	7,500,000						Debt & Levies	New & Expanded Branch
Campbell River		14,000,000					Debt/Facilities Reserve	New & Expanded Branch
Ladysmith*			TBD					New & Expanded Branch
North Saanich*				TBD				New & Expanded Branch
<b>Total New/Expanded</b>	<b>7,500,000</b>	<b>14,000,000</b>	-	-	-	-		
<b>Total Large/Urban</b>	<b>10,100,000</b>	<b>16,575,000</b>	<b>1,000,000</b>	<b>600,000</b>	-	-		

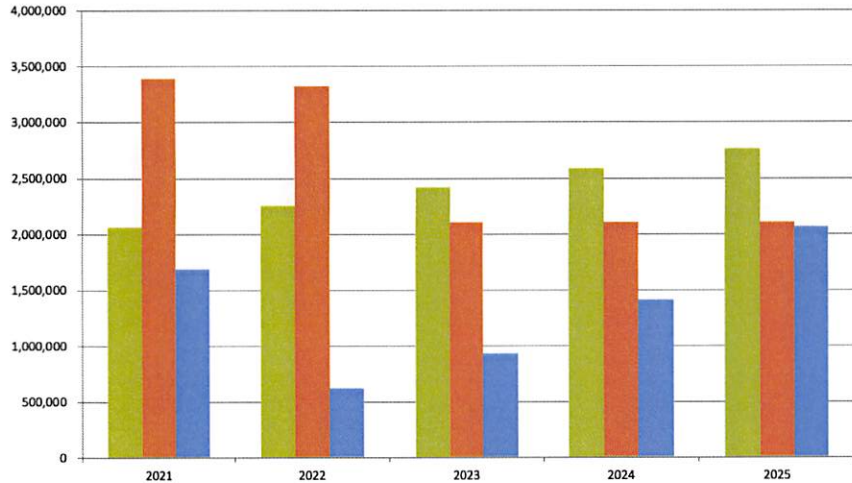
## SMALL/RURAL BRANCHES: SUMMARY OF PLANNED FACILITIES PROJECTS

Branch	2021	2022	2023	2024	2025	2026 and Beyond	Funding Source	Project Description
Port McNeill	30,000						F&E Reserve	Furnishing
Sointula	20,000						F&E Reserve	Furnishing
Bowser	27,000						F&E Reserve	Furnishing
Port Clements	20,000						F&E Reserve	Furnishing
Cowichan Lake	300,000						Long Term Maint. Reserve	Upgrade Fire Suppression, Repair
Ucluelet		26,000					F&E Reserve	Furnishing
Quadra Island		65,000					F&E Reserve	Furnishing
Gabriola Island		63,000					F&E Reserve	Furnishing
Bella Coola		35,000					F&E Reserve	Furnishing
Cumberland			62,000				F&E Reserve	Furnishing
Cortes Island			28,000				F&E Reserve	Furnishing
Port Renfrew			14,000				F&E Reserve	Furnishing
<b>Total Renovations</b>	<b>397,000</b>	<b>189,000</b>	<b>104,000</b>	-	-	-		
<b>New or Expanded Branches</b>								
Masset	900,000						Debt/Facilities Reserve	New & Expanded Branch
Sandspit*		TBD						New & Expanded Branch
Tahsis*		TBD						New & Expanded Branch
Tofino*			TBD					New & Expanded Branch
<b>Total New/Expanded</b>	<b>900,000</b>	-	-	-	-	-		
<b>Total Small/Rural</b>	<b>1,297,000</b>	<b>189,000</b>	<b>104,000</b>	-	-	-		

# THE 2021 BUDGET

## NEW & EXPANDED BRANCH RESERVE - BUDGETED CONTRIBUTIONS, WITHDRAWALS & YEAR END BALANCES

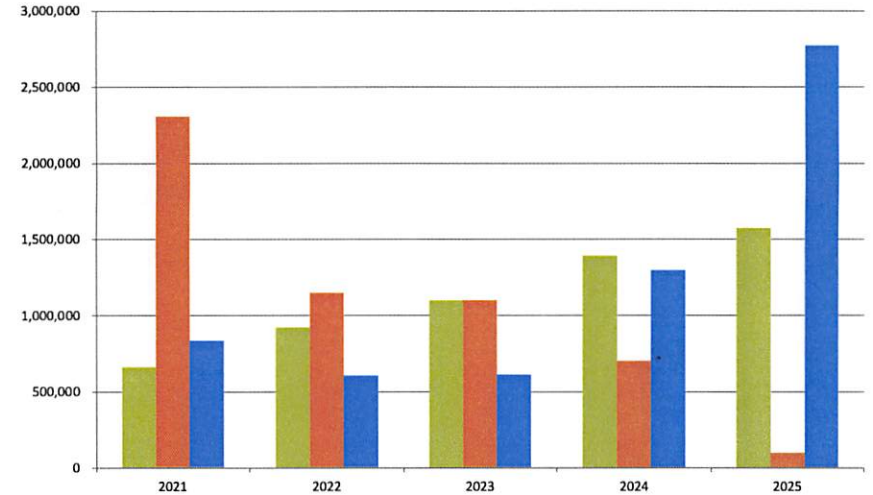
	2021	2022	2023	2024	2025
Contributions	2,065,805	2,252,475	2,415,346	2,583,832	2,758,090
Withdrawals	3,392,314	3,322,314	2,102,314	2,102,314	2,102,314
Reserve Balance, End of Year	1,687,335	617,497	930,529	1,412,046	2,067,822



■ Contributions  
■ Withdrawals  
■ Reserve Balance, End of Year

## LONG TERM MAINTENANCE - BUDGETED CONTRIBUTIONS, WITHDRAWALS & YEAR END BALANCES

	2021	2022	2023	2024	2025
Contributions	662,644	921,980	1,102,277	1,387,065	1,576,472
Withdrawals	2,300,000	1,150,000	1,100,000	700,000	100,000
Reserve Balance, End of Year	831,939	603,919	606,196	1,293,261	2,769,733



■ Contributions  
■ Withdrawals  
■ Reserve Balance, End of Year





2019

# CAPITAL PROJECTS

In 2019, VIRL celebrated the opening of its first prototype branch design in Sayward. With the success of the prototype, VIRL plans to use this model to ensure a consistent branch design in a number of rural communities over the coming years.

In 2019, VIRL also reopened the refreshed Parksville branch and celebrated the reopening of the Sidney/North Saanich branch. Both of these projects were completed with the involvement of VIRL staff and cooperation from the respective municipalities. Future projects identified in the Capital Plan include new prototype branches for the communities of Masset and Sandspit, refurbishments of the Port Alberni and Courtenay branches, a new flagship branch in Campbell River to serve northern communities, and a new facility for the District of Sooke.

In this time of physical distancing, consideration will be given to library designs that incorporate recommendations from health officials. Depending on the branch, this could include considerations from how floorplans are developed down to operational details such as touchless washroom facilities or automated material returns, alongside a host of other solutions that will ensure staff can deliver and customers access our services in a safe, healthy manner. These new developments may impact the project budgets, which will be reassessed during planning.

SINCE THE BOARD ADOPTED THE CONSOLIDATED FACILITIES MASTER PLAN (CFMP), THE BOARD HAS APPROVED FUNDING FOR NEW BUILDS OR REFURBISHMENTS IN 16 BRANCHES:

QUADRA ISLAND	2011	CAMPBELL RIVER	2015
BELLA COOLA	2011	NANAIMO HARBOURFRONT	2015
GABRIOLA ISLAND	2012	PORT HARDY	2016
PORT RENFREW	2013	HORNBY ISLAND	2016
CORTES ISLAND	2013	NANAIMO WELLINGTON	2017
NANAIMO NORTH	2014	PARKSVILLE	2019
CUMBERLAND	2014	SIDNEY/NORTH SAANICH	2019
COWICHAN LAKE	2014	SAYWARD	2019

# CONCLUSION

COVID-19 has created unusual levels of isolation. School age children are being home-schooled and public officials are urging physical distancing, masks, and staying at home. Many have experienced lifestyle changes. 81% of Canadian kids and teens feel they are missing important life events or moments. Seniors and vulnerable populations have been kept isolated from friends, family, and loved ones. Negative outcomes – in terms of health, wellbeing, and education – may take years to fully manifest themselves.

The 2021 – 2025 Financial Plan incorporates the costs of maintaining operations, while focusing expenditures on efficient use of resources and integrating considerations of the new health and safety guidelines. This ultimately furthers VIRL's strategic plan and gives consideration to its current operations, while ensuring it looks to the future as an organization.

While these are challenging times, this Financial Plan is designed so that VIRL will emerge stronger than ever – and strong libraries mean strong communities. Together.



“It is not the strongest of the species that survives nor the most intelligent, but the one most responsive to change.”

*Charles Darwin*



# SCHEDULES

## SCHEDULE A

### TOTAL MEMBER LEVY

Municipalities	Total 2020 Levy	2021 Operating Levy	2021 Capital Levies	Total 2021 Levy	Change In Total Levy over 2020
Campbell River	1,616,310	1,424,167	254,013	1,678,179	61,869
Comox	717,184	613,085	109,349	722,435	5,251
Courtenay	1,407,850	1,232,307	219,793	1,452,100	44,250
Cumberland	194,592	179,947	32,095	212,042	17,450
Duncan	242,785	213,463	38,073	251,536	8,751
Gold River	46,559	40,684	7,256	47,940	1,381
Ladysmith	429,529	361,371	64,454	425,824	-3,705
Lake Cowichan	150,202	131,724	23,494	155,218	5,016
Lantzville	212,553	179,408	31,999	211,407	-1,146
Masset	30,866	24,839	4,430	29,269	-1,597
Nanaimo	4,917,101	4,242,498	756,687	4,999,185	82,084
North Cowichan	1,533,901	1,338,554	238,743	1,577,297	43,396
North Saanich	898,495	747,244	133,278	880,521	-17,974
Parksville	734,837	634,565	113,180	747,745	12,908
Port Alberni	792,460	682,833	121,789	804,622	12,162
Port Alice	34,156	28,545	5,091	33,636	-520
Port Clements	11,023	9,061	1,616	10,677	-346
Port Hardy	160,693	136,367	24,322	160,690	-3
Port McNeill	93,938	80,606	14,377	94,982	1,044
Qualicum Beach	557,398	457,669	81,629	539,298	-18,100
Queen Charlotte	33,578	32,703	5,833	38,535	4,957
Sayward	12,813	11,655	2,079	13,734	921
Sidney	830,464	699,625	124,784	824,409	-6,055
Sooke	693,332	604,762	107,865	712,626	19,294
Tahsis	11,207	10,606	1,892	12,497	1,290
Tofino	191,466	180,281	32,155	212,436	20,970
Ucluelet	119,970	105,940	18,895	124,836	4,866
Zeballos	4,034	3,746	668	4,414	380
<b>TOTALS</b>	<b>16,679,297</b>	<b>14,408,253</b>	<b>2,569,839</b>	<b>16,978,092</b>	<b>298,794</b>
<b>Regional Districts</b>					
Alberni-Clayoquot	489,307	425,757	75,937	501,694	12,387
Capital	297,374	258,067	46,028	304,095	6,721
Central Coast	62,358	54,048	9,640	63,687	1,329
Comox Valley	1,352,498	1,166,435	208,044	1,374,478	21,980
Cowichan Valley	2,021,109	1,734,653	309,391	2,044,044	22,935
Mount Waddington	153,983	145,951	26,032	171,983	18,000
Nanaimo	2,390,639	2,071,694	369,505	2,441,199	50,560
North Coast	46,332	42,047	7,499	49,547	3,215
qathet	27,836	23,831	4,251	28,082	246
Strathcona	529,950	461,343	82,285	543,628	13,678
<b>TOTALS</b>	<b>7,371,387</b>	<b>6,383,826</b>	<b>1,138,611</b>	<b>7,522,437</b>	<b>151,051</b>
<b>TOTALS</b>	<b>24,050,684</b>	<b>20,792,079</b>	<b>3,708,450</b>	<b>24,500,529</b>	<b>449,845</b>

# SCHEDULES

## SCHEDULE B

### WEIGHTED VOTES

Municipality/Regional District	2021 Levies	Votes
Campbell River	1,678,179	27
Comox	722,435	12
Courtenay	1,452,100	24
Cumberland	212,042	3
Duncan	251,536	4
Gold River	47,940	1
Ladysmith	425,824	7
Lake Cowichan	155,218	3
Lantzville	211,407	3
Masset	29,269	1
Nanaimo	4,999,185	82
North Cowichan	1,577,297	26
North Saanich	880,521	14
Parksville	747,745	12
Port Alberni	804,622	13
Port Alice	33,636	1
Port Clements	10,677	1
Port Hardy	160,690	3
Port McNeill	94,982	2
Qualicum Beach	539,298	9
Queen Charlotte	38,535	1
Sayward	13,734	1
Sidney	824,409	13
Sooke	712,626	12
Tahsis	12,497	1
Tofino	212,436	3
Ucluelet	124,836	2
Zeballos	4,414	1
Alberni-Clayoquot Regional District	501,694	8
Capital Regional District	304,095	5
Central Coast Regional District	63,687	1
Comox Valley Regional District	1,374,478	22
Cowichan Valley Regional District	2,044,044	33
Mount Waddington Regional District	171,983	3
Nanaimo Regional District	2,441,199	40
North Coast Regional District	49,547	1
qathet Regional District	28,082	1
Strathcona Regional District	543,628	9
<b>TOTAL Local Levies</b>	<b>24,500,529</b>	<b>405</b>

**Internal Note:**

1/4% of Total Local Levies means Value for one vote = 61,251

June 2002 Board meeting the following motion was adopted:

VIRL BR 02061:8  
That the Board approve a new weighted vote formula in which each member jurisdiction receives 1 weighted vote plus 1 additional vote for each 1/4 percent total VIRL tax contributions after the first 1/4 percent. Where the formula is a fraction of a vote, normal rounding will apply.



Vancouver Island Regional Library  
6250 Hammond Bay Road  
Nanaimo, BC V9R 5N3  
Phone: 1-877-415-VIRL  
Email: [info@virl.bc.ca](mailto:info@virl.bc.ca)  
Website: [virl.bc.ca](http://virl.bc.ca)



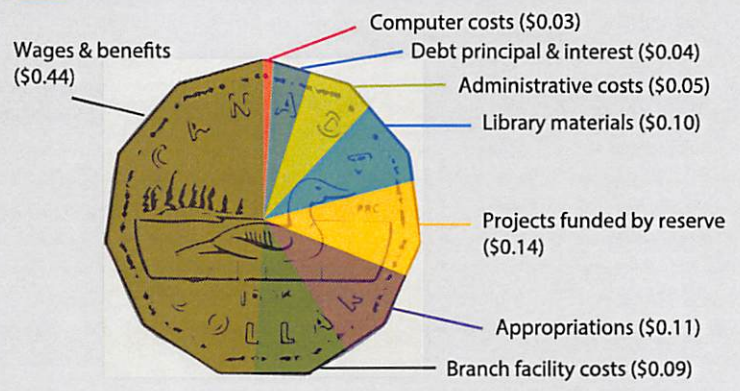
# BUDGET BREAKDOWN

Central Coast Regional District

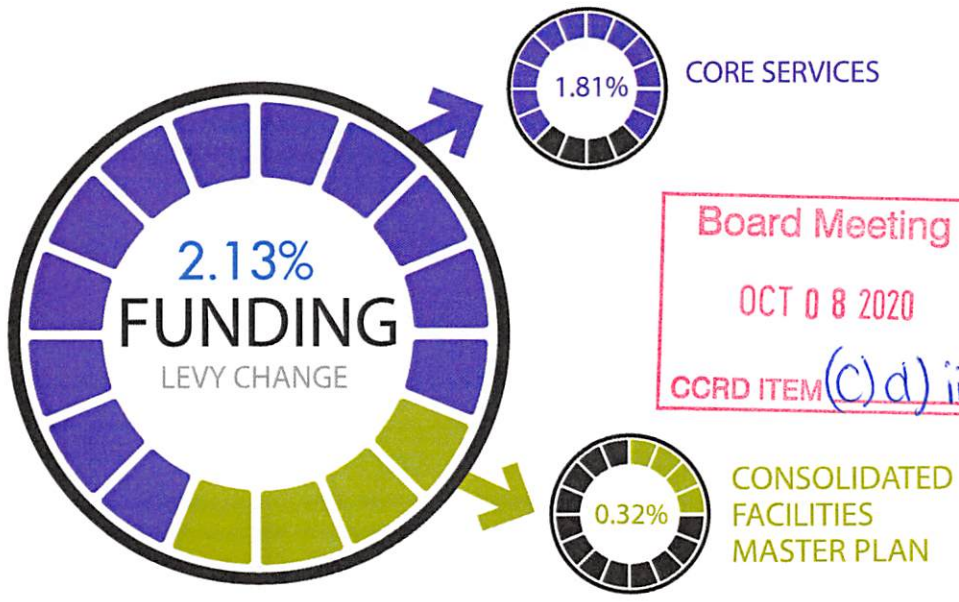


## 1 YOUR PER CAPITA CHANGE **-\$0.07**

## 2 HOW YOUR \$1.00 IS SPENT



## 3 This Year's CHANGE: **2.13%**



Board Meeting  
OCT 08 2020  
CCRD ITEM (c) d) iii

TOTAL POPULATION SERVED...  
**1,515**

\*totals may be off by nominal amounts, due to rounding



# 2021 BUDGET

Central Coast Regional District



## 2021 Retooling: Stronger Than Ever. Together.

The 2021 – 2025 Financial Plan incorporates the costs of maintaining operations, while focusing on efficient use of resources and integrating considerations of the new health and safety guidelines. This furthers VIRL's strategic plan and gives consideration to current operations, while ensuring we look to the future.

These are challenging times. This Financial Plan is designed so VIRL will emerge stronger than ever– and strong libraries mean strong communities. Together.

The complete 2021 – 2025 Financial Plan is available at [virl.bc.ca](http://virl.bc.ca)

## HOW IS MY LEVY CALCULATED?

Each member's levy is calculated in accordance with the Library Act. The allocation is 50% based on population, and 50% based on assessed value. Both of these figures are provided to VIRL by an external source.

Each individual member's levy is based on their proportion of these figures compared to VIRL as a whole.

Therefore, the amount you pay is impacted by changes in your local population and assessed value. Where these figures have changed by an amount that is different than the VIRL overall average change, each member levy will adjust accordingly.

## WHAT CHANGED? \*

### Population

Across all of VIRL, population increased by an average of **1.18%**.

For 2021, your population changed by **34** which represents a change of **2.30%**.

When factored into VIRL as a whole, this change leads to an impact of **\$1,163** on your levy, a change of **1.87%**.

### Assessed Value

Across all of VIRL, assessed value increased by an average of **5.47%**.

For 2021, your assessed value changed by **\$1,050,246** which represents a change of **4.27%**.

When factored into VIRL as a whole, this change leads to an impact of **\$167** in your levy, a change of **0.27%** over 2020.

### Total Levy

For 2021, your total levy has increased by **\$1,329** to **\$63,687**. This represents a change of **2.13%** over 2020.

### Per Capita

On a per capita basis, your levy has changed by **-\$0.07**. Per capita changes will vary by community, depending on their respective changes to population. An increased population may decrease the per capita cost, since the cost is spread over a larger total.

# 2021 BUDGET

AT A GLANCE:  
LEVY CHANGE

CORE SERVICES

**1.81%**

CONSOLIDATED FACILITIES  
MASTER PLAN

**0.32%**

TOTAL LEVY CHANGE

**2.13%**

\*totals may be off by nominal amounts, due to rounding



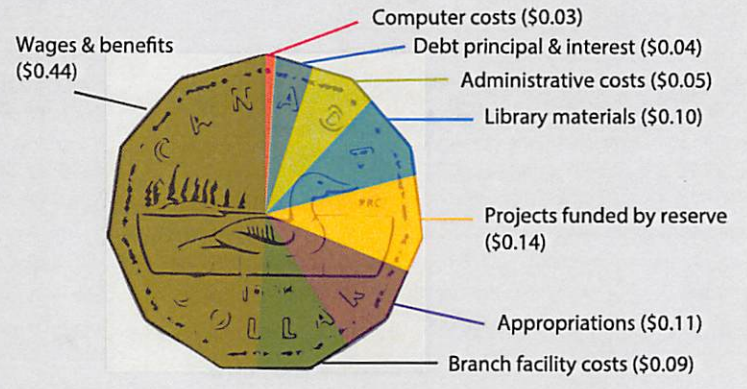
# BUDGET BREAKDOWN

## System Wide

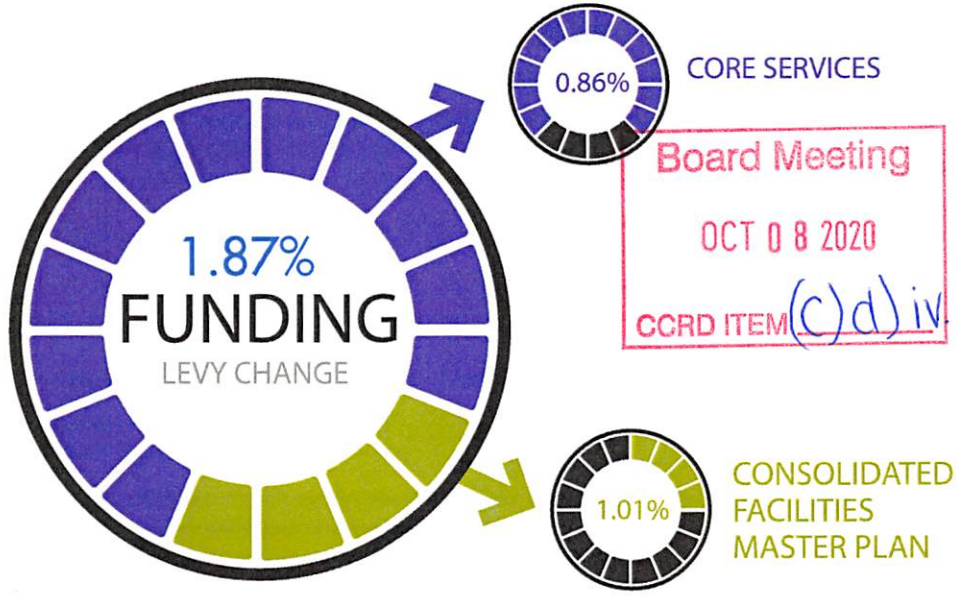
2021 62

1 YOUR PER CAPITA CHANGE \$0.36

2 HOW YOUR \$1.00 IS SPENT

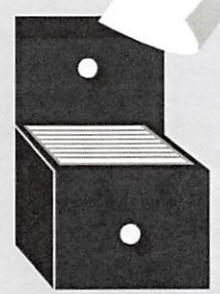


3 This Year's CHANGE: 1.87%



TOTAL POPULATION SERVED... 463,215

Board Meeting  
OCT 08 2020  
CCRD ITEM (c)(d)iv



\*totals may be off by nominal amounts, due to rounding



# 2021 BUDGET

## System Wide



### 2021 Retooling: Stronger Than Ever. Together.

The 2021 – 2025 Financial Plan incorporates the costs of maintaining operations, while focusing on efficient use of resources and integrating considerations of the new health and safety guidelines. This furthers VIRL’s strategic plan and gives consideration to current operations, while ensuring we look to the future.

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Each individual member’s levy is based on their proportion of these figures compared to VIRL as a whole.

Therefore, the amount you pay is impacted by changes in your local population and assessed value. Where these figures have changed by an amount that is different than the VIRL overall average change, each member levy will adjust accordingly.

### WHAT CHANGED? \*

#### Population

Across all of VIRL, population increased by an average of **1.18%**. For 2021, population changed by **5,424** which represents a change of **1.18%**. When factored into VIRL as a whole, this change leads to an impact of **\$224,919** on the levy, a change of **0.94%**.

#### Assessed Value

Across all of VIRL, assessed value increased by an average of **5.47%**. For 2021, assessed value changed by **\$690,185,278** which represents a change of **5.47%**. When factored into VIRL as a whole, this change leads to an impact of **\$224,923** in the levy, a change of **0.94%** over 2020.

#### Total Levy

For 2021, the total levy has increased by **\$449,845** to **\$24,500,529**. This represents a change of **1.87%** over 2020.

#### Per Capita

On a per capita basis, your levy has changed by **\$0.36**. Per capita changes will vary by community, depending on their respective changes to population. An increased population may decrease the per capita cost, since the cost is spread over a larger total.

\*totals may be off by nominal amounts, due to rounding

# 2021 BUDGET

AT A GLANCE:  
LEVY INCREASE

CORE SERVICES

0.86%

CONSOLIDATED FACILITIES  
MASTER PLAN

1.01%

TOTAL LEVY CHANGE

1.87%