



**CENTRAL COAST REGIONAL DISTRICT**

**REGULAR BOARD MEETING AGENDA – February 09, 2017 at 8:30am**

**PART I - INTRODUCTION**

**1. Call to Order**

**2. Adoption of Agenda**

a. (Introduction of late items)

**3. Disclosures of Financial Interest**

The Chair to remind Board Members of the requirements of Sections 100(2)(b) and 101(1)(2) and (3) of the *Community Charter* to disclose any interest during the meeting when the matter is discussed.

A declaration under these section(s) 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 matter the subject of the declaration.

The following pro forma declaration is provided to assist in making the disclosure:

*"I, Board Member \*\*\*\*\* disclose that in accordance with Sections 100(2)(b) and 101(1)(2) and (3) of the Community Charter, I have a \*\*\*\*\* (indirect/direct) \*\*\*\*\* (pecuniary/other) interest that constitutes a conflict of interest in item \*\*\* (\*).*

*The reason for my declaration is: the item being discussed is \*\*\*\*\*.*

*I will leave the room during the discussion of this item, in accordance with Section 101(1) and (2) of the Community Charter. "*

**4. Disclosures of Interests Affecting Impartiality**

The Chair to remind 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.

The following pro forma declaration is provided to assist in making the disclosure.

*"With regard to ... the matter in item x..... I disclose that I have an association with the applicant (or person seeking a decision). As a consequence, there may be a perception that my impartiality on the matter may be affected. I declare that I will consider this matter on its merits and vote accordingly."*

**(A) IN CAMERA MATTERS**

(a) Matters Brought out of Camera -

**(B) ADOPTION OF MINUTES**

(a) Memo – to amend resolution 16-12-25 from the December 7, 2016 minutes

Page 1

(b) Adoption of amended minutes – December 7, 2016

Page 2-13

**PART II- PUBLIC CONSULTATION**

1. **Delegations**
- a. **RCMP – at 9:45 am**  
To seek board in put regarding what the board would like to see in the way of policing efforts for 2017; and discuss quarterly statistics as at December 31, 2016 Page 14-21
  
  - b. **Cariboo Chilcotin Coast Tourism Association – at 9:15am**  
To request a letter of support for the regional MRDT application and provide an industry update Page 22

**PART III – LOCAL GOVERNANCE**

**(C) OPERATIONS UPDATES & POLICY MATTERS ARISING**

**Administrative Services**

- (a) **Chief Administrative Officer Report – dated February 2, 2017** Page 23-30
- (b) **Grants in Aid – 2017 Applications** Page 31-33
- (c) **DRAFT Final Report for the CCRD Governance and Service Delivery Study** Page 34-85
- (d) **Canadian Postmasters and Assistants Association – request for support of the return of postal banks** Page 86-87
- (e) **Request to waive fees for hiring the concession building at Walker Island – Family Day Event** Page 88-89
- (f) **Board Remuneration for Special In-Camera Meetings, January 10, and February 8, 2017** Page 90

**Financial Services**

- (g) **Financial Variance Report – Budget vs Actual 2016** Page 91-95
- (h) **Financial Plan Report** Page 96-105

**Development Services**

- (i) **Community Economic Development Report – dated February 2, 2017** Page 106-109
- (j) **Land Use Planning Report – dated February 2, 2017** Page 110-112

**Operations**

- (k) **Operations Manager Report** Page 113-119

**Leisure Services Commissions**

- (l) **Denny Island Recreation Commission - Minutes dated November 28, 2016** Page 120-122

**(D) EXECUTIVE REPORTS**

- (a) **Chair's Report**
- (b) **Electoral Area Reports**
  - i) **Area A**
  - ii) **Area B**
  - iii) **Area C**
  - iv) **Area D**
  - v) **Area E**

**(E) BYLAWS AND POLICIES**

- (a) **Bylaw No 470, cited as Central Coast Regional District Denny Island Airport Operations and Management Commission Bylaw No. 470, 2017**

**Recommendation:**

THAT Bylaw No. 470, cited as “Central Coast Regional District Denny Island Airport Operations and Management Commission Bylaw No. 470, 2017” having been reconsidered and having met all prerequisites for final adoption, be now finally adopted, sealed and signed by the Chair and the Person responsible for corporate administration.

Page 123-124

**(b) Bylaw No 471, cited as Denny Island Airport Rates and Charges Bylaw No. 471, 2017**

**Recommendation:**

THAT Bylaw No. 471, cited as “Denny Island Airport Rates and Charges Bylaw No. 471, 2017” having been reconsidered and having met all prerequisites for final adoption, be now finally adopted, sealed and signed by the Chair and the Person responsible for corporate administration.

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**(c) Bylaw No 472, cited as Revenue Anticipation Borrowing Bylaw No. 472, 2017**

**Recommendation:**

THAT Bylaw No. 472, cited as Revenue Anticipation Borrowing Bylaw No. 472, 2017 be now introduced and read a first, second and third time.

THAT Bylaw No. 472, cited as Revenue Anticipation Borrowing Bylaw No. 472, 2017 having been reconsidered and having met all prerequisites for final adoption, be now finally adopted, sealed and signed by the Chair and the Person responsible for corporate administration.

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**(d) Policy A-36 – Risk Management Policy (new policy)**

Attached is a brief report on the new policy CCRD’s overarching administrative process for assessing risk

Page 129-133

**(e) Policy F-3 Signatories**

**Recommendation:**

THAT Darla Blake, CAO be removed from the list of signatories at the regional district’s financial institution.

Page 134-135

**PART IV– GENERAL BUSINESS**

**(F) GENERAL CORRESPONDENCE**

**(a) The Coast Sustainability Trust II – 2016 Fourth Quarter Report**

Page 136-142

**(b) Regional District of Mount Waddington – (copy of letter to Central Coast**

**Chamber of Commerce regarding joining the Regional District of Mount Waddington) Page 143**

**(G) ADJOURNMENT**



①

## MEMORANDUM

**To: Darla Blake**

**From: Wendy Kingsley**

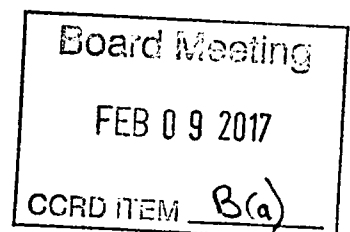
**Date: December 12, 2016**

**Re: Note to December 7, 2016 minutes**

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NOTE; Resolution 16-12-25 should include the Municipal Insurance Association

16-12-25 M/S Directors Johnson/Schooner that the following board members be appointed to the Municipal Finance Authority (MFA) and the Municipal Insurance Association (MIA)





**CENTRAL COAST REGIONAL DISTRICT  
REGULAR BOARD MEETING MINUTES**

**DATE: December 7, 2016**

**ATTENTION**

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

Board Meeting  
FEB 09 2017  
CORD ITEM B (c)

**REGULAR BOARD MEETING MINUTES – December 7, 2016**

In Attendance:	Electoral Area A	Director Frank Johnson (via phone)
	Electoral Area C	Chair Alison Sayers
	Electoral Area E	Director Sam Schooner
	Chief Administrative Officer	Darla Blake
	Public Works Manager	Ken McIlwain (portion)
	CFO	Donna Mikkelson
	Operations Support Tech	Kyle Mettler (portion)
	Recording Secretary	Cheryl Waugh

Absent: Electoral Area B Director Reginald Moody-Humchitt

Absent with leave: Electoral Area D Director Richard Hall

Members of the gallery – None

**PART I - INTRODUCTION**

**1. Call to Order**

The Chair called the meeting to order at 9:15 a.m. and acknowledged the meeting was taking place on Nuxalk Nation traditional territory.

(a) Election of Vice-Chair pursuant to s215 of the *Local Government Act* (RSBC 2015).

The Chair nominated Sam Schooner as Vice-Chair which was seconded by Director Johnson. The Chair declared Sam Schooner as Vice-Chair.

Director Schooner raised a point of order with respect to the mover and seconder of resolution 16-11-08 during last month's meeting; specifically the first two paragraphs as they relate to letter of support for two Nuxalk Nation applications.

The original resolution was moved and seconded inadvertently and in good faith by Director Schooner and Director Hall, and then carried by the board. However, in the interest of good governance and transparency, particularly where there may be a perception or otherwise for conflict of interest, Director Schooner requested that the matter be reconsidered and included on the agenda as an item during today's meeting under Operations, Updates and Policy Matter Arising, Administrative Services.

**16-12-01** M/S Directors Schooner/Johnson that resolution 16-11-08 be reconsidered and included under Administrative Services on the agenda.

**CARRIED**

**2. Adoption of Agenda**

(a) Introduction of late items

**16-12-02** M/S Directors Schooner/Johnson that the increase in dues for the Federation of Canadian Municipalities Membership, be considered on the agenda under Administrative Services.

**CARRIED**

**16-12-03** M/S Directors Schooner/Johnson that nominations for Canada's Volunteer Awards be considered on the agenda under Administrative Services.

**CARRIED**

**16-12-04** M/S Directors Schooner/Johnson that late items be added to the administrative section and that the agenda be adopted as amended.

**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 interest during the meeting when the matter is discussed.

Directors did not disclose any financial interests in agenda items.

**4. Disclosures of Interests Affecting Impartiality**

Directors did not disclose any interests affecting their impartiality.

**(A) IN CAMERA MATTERS**

(a) The meeting will be closed pursuant to S90(1)(a) and S90(1)(m) of the *Community Charter*.

**16-12-05** M/S Directors Schooner/Johnson that the Board waive paragraph 2 of section 9.c) of Board Meeting Procedure Bylaw No. 467 to allow Director Johnson's participation in the in camera meeting.

**CARRIED**

**16-12-06** M/S Directors Johnson/Schooner that the meeting move in camera pursuant to S90(1)(a) and S90(1)(m) of the *Community Charter*.

**CARRIED**

The regular meeting resumed at 11:11 a.m.

The following item was moved forward:

**PART II- PUBLIC CONSULTATION**

**1. Delegations**

a. RCMP, Sgt. Justin Thiessen – quarterly update

Sgt. Thiessen joined the meeting and provided a handout with the RCMP detachment's quarterly update. Although there was nothing of significance to report, the trends were downward, especially with regards to violence, despite an unfortunate incident, which happened last month.

The RCMP's new fiscal year begins in April but a representative will return to the CCRD's February meeting to seek board input regarding what it would like to see in the way of policing efforts.

The sergeant answered some questions related to local drug use and substance abuse in general.

5

The Chair thanked Sgt. Thiessen for the presentation and for the work that he does. Sgt. Thiessen left the meeting.

**16-12-07** M/S Directors Schooner/Johnson that the meeting return to in camera pursuant to S90(1)(a) and S90(1)(m) of the *Community Charter*.

**CARRIED**

(b) Matters Brought out of In Camera

The following was released from in camera:

The Chief Administrative Officer will request an extension for the completion of the Diagnostic Governance & Service Delivery Study final report to May 31, 2017.

The Chief Administrative Officer evaluation was completed for 2016 and the goals and priorities were established for 2017.

**(B) ADOPTION OF MINUTES**

a) Regular Board Meeting, November 10, 2016

**16-12-08** M/S Directors Schooner/Johnson that the November 10, 2016 minutes be adopted.

**CARRIED**

**PART III – LOCAL GOVERNANCE**

**(C) OPERATIONS UPDATES & POLICY MATTERS ARISING**

**Administrative Services**

a) Chief Administrative Officer's Report dated November 30, 2016.

The CAO noted that the consultants working on the CCRD Diagnostic Governance and Service Delivery Study are preparing a final report to the board, which will be presented at the February 2017 board meeting.

Five staff members have completed the cultural competency training.

**16-12-09** M/S Directors Johnson/Schooner that Chief Administrative Officer's Report dated November 30, 2016 be received.

**CARRIED**

b) Adoption of the 2017 Board Calendar

**16-12-10** M/S Directors Johnson/Schooner that the July 2017 board meeting be rescheduled to Thursday, July 20<sup>th</sup> and that it be held in Ocean Falls.

**CARRIED**

**16-12-11** M/S Directors Schooner/Johnson that the 2017 Board Calendar be adopted as amended.

**CARRIED**



- c) AVICC Resolutions Notice/Submissions; Call for Nominations for AVICC Executive Committee; Call for Presentations.

**16-12-12** M/S Directors Schooner/Johnson that the Association of Vancouver Island and Coastal Communities (AVICC) Resolutions Notice/Submissions; Call for Nominations for AVICC Executive Committee; Call for Presentations be received.

**CARRIED**

- d) Fire Service Bylaw Review and Fire Department Executive Committee (FDEC) report dated November 28, 2016.

Kyle Mettler, Operations Support Technician, joined the meeting and spoke briefly to the report. Bylaws pertaining to the Bella Coola Fire Department Executive Committee have been reviewed and compared to the new fire department operations requirements as set out by the Office of the Fire Commissioner.

**16-12-13** M/S Directors Schooner/Johnson that the Fire Service Bylaw Review and Fire Department Executive Committee (FDEC) report dated November 28, 2016 be received.

**CARRIED**

**16-12-14** M/S Directors Johnson/Schooner that the Central Coast Regional District Board of Directors agrees to the process of repealing Bylaw No. 217 and No. 280 in favour of a new bylaw transferring administrative powers and responsibilities held by the Fire Department Executive Committee to the CCRD Board and CCRD Administration in consultation with the Bella Coola Fire Chief.

**CARRIED**

The CAO will advise staff to submit the documents to Lidstone & Company Barristers and Solicitors, which will be retained to update the Fire Service bylaws. These will be returned to the board for a final review and approval.

Kyle Mettler left the meeting.

- e) Discussion: Board appointments to Committees and Commissions and matters for consideration.

**16-12-15** M/S Directors Johnson/Schooner that the report Board Appointments to Committees and Commissions be received.

**CARRIED**

- f) Appointment of Committees and Commissions and Board Appointments.

The following appointments were made to the CCRD's Commissions and Committees:

- 16-12-16** M/S Directors Schooner/Johnson that the following appointments be made to the **Centennial Pool Commission**:
- Joan Cole, Nicola Koroluk, Janice Kyle, Karen Lansdowne, Connie Nygaard, Carol Thommasen, Russ Hilland.
- CARRIED**
- 16-12-17** M/S Directors Johnson/Schooner that the following seven appointments be made to the **Denny Island Airport Commission** and that Bylaw No.470 be amended to change the number of members and removing the requirement for a board representative:
- Jean Wood, Mark Schlichting, Ingmar Lee, Danny Oliver, Ron Nielsen, Aggie Green, Doug Sharkey.
- CARRIED**
- 16-12-18** M/S Directors Sayers/Schooner that Bylaw No. 458 be repealed and that no appointments be made to the **Denny Island Recreation Commission** and that the repealing bylaw be brought to February 2017 board meeting.
- CARRIED**
- 16-12-19** M/S Directors Johnson/Sayers that the following members be appointed to the **Emergency Executive Committee**:
- Director Sam Schooner (Chair), Wendy Kingsley (Secretary), Darla Blake (EPC), Roger Harris (Nuxalk Nation), Ed Bachmann (Deputy EPC Ocean Falls), Deputy EPC Denny Island (vacant-to be advertised)
- CARRIED**
- 16-12-20** M/S Directors Schooner/Johnson that the following appointments be made to the **Economic Development Advisory Committee**:
- Richard Hall (Director), Keith Hamilton (Nuxalk Nation), Heiltsuk(vacant), Sharron Cartier (Ocean Falls), Ana Santos (Denny Island), Garret Newkirk (Bella Coola Harbour Authority), and Members at Large, Wilma Hallam, Ernest Hall and two more positions (vacant) and that vacant positions be advertised.
- CARRIED**
- 16-12-21** M/S Directors Schooner/Johnson, that no appointments be made at this time to the **Fire Department Executive Committee**. See resolution 16-12-14.
- CARRIED**
- 16-12-22** M/S Directors Schooner/Johnson that the following board member appointments be made:
- Association of Vancouver Island and Coastal Communities (AVICC):**  
Chair Sayers as board member, Director Johnson as alternate.
- CARRIED**

- 16-12-23** M/S Directors Sayers/Johnson that Director Schooner be appointed as board representative to the **Bella Coola Harbour Authority**.  
**CARRIED**
- 16-12-24** M/S Directors Sayers/Schooner that the following board members be appointed to the **Coast Sustainability Trust Regional Steering Committee (CST)**:  
Director Schooner as board member, Director Johnson as alternate.
- 16-12-25** M/S Directors Johnson/Schooner that the following board members be appointed to the **Municipal Finance Authority (MFA)**:  
Chair Sayers as board member, Director Schooner as alternate.  
**CARRIED**
- 16-12-26** M/S Directors Johnson/Schooner that the following board members be appointed to the **Northern Development Initiative Trust (NDIT) Northwest Regional Advisory Committee**:  
Chair Sayers as board member, Director Schooner as alternate.  
**CARRIED**
- 16-12-27** M/S Directors Johnson/Schooner that the following board members be appointed to the **Vancouver Island Regional Library (VIRL)**:  
Director Johnson as board member, Director Schooner as alternate.  
**CARRIED**
- g) Marine Plan Partnership (MaPP) invitation to participate on MaPP Advisory Committee
- 16-12-28** M/S Directors Schooner/Johnson that the invitation to participate on the Marine Plan Partnership Regional and Central Coast Marine Plan Implementation Advisory Committee be received and that Chair Sayers respond to the invitation explaining the CCRD does not have the resources to participate due to ongoing mandated board responsibilities and request that minutes continue to be forwarded.  
**CARRIED**
- h) Request for Support to Heiltsuk Tribal Council's NDIT Grant Application.
- 16-12-29** M/S Directors Johnson/Schooner that the report Northern Development Initiative Trust Grant Application be received.  
**CARRIED**
- 16-12-30** M/S Directors Johnson/Schooner that the Central Coast Regional District support Heiltsuk Tribal Council in their application to the Northern Development Initiative Trust Capital Investment Analysis program for a grant of up to \$10,000 for the Investment Analysis of a Heat Pump Home & Business Retrofit Program in Bella Bella.  
**CARRIED**

Late Items

h) i. November Resolution 16-11-08 reconsidered

**16-12-31** M/S Directors Johnson/Sayers that Resolution 16-11-08 be amended as follows:

*M/S Directors Johnson/Sayers that the Central Coast Regional District support Nuxalk Nation in their application to the Northern Development Initiative Trust Economic Diversification Infrastructure program for a grant of \$250,000 for the Nuxalk Pathway to Cultural Tourism project, and*

*THAT the Central Coast Regional District support Nuxalk Nation in their application to the Northern Development Initiative Trust Capital Investment Analysis program for a grant of \$10,000 for the Nuxalk Cultural Centre Museum Feasibility Business Case Study, and*

*THAT the Central Coast Regional District support an application to the Northern Development Initiative Trust Capacity Building program for a grant of \$50,000 to support the Community Economic Development Planner position, and*

*THAT the Central Coast Regional District support an application to the Northern Development Initiative Trust Economic Diversification Infrastructure program for a grant of up to \$150,000 to support improvements to the Bella Coola Airport.*

**CARRIED**

h) ii. Federation of Canadian Municipalities Membership

**16-12-32** M/S Directors Johnson/Schooner, that the membership to the Federation of Canadian Municipalities not be renewed in 2017.

**CARRIED**

h) iii. Canada's Volunteer Awards Nominations

**16-12-33** M/S Directors Schooner/Johnson that the information for the Canada's Volunteer Awards nominations report be received.

**CARRIED**

**Financial Services**

i) 2017 Financial Plan Report, dated November 30, 2016.

The Chief Financial Officer highlighted excerpts from the financial plan report for 2017. Specific planned expenditures related to the board's strategic priorities (the Bella Coola Airport, Swimming Pool and the Official Community Plan) which include a flightway clearing project which is grant dependent, design work related to the pool mechanical system and liner replacement, and the commencement of the update of the Official Community Plan.

Preliminary estimates were provided for allocations related to apportioned administration, the Asset Replacement Fund and Community Works Funding. The preliminary tax levy was presented at an

increase of 5.1% from 2016, which on average, represents approximately \$24 per residence. The increases will vary by electoral area. General inflationary increases are projected at 2.0%.

Public input will be sought on the financial plan on or around the board meeting on February 9<sup>th</sup>.

**16-12-34** M/S Directors Schooner/Johnson that the 2017 Financial Plan Report, dated November 30, 2016 be received.

**CARRIED**

**Development Services**

j) Community Economic Development Officer Report, dated November 30, 2016.

**16-12-35** M/S Directors Schooner/Johnson that the Community Economic Development Officer Report, dated November 30, 2016 be received.

**CARRIED**

**16-12-36** M/S Directors Johnson/Schooner that a letter of support be sent to the Cariboo Chilcotin Coast Tourism Association in support of their Great Bear Project application to Destination's BC's Co-operative Marketing Program.

**CARRIED**

k) CCRD Community Economic Development Operating Plan 2016-2019 dated November 30, 2016.

**16-12-37** M/S Directors Schooner/Johnson that the CCRD Community Economic Development Operating Plan 2016-2019, dated November 30, 2016 be received.

**CARRIED**

**16-12-38** M/S Directors Schooner/Johnson that the Central Coast Regional District Community Economic Development Operating Plan 2016-2019 be adopted.

**CARRIED**

l) Economic Development Advisory Committee Minutes dated November 24, 2016.

**16-12-39** M/S Directors Schooner/Johnson that the Economic Development Advisory Committee Minutes dated November 24, 2016 be received.

**CARRIED**

**Public Works**

m) Public Works Monthly report dated November 30, 2016.

Public Works Manager, Ken McIlwain, joined the meeting and answered questions related to his Report.

**16-12-40** M/S Directors Schooner/Johnson that the Public Works Monthly report dated November 30, 2016 be received.

**CARRIED**

- 16-12-41** M/S Directors Johnson/Schooner that that the CCRD Board of Directors approve the proposed Solid Waste Management Plan (SWMP) Community Consultation Program and release of the draft SWMP dated November 28, 2016 for public consultation.  
**CARRIED**

The Public Works Manager left the meeting.

**Protective Services**

- n) Fire Protection – Bella Coola Fire Dept. minutes October 5, 2016 through to November 23, 2016.

- 16-12-42** M/S Directors Schooner/Johnson Bella Coola Fire Dept. minutes October 5, 2016 through to November 23, 2016 be received.  
**CARRIED**

**Transportation Services**

- o) Bella Coola Airport – request to assign lease.

- 16-12-43** M/S Directors Johnson/Schooner that the lease for Lot 7 at the Bella Coola Airport, currently held by Monarch Resource Consultants Ltd., be approved to be assigned to Stephanie Quinn of Hagensborg, B.C. for the duration of the current term.  
**CARRIED**

- p) Denny Island Airport Commission, minutes dated November 28, 2016.

- 16-12-44** M/S Directors Schooner/Johnson that the Denny Island Airport Commission minutes dated November 28, 2016 be received.  
**CARRIED**

**(D) EXECUTIVE REPORTS**

- a) Chair and Electoral Area C Report -No Report
- b) Electoral Area Reports
- i. Area A - No Report
  - ii. Area B – No Report
  - iii. Area C – Director Sayers *No Report*
  - iv. Area D – No Report
  - v. Area E – No Report

**(E) BYLAWS AND POLICIES**

- a) **Bylaw No. 468, cited as the Bella Coola Valley Zoning Bylaw No. 71, 1984 Amendment Bylaw No. 468, 2016.**

- 16-12-45** M/S Directors Schooner/Johnson that Bylaw No. 468, cited as the Bella Coola Valley Zoning Bylaw No. 71, 1984 Amendment Bylaw No. 468, 2016 having been reconsidered and having met all prerequisites for final adoption, be now finally adopted, sealed and signed by the Chair and the Person responsible for corporate administration. **CARRIED**
- b) **Bylaw No. 469, cited as Animal Control Contribution Extended Service Establishment Repeal Bylaw No. 469, 2016.**
- 16-12-46** M/S Directors Schooner/Johnson that Bylaw No. 469, cited as Animal Control Contribution Extended Service Establishment Repeal Bylaw No. 469, 2016, having been reconsidered and having met all prerequisites for final adoption, be now finally adopted, sealed and signed by the Chair and the Person responsible for corporate administration. **CARRIED**
- c) **Bylaw No. 470, cited as Central Coast Regional District Denny Island Airport Operations and Management Commission Bylaw No. 470, 2017.**
- 16-12-47** M/S Directors Schooner/Johnson that Bylaw No. 470, cited as "Central Coast Regional District Denny Island Airport Operations and Management Commission Bylaw No. 470, 2017" be now introduced and read a first time as amended. **CARRIED**
- 16-12-48** M/S Directors Johnson/Schooner that Bylaw No. 470, cited as "Central Coast Regional District Denny Island Airport Operations and Management Commission Bylaw No. 470, 2017" having been given due and detailed consideration by the Board be now read a second and third time. **CARRIED**
- d) **Bylaw No. 471, cited as Denny Island Airport Rates and Charges Bylaw No. 471, 2017.**
- 16-12-49** M/S Directors that Bylaw No. 471, cited as "Denny Island Airport Rates and Charges Bylaw No. 471, 2017" be now introduced and read a first time. **CARRIED**
- 16-12-50** M/S Directors that Bylaw No. 471, cited as "Denny Island Airport Rates and Charges Bylaw No. 471, 2017" having been given due and detailed consideration by the Board be now read a second and third time. **CARRIED**

**PART IV- GENERAL BUSINESS**

**(F) GENERAL CORRESPONDENCE**

- a) City of Richmond – George Massey Tunnel Replacement Project - Highway Infrastructure Features
- b) Harrison Hot Springs – Short Term Rentals in Tourism Accommodation

**16-12-51** M/S Directors Schooner/Johnson that General Correspondence items a) & b) be received.

**CARRIED**

**(H) ADJOURNMENT**

There being no further business the meeting was adjourned at 4:22 p.m.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Corporate Officer



CENTRAL COAST REGIONAL DISTRICT

BYLAW NO. 449  
SCHEDULE "C"

DELEGATION to BOARD REQUEST FORM

Date of Application: 12 MARCH 2015 Board Meeting Date 09 FEBRUARY 2017

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

RCMP REPRESENTATIVE (SGT. JUSTIN THIESSEN)  
(invitation to Chief Wally Webber)

Address: Box 123, BELLA COOLA, B.C. V0T 1C0.

Number of people attending: 1+ Spokesperson Name: \_\_\_\_\_

Subject of presentation: QUARTERLY RCMP STATISTICS + DISCUSSING/  
REPORTING ON RCMP PERFORMANCE PLAN.

Purpose of presentation:

- information only
- requesting a letter of support
- Other (provide details) \_\_\_\_\_

Contact person (if different than above): \_\_\_\_\_

Daytime telephone number: \_\_\_\_\_

Email address: Justin.THIESSEN@rcmp-grc.gc.ca.

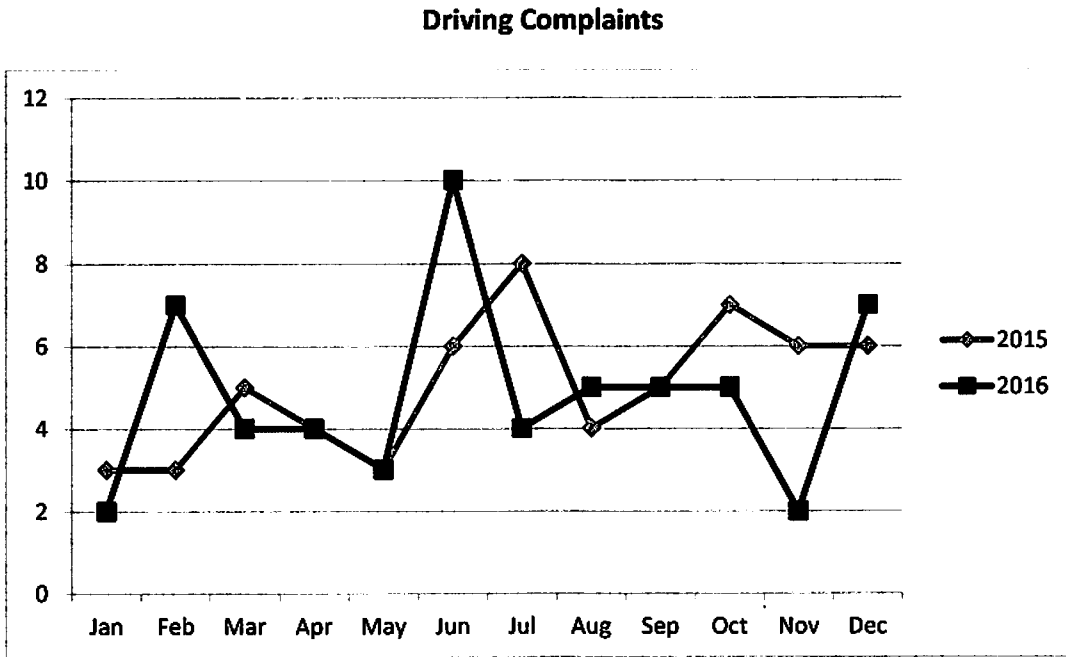
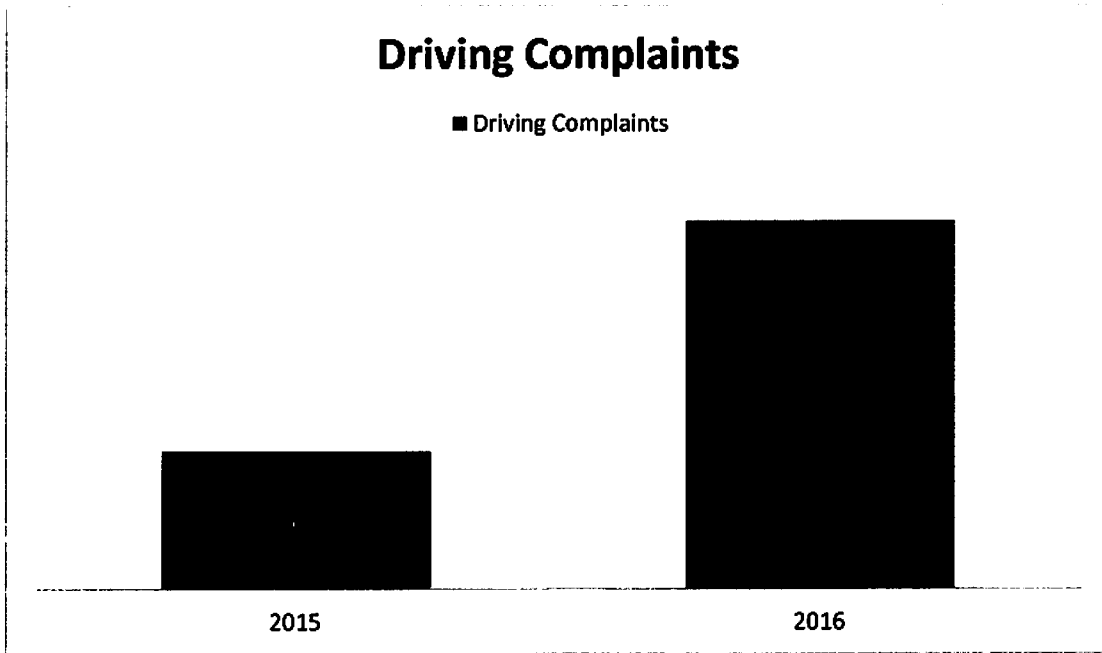
Will you be providing supporting documentation?  yes  no

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

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

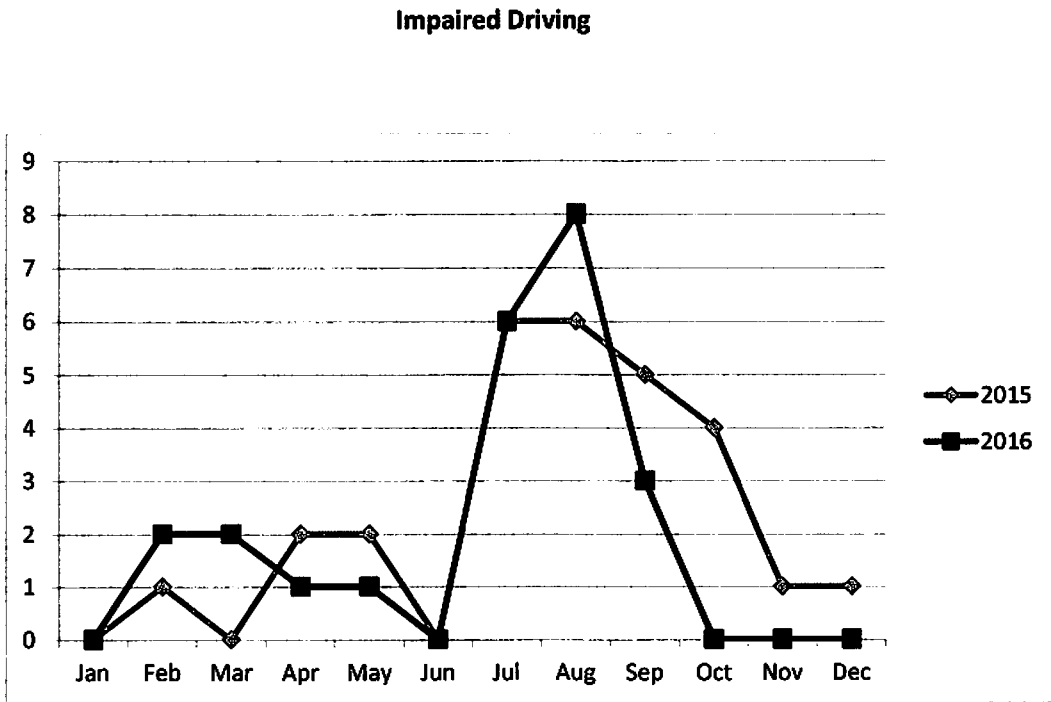
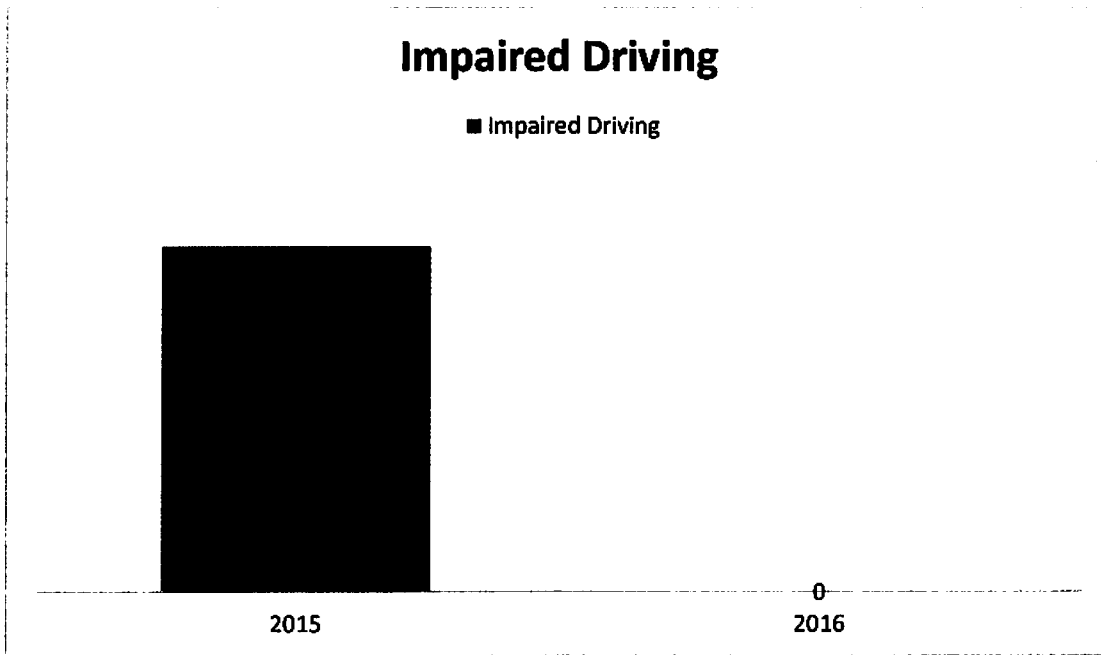
Board Meeting
FEB 09 2017
CORD ITEM <u>11.9</u>

# Comparative Statistics for the Bella Coola RCMP – DECEMBER 2016



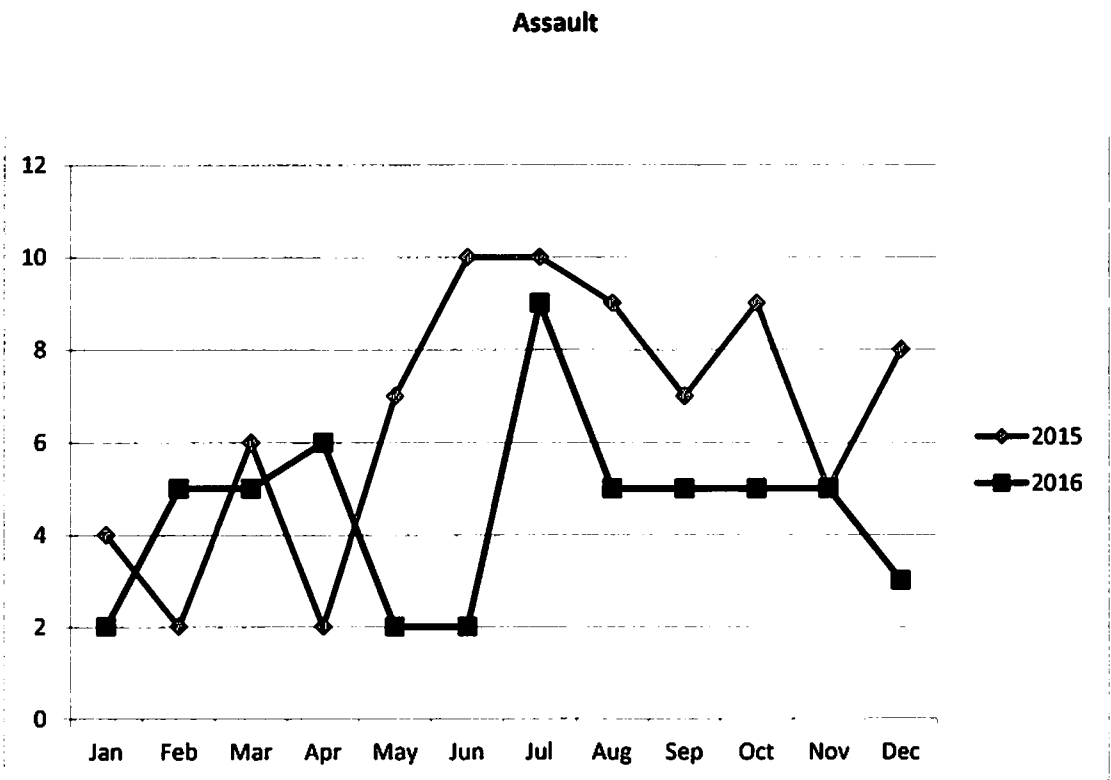
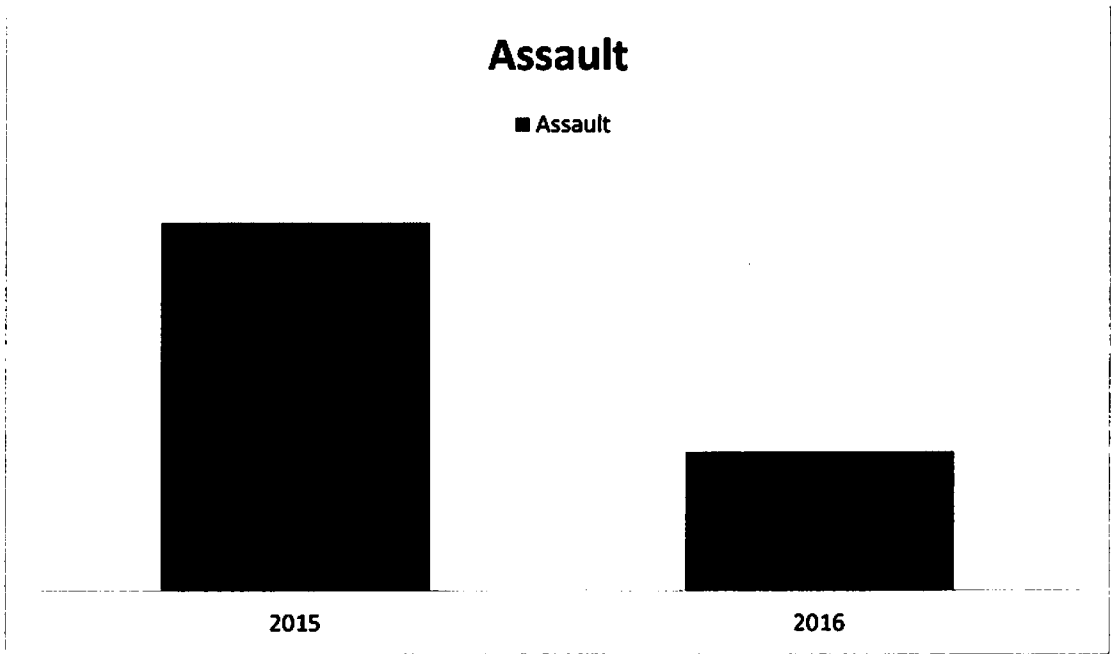
2016 saw an increase in Driving Complaints by 15%

# Comparative Statistics for the Bella Coola RCMP – DECEMBER 2016



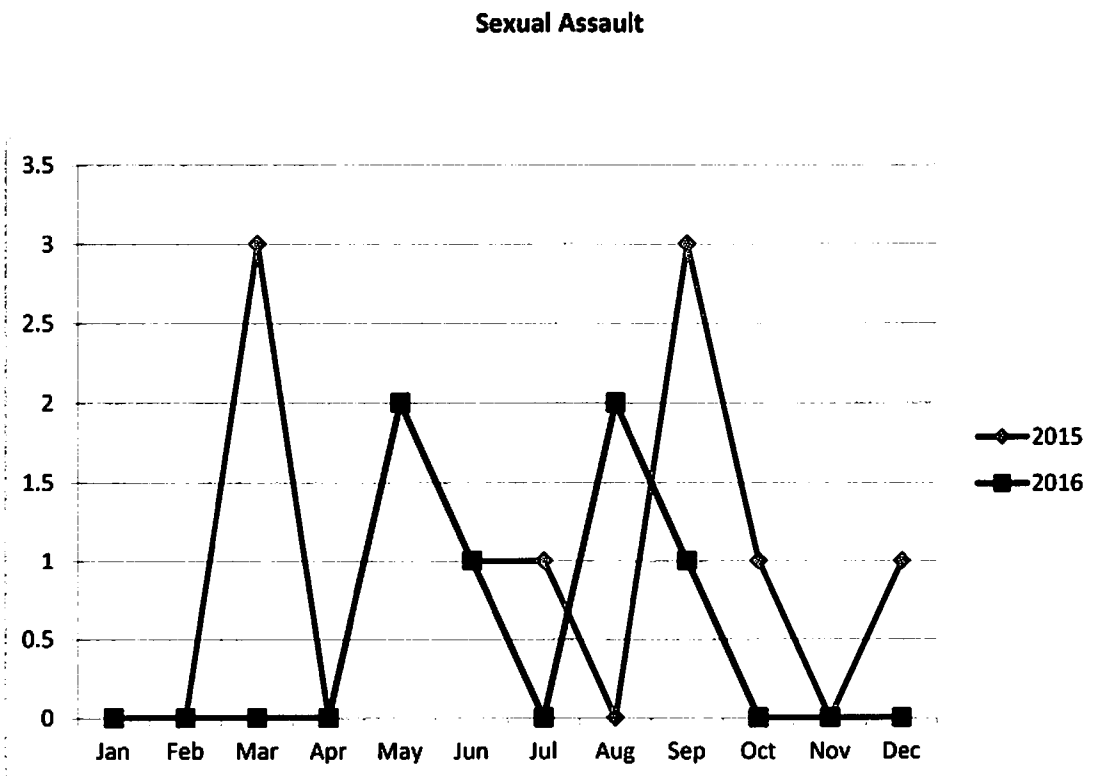
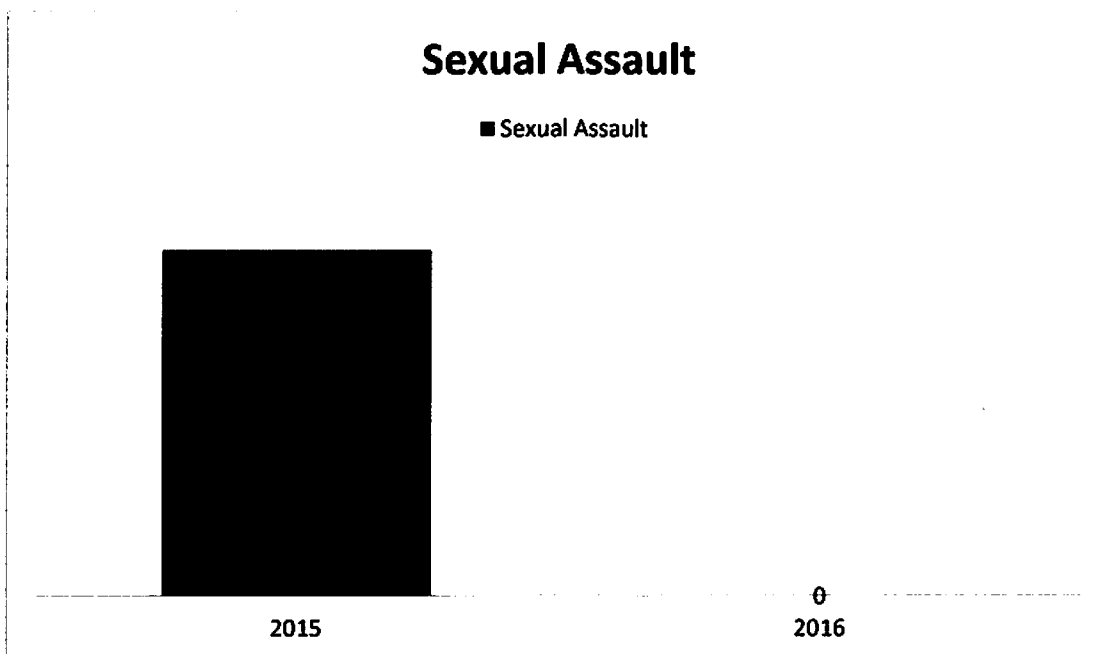
**2016 saw a decrease in Impaired Driving by 100%.**

# Comparative Statistics for the Bella Coola RCMP – DECEMBER 2016



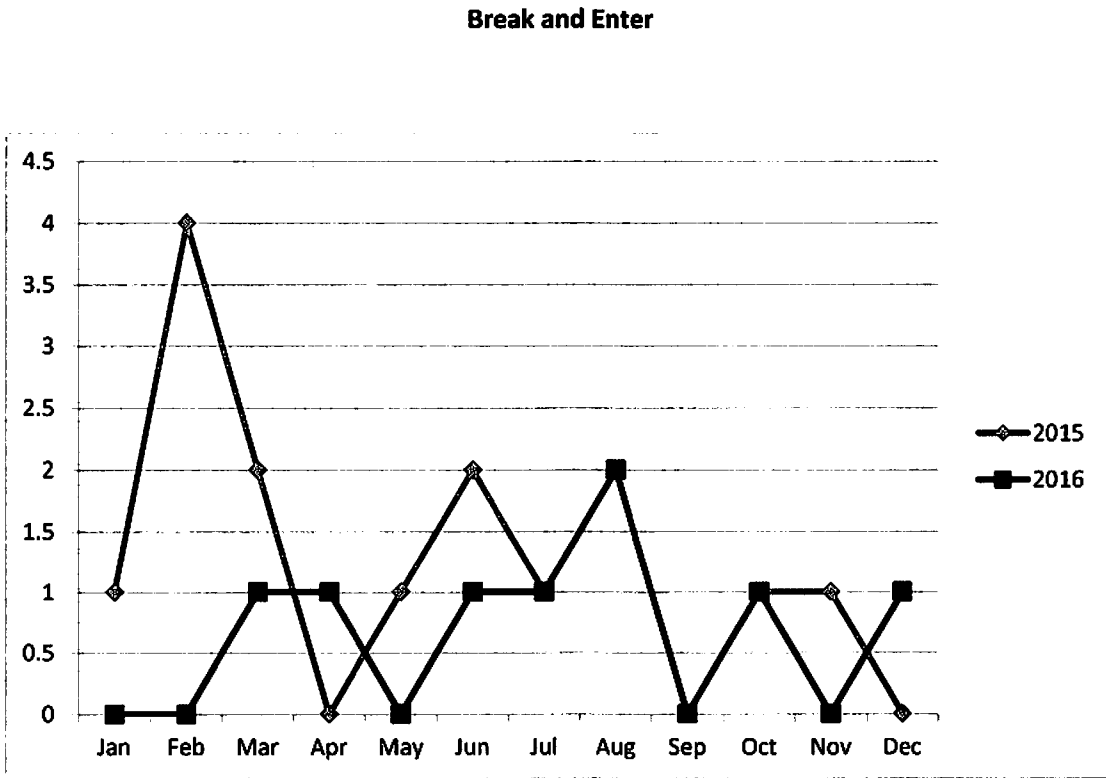
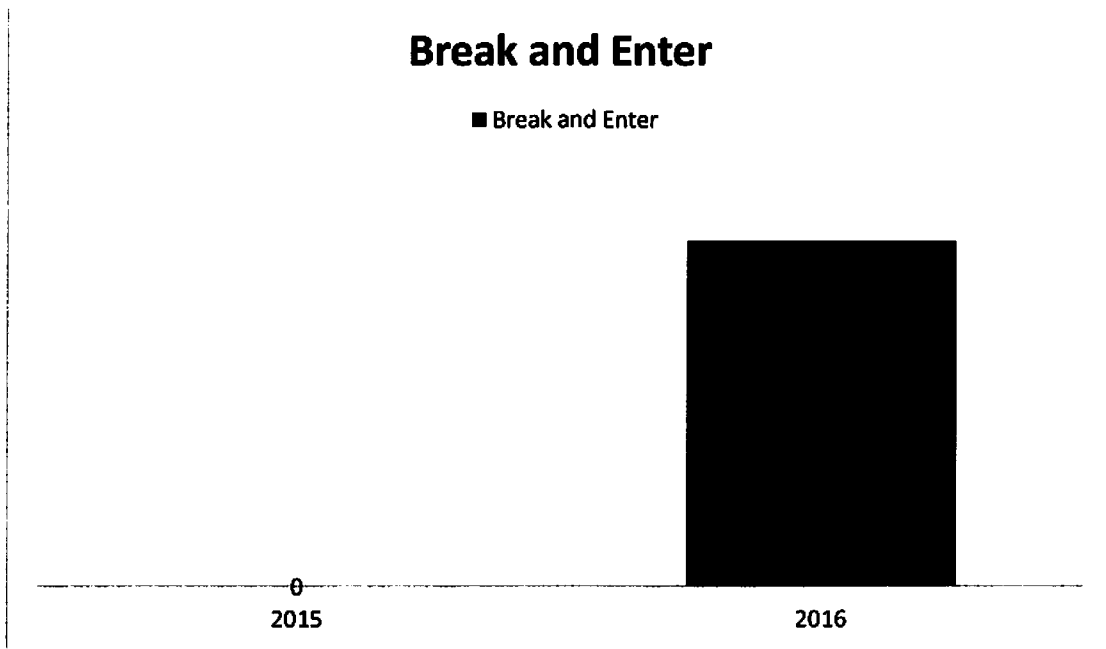
**2016 saw a decrease in Assaults by 63%.**

# Comparative Statistics for the Bella Coola RCMP – DECEMBER 2016



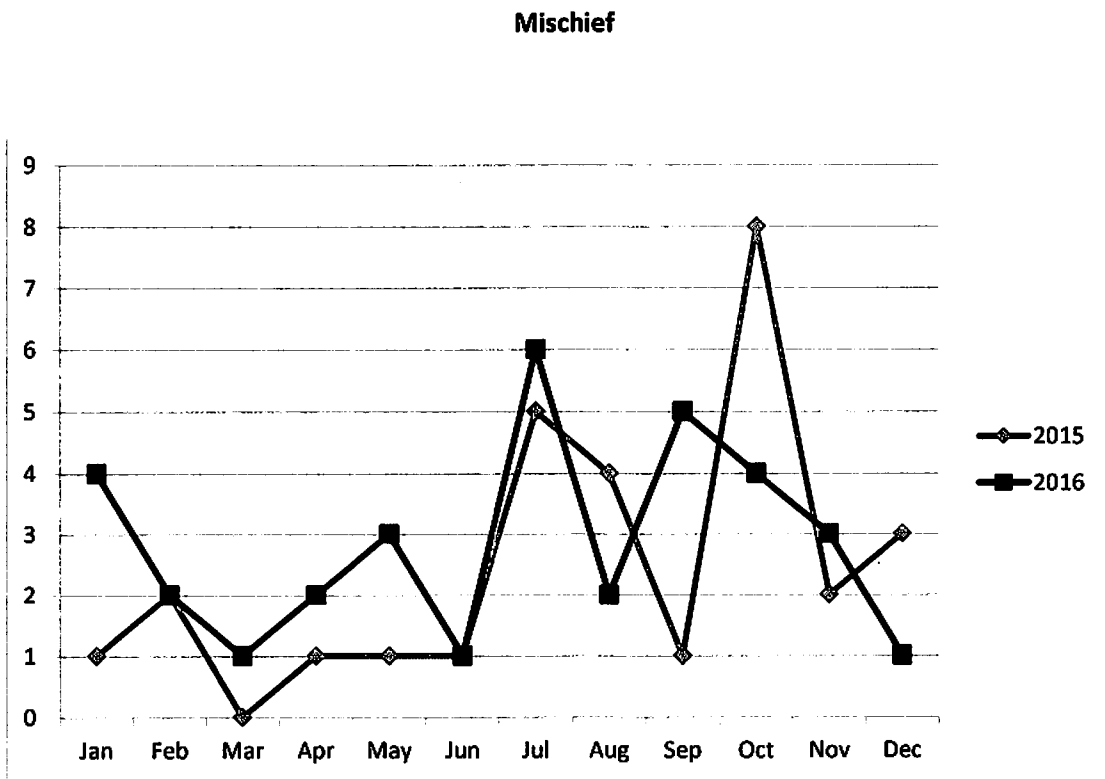
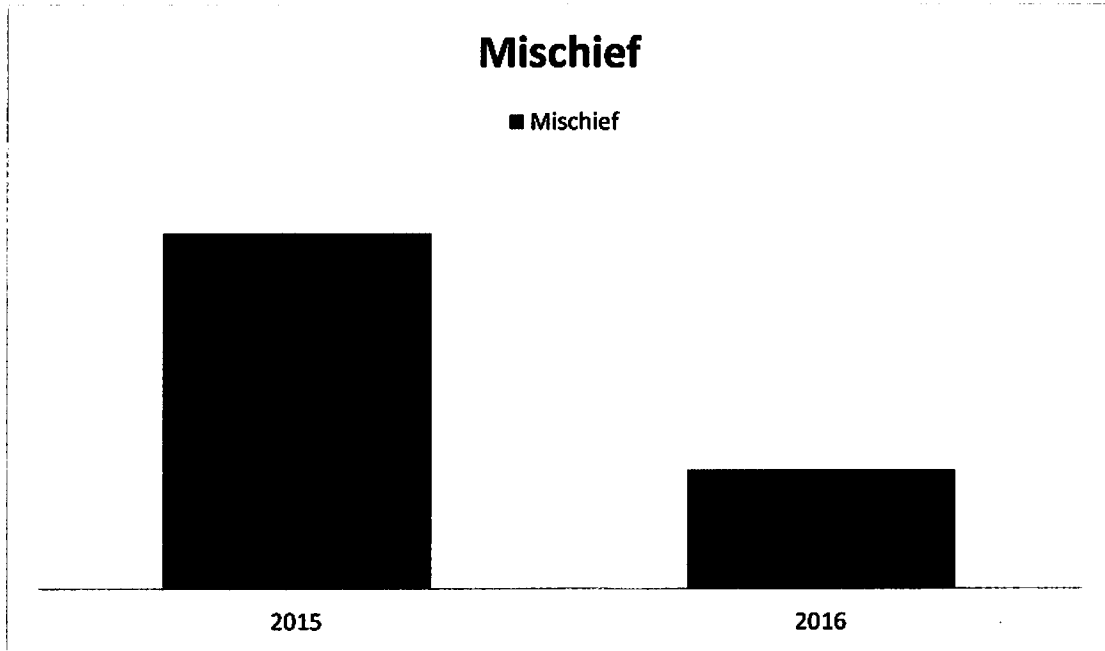
2016 saw a decrease in Sexual Assaults by 100%.

# Comparative Statistics for the Bella Coola RCMP – DECEMBER 2016



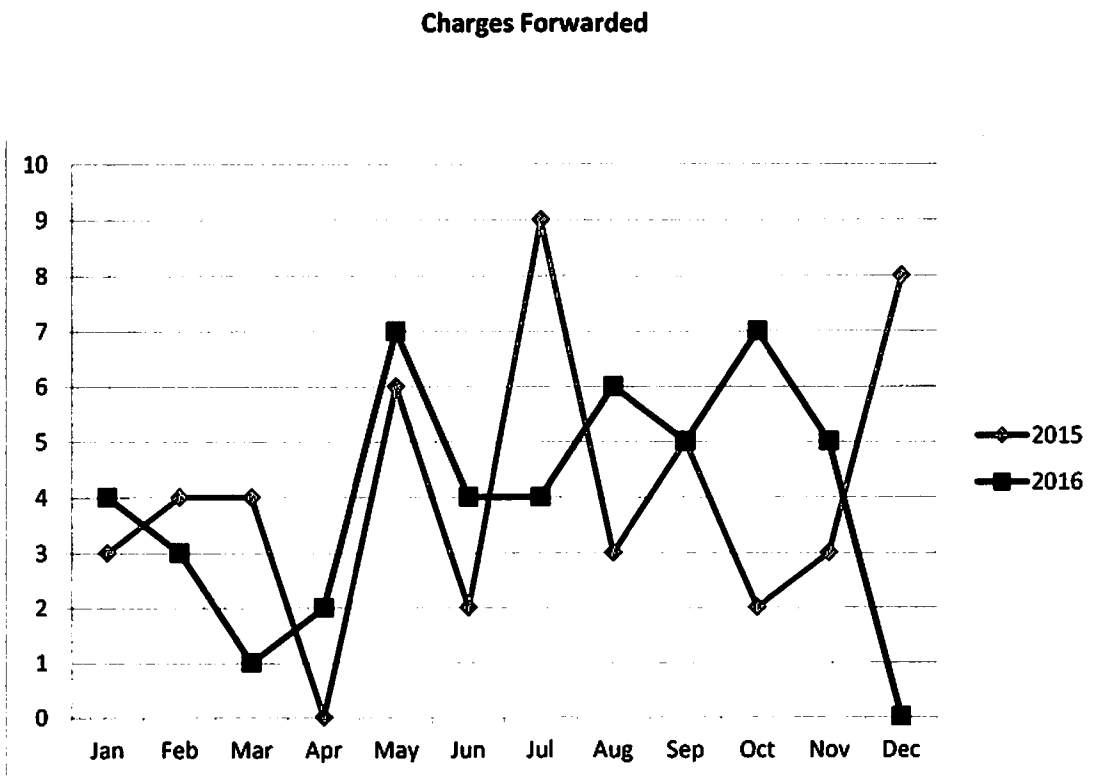
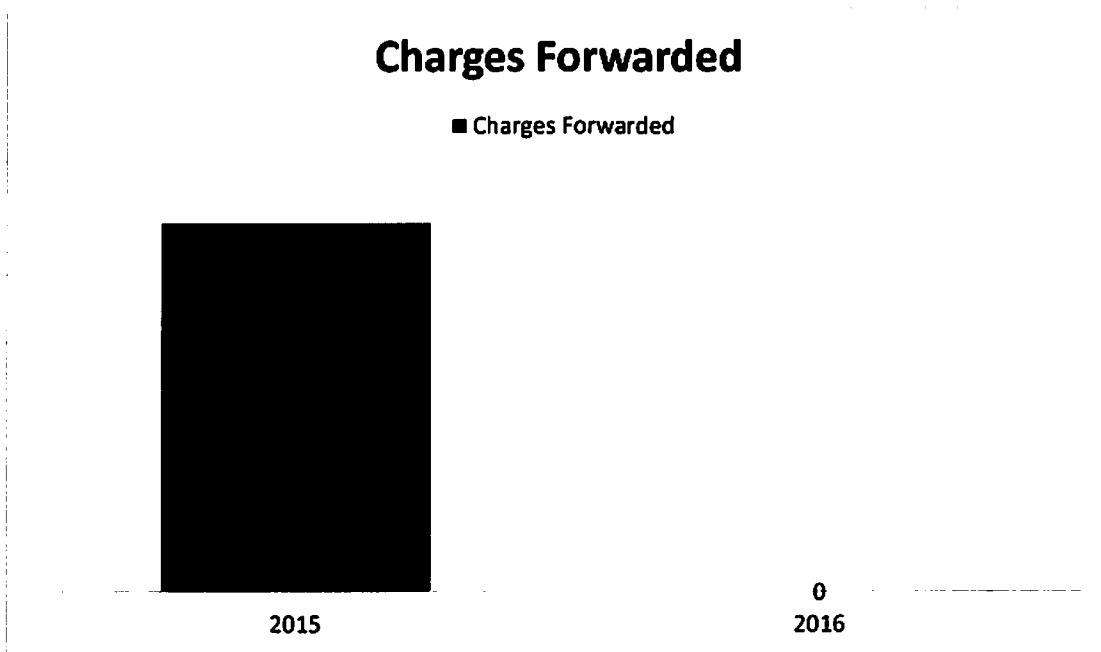
2016 saw an increase in Break & Enters by 100%.

**Comparative Statistics for the Bella Coola RCMP – DECEMBER 2016**



**2016 saw a decrease in Mischief by 67%.**

# Comparative Statistics for the Bella Coola RCMP – DECEMBER 2016



There were no charges forwarded in December.



RECEIVED

JAN 17 2017

CENTRAL COAST REGIONAL DISTRICT

Central Coast Regional District

BYLAW NO. 449  
SCHEDULE "C"

DELEGATION to BOARD REQUEST FORM

Date of Application: Jan 16 / 17 Board Meeting Date Feb 9 / 17

Name of person or group wishing to appear before the Board of Directors: Cariboo Chilcotin Coast Tourism Association

Address: 204-350 Barnard Street Williams Lake  
Number of people attending: 2 Spokesperson Name: Amy Tracker + Pat Corbett

Subject of presentation: Request a letter of support for the regional MRO application + provide Industry Update.

Purpose of presentation:  information only  
 requesting a letter of support  
 Other (provide details) \_\_\_\_\_

Contact person (if different than above): \_\_\_\_\_

Daytime telephone number: 250-392-2226

Email address: amy@landwithoutlimits.com

Will you be providing supporting documentation?  yes  no

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

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

Board Meeting  
FEB 09 2017  
CCRD ITEM II 66.



**CENTRAL COAST REGIONAL DISTRICT**

**TO:** Chair Alison Sayers and Board of Directors  
**FROM:** Darla Blake, CAO  
**SUBJECT:** CHIEF ADMINISTRATIVE OFFICER'S REPORT -  
02 February 2017

---

**RECOMMENDATION:**  
**THAT the Chief Administrative Officer's Report dated 02 February 2017 be received.**

**RECOMMENDATION:**  
**THAT the Central Coast Regional District Board hereby appoints to the Denny Island Recreation Commission:**

\_\_\_\_\_ and \_\_\_\_\_ for a 2 year term from 1 January 2017 to 31 December 2018; and

\_\_\_\_\_ to fill the vacancy which will expire 31 December 2017 (1 yr term).

**RECOMMENDATION:**  
**FCM Membership –**

**THAT having reconsidered resolution 16-12-32 relating to not renewing the CCRD membership to FCM, and because new information has been presented the CCRD board of directors, it is hereby resolved that CCRD will or will not renew their membership to FCM for 2017.**

Board Meeting  
FEB 09 2017  
CCRD ITEM CLa

**Opening words:**

Today, I write my final report to the board of the Central Coast Regional District (CCRD) knowing tomorrow is my last day with the regional district, after almost four years serving as your Chief Administrative Officer. I find myself feeling great sadness, but also excitement as to what lies ahead for me (and my family).

I'd like to take this opportunity to say, how much I have thoroughly enjoyed and appreciated the opportunity to work with the CCRD and its diverse communities; and to live in such a stunningly beautiful region such as the central coast of British Columbia.

I come away with a broader knowledge and depth of experience, along with great pride in all that has been achieved during my time with the regional district. Our many, many achievements over such a short period of time serves as an example of what it means to have a great team working together, to make a difference for our communities. A fantastic team effort, made all the more achievable because of our shared vision for the region.

My sincere gratitude for the opportunity you have given me, thank you!

Darla Blake  
Chief Administrative Officer (retired)

**STRATEGIC PLANNING**

The endorsed CCRD Integrated Strategic Plan 2015-2019 is available on the CCRD website. If members of the public would like a hard copy these are available at the CCRD office.

**The 2017 Strategic Priorities and Goals:**

Weight	Factor	Measure/Goal
40%	<b>Airport Management Plan</b>	<ol style="list-style-type: none"> <li>1. Start Tree Clearing Project by 28 February 2017 – GRANT APPROVAL DEPENDENT                             <ol style="list-style-type: none"> <li>a) Permitting, engineering, surveying – complete by 31 March 2017</li> <li>b) Tendering Process – complete by 30 April 2017</li> <li>c) Falling and Clearing Obstacles – complete by 30 September 2017</li> <li>d) Level, rotovate and seed – complete after fire risk season or 1 December 2017</li> </ol> </li> <li>2. Engage in discussions with Nuxalk Nation regarding long term sustainability of Airport (hold 3-4 meetings during 2017)</li> <li>3. Develop options report for monitoring activities and airport (i.e. landing fees) – complete by 30 June 2017</li> <li>4. Advocate with province for the airport access road to be paved as a priority (DEPENDENT ON A PAVING CREW COMING TO VALLEY IN 2017)</li> </ol>
35%	<b>Centennial Swimming Pool upgrade</b>	<p><b>Complete the following steps by December 31, 2017:</b></p> <ol style="list-style-type: none"> <li>1. Study alternative liner options. Replace if suitable cost effective alternative is identified: BOARD BUDGET APPROVAL DEPENDENT ITEM</li> <li>2. Complete pool tank conceptual design options and assist commission with public consultation if significant variation from existing tank: BOARD BUDGET APPROVAL DEPENDENT ITEM</li> <li>3. Complete full scale design and engineering detail cost estimates for the mechanical system and mechanical building and obtain Vancouver Coastal Health Approval;</li> <li>4. Conduct Public Consultation re: pool tank and mechanical options – assessing appetite for borrowing and willingness to pay;</li> <li>5. Submit Strategic Priority Fund grant application (or alternative grant combination) if a suitable pool tank replacement option and funding formula are arrived at by Board and Commission; and</li> <li>6. Begin collaborative engagement efforts to gauge interest in a new swimming pool facility (the start of the longer term possibility project).</li> </ol>
25%	<b>Official Community Plan</b>	<p><b>Complete:</b></p> <ol style="list-style-type: none"> <li>1. Terms of Reference by Spring 2017;</li> <li>2. Background research by Summer 2017;</li> <li>3. Community Workshops by Fall 2017;</li> <li>4. Mid-term report on OCP by December 31, 2017</li> </ol>

## ADMINISTRATIVE MATTERS

**Advocacy** – as a follow up, I wish to advise we have received notices from Northern Development Initiative Trust of several successful grant applications, where the CCRD board provided letters of support. These include:

- Bella Coola Music Festival – 2017 Music Festival
- Heiltsuk Nations – Energy Efficiency Retrofit Program
- Lobelco Community Hall Roof Replacement
- Nuxalk Cultural Centre Museum Feasibility Business Case

**Grant - CCRD** were successful in our grant application for 2017 Economic Development Capacity Building

### FCM Membership –

At the 07 December 2016 board meeting, directors considered whether they would renew the FCM membership. The board considered the \$561.39 amount (which was a 72% increase in dues), to be unreasonable for a small organization such as ours.

The board therefore resolved:

**“16-12-32 M/S Directors Johnson/Schooner, that the membership to the Federation of Canadian Municipalities not be renewed in 2017.  
CARRIED”**

FCM were advised of the board's decision, which was followed up by FCM with an email advising they were disappointed with the board's decision to withdraw from membership. And, they wished to bring to my attention an error in the membership amount being requested from CCRD.

Subsequently, we have been advised the 2017-2018 membership dues for Central Coast Regional District is \$318.90 plus \$17 in taxes and \$20.93 in optional BC Travel fund, for a total amount of \$356.83.

FCM were advised that because the decision not to renew was a board decision, the new information would be put to the board for reconsideration of resolution 16-12-32.

## GOVERNANCE MATTERS

**Governance and Service Delivery Analysis and Study** – appears elsewhere on this agenda.

### Denny Island Recreation Commission – vacancies

At the 07 December 2016 regular board meeting, the CCRD board was advised, no responses to CCRD advertisements on Denny Island for suitably qualified persons to be nominated to serve on the Denny Island Recreation Commission (DIRC) were received, and neither did CCRD receive any response from the DIRC with suggested names for nominations to the Commission.

The board was therefore left with no alternative but to resolve: "16-12-18 M/S Sayers/Schooner that Bylaw No. 458 be repealed and that no appointments be made to the Denny Island Recreation Commission and that the repealing bylaw be brought to the February 2017 board meeting."

Following the December 2016 board meeting and decision, CAO Darla Blake contacted Ms Crystal Anderson, Chair of the Denny Island Recreation Commission (DIRC), and advised her of the decision. Ms Anderson was further advised on the reasons for the decision, which was based on the fact no names had been forthcoming from either the public or the DIRC, to fill the three (3) vacancies. And it was noted, you cannot have a commission of one (1). As a consequence, the board would need to look at the future of the DIRC. If there was no commission, legally we must repeal the bylaw covering a commission.

Of the 4 positions on the DIRC there are 3 vacancies to be filled:

- 2 positions with a 2 year term 1 January 2017- 31 December 2018
- 1 position to fill the vacancy left by Betty Hadley's resignation which will expire 31 December 2017 (1 yr term).

Since Ms. Anderson was contacted, she has now provided three (3) suggested suitably qualified persons interested and willing to be on the DIRC. These include: Krista Roessingh, Rhonda Orobko and Ramona Goossen.

It is therefore recommended the board consider appointing Krista Roessingh, Rhonda Orobko and Ramona Goossen to fill the vacancies. Two positions will be for a 2 year term 1 January 2017- 31 December 2018 and one position will be for a 1 year terms expiry 31 December 2017.

## **GENERAL**

### **Open Letter to BC Local Governments – re: holding fossil fuel companies responsible for climate change**

The board has been sent an open letter from a number of conservation groups regarding holding fossil fuel companies responsible for climate change. The letter also asks the local government to being party to joining a "class action" against the major fossil fuel companies.

As the board knows, the CCRD does not have discretionary funds to engage in advocacy through potentially funding a "class action". It would be recommended, that if this is something the board feels strongly about, they may wish to express support in non-financial ways.

Respectfully Submitted

Darla Blake  
Chief Administrative Officer

**OPEN LETTER TO BC LOCAL GOVERNMENTS**  
**ATTN: Mayor & Council, all BC local governments**  
 January 25, 2017

Dear Sirs/Mesdames:

**Re: We must hold fossil fuel companies responsible for climate change**

Wildfires. Drought. Flooding. Rising sea levels. Climate change is already reshaping and impacting BC communities in profound and frightening ways. As unchecked fossil fuel pollution continues to push global temperatures ever higher, we are frightened for our communities, for communities around the world, and for the world we leave our children. These impacts are still more challenging for vulnerable groups - the poor, Indigenous people, women and children - who are often unable to respond to unexpected weather or other climate impacts.

But there is hope. If the fossil fuel companies - whose products are the major drivers of climate change - had to pay even a fraction of the associated climate costs, they would not be able to out-compete renewables and would pivot towards sustainable alternatives without delay. BC communities can play a key role in demanding accountability from the fossil fuel industry for the harm that they are causing our communities, and challenge the myth that the fossil fuel economy can continue business as usual despite the destruction it is causing to our atmosphere.

The fossil fuel industry is keen to avoid a conversation about its responsibility for climate change. Just 90 entities - primarily fossil fuel companies - have caused almost 2/3 of human caused greenhouse gas emissions, and just three - Chevron, Exxon Mobil and Saudi Aramco - are responsible for almost 10%! Like the tobacco industry before it, Big Oil relies on the perception that individual consumers are responsible for climate change while pocketing billions of dollars in profits from products that they know are disastrous for our atmosphere and communities around the world.<sup>2</sup>

BC and Canadian taxpayers will end up paying the costs of climate change in many different ways. But unless our communities demand that fossil fuel companies pay their fair share of these costs, this industry will continue pushing products that the world cannot afford to burn.

1. Heede, R. "Tracing anthropogenic carbon dioxide and methane emissions to fossil fuel and cement producers, 1854-2010 Climatic Change (2014) 122: 229. doi:10.1007/s10584-013-0986-y. See also <http://www.climateaccountability.org/> for emissions figures through to 2013.

2. <https://www.smokeandfumes.org/>; <https://insideclimatenews.org/content/Exxon-The-Road-Not-Taken>.



BC's local governments are well placed to play a global leadership role by demanding accountability. We can come together to start a new global conversation about the moral and legal responsibility of the fossil fuel industry for its role in fueling climate change.

We - as BC-based community groups - support the Climate Law in our Hands Initiative and are asking you to:

**1. DEMAND FOSSIL FUEL ACCOUNTABILITY**

It has been rare for anyone to even ask the fossil fuel industry to take responsibility for its role in causing the global crisis - and the local climate impacts like floods, wildfires and droughts. This avoidance of responsibility ends in BC - when you, and other local governments across the province, write to the world's fossil fuel companies asking them to take their fair share of responsibility for climate change.

This demand can take the form of a detailed invoice for climate costs or a letter simply enquiring as to the company's position on paying a fair share. It can be tailored to reflect the needs and capacity of each community.<sup>3</sup>

**2. WORK TOWARDS A CLASS ACTION LAWSUIT**

BC communities can demand accountability from the fossil fuel industry in a variety of ways, but if necessary, we may need local governments to demand accountability through the courts.

Lawyers at West Coast Environmental Law have exhaustively researched how a class action - a joint legal action brought by one or more "representatives" of BC's local governments - could be brought against major fossil fuel companies for their role in causing climate change.

We ask you to consider whether your municipality would be willing to launch a class action as a representative and/or how you might support a case launched by other local governments. BC communities need to come together and get behind this type of legal action. Bringing this case will make it clear that fossil fuel companies cannot avoid a legal conversation about accountability - and if we win, we will set a precedent that could change the world - putting us on a global path that will avoid more dangerous climate change.<sup>4</sup>

3. Sample accountability letters are available online at [www.climatelawinourhands.org/demand-accountability](http://www.climatelawinourhands.org/demand-accountability).

4. See <http://www.climatelawinourhands.org/bcclassaction> or have your lawyers speak with the Climate Law in our Hands team at West Coast Environmental Law for more information on the legal basis for a class action.





## Conclusion

Both of these actions, as well as a general public discussion about the role of fossil fuels in our future economy, are most likely to move forward if our communities understand how we are being, and will be, impacted by climate change. We urge you to work with your citizens, climate scientists and other experts in a publicly transparent way to explore what needs to be done to prepare your community for climate change.

Whether we realize it or not, our communities are facing a tidal wave of costs, debt and disaster relief arising from the many effects of climate change. It is time to ask whether we alone are going to bear those expenses, or whether the companies that have made billions of dollars creating this situation also bear some responsibility.

By demanding that those who profit the most from climate change pay their fair share, BC local governments can dramatically reshape the global conversation about climate change and the fossil fuel industry. Community groups around BC will be calling on fossil fuel companies to take responsibility for their role in causing the climate crisis and we hope that you will join us.

Signed by:

West Coast Environmental Law Association	350.org Canada	Canadian Association of Physicians for the Environment
Coalition to Protect East Kamloops	Douglas Channel Watch	Public Health Association of BC
Kelowna Chapter Council of Canadians	BC Yukon Kairos	KAIROS Metro Van
KAIROS BC/Yukon Kootenay Subregion	Pacific Wild	Prince George Public Interest Research Group
Silva Forest Foundation	Sierra Club BC	Climate Change in Focus
Blewett Conservation Society	Dogwood Initiative	We Love This Coast
West Kootenay EcoSociety	Gibson Alliance of Business and Community Society	Comox Valley Global Awareness Network
SFU350	Alliance4Democracy	Earthkeepers: Christians for Climate Justice
UBC Environmental Law Group	Sunshine Coast Conservation Association	Burnaby Residents Opposing Kinder Morgan Expansion-BROKE
Voters Taking Action on Climate Change	Comox Valley Council of Canadians	LeadNow
Wilderness Committee	Parksville Qualicum Beach KAIROS	Fraser Voices Association
The WaterWealth Project	Georgia Strait Alliance	Stand.earth
UBC350	Northwest Institute	Knox United Church
Citizens Against Urban Sprawl Society (CAUSS)	Friends of Wild Salmon Coalition	Association of Whistler Area Residents for the Environment
Atira Women's Resource	Friends of Morice Bulkley	Salmon Coast Field Station Society
MiningWatch Canada	My Sea to Sky	Saanich Inlet Network
The Canadian Youth Climate Coalition	Divest Victoria	
Council of Canadians	Wildsight	
Kitimat Terrace Clean Air Coalition	Greenpeace Canada	
	Burnaby Pipeline Watch	
	Environmental Defense Working Group	

Please direct any reply to this letter, including notice of any resulting agenda items or resolutions, to us c/o West Coast Environmental Law, 200-2006 West 10th Avenue, Vancouver, BC V6J 2B3. Fax: 604-684-1312. Email: [agage@wcel.org](mailto:agage@wcel.org).



**CENTRAL COAST REGIONAL DISTRICT**

**TO:** Darla Blake, Chief Administrative Officer  
**FROM:** Wendy Kingsley, Administrative Assistant  
**DATE:** February 2, 2017  
**SUBJECT:** 2017 Grant In Aid Applications

---

The Board is asked to review the Grant In Aid Applications in order to allocate funds appropriately.

Legislation permits a maximum of \$0.10 per \$1,000 of assessed values to be used for grant in aid purposes. This is expected to equate to approximately \$15,000 for 2017.

A total of 10 applications were received from various community organizations. Eight applications were compliant, totaling requests of \$12,673 and 2 applications were non-compliant as their financial statements were not present as required.

Attached is a Summary Schedule (page 1) of all completed applications and an Administrative Ranking sheet (page 2). Individual applications are available to directors upon request.

Respectfully submitted

Wendy Kingsley

Board Meeting  
FEB 09 2017  
CCRD ITEM C6



CENTRAL COAST REGIONSL DISTRICT - GRANT IN AID -FEBRUARY 2, 2017

SUMMARY SCHEDULE

Organization	Funds Received 2016	Funds Requested 2017	Purpose of Grant	Score Community	Score Financial	Total Weight	Electoral Areas Benefiting
Bella Coola Community Support Society	\$3,000	\$3,000	Operational - Food Bank Events-reoccurring	47.00%	26.50%	73.50%	C,D,E,
Bella Coola Valley Arts Council	\$750	\$500	Operational - expenses	33.57%	26.50%	60.07%	
Bella Coola Valley Festival of the Arts	\$350	\$445	Events-reoccurring - Annual Festival	26.86%	39.75%	66.61%	C,D,E,
Bella Coola Valley Museum	\$0	\$1,000	Capital Expenditure - purchase stain to complete 2nd coat to preserve building	6.71%	13.25%	19.96%	C,D,E,
Bella Coola Watershed Conservation Society	\$0	\$728	Capital Expenditure - purchase and install signs re fish habitat	20.14%	53.00%	73.14%	C,D,E,
Denny Island Community Dev Assoc.	\$2,000	\$3,000	Capital Expenditure - Stage 2 Community Recycling Depot	20.14%	26.50%	46.64%	A
Discovery Coast Music Festival	\$3,000	\$3,000	Operations & Events Reoccurring - Annual Music Festival	26.86%	39.75%	66.61%	C,D,E,
Dog Town	\$1,000	\$1,000	Operational - Dog & Cat Health - assisting owners with associated costs	33.57%	26.50%	60.07%	C,D,E,
	<b>Total Funds Requested</b>	<b>\$12,673</b>					

\$ 13 173

ADMINISTRATIVE RANKING  
2017 Grant-In-Aid Applications

PAGE 2

Automatic 0 for incomplete or late applications

Automatic 0 if the applicant has failed to meet reporting requirements for a CCRD Grant-in-Aid received in the past 3 years

	Bella Coola Community Support Society	Bella Coola Valley Arts Council	Bella Coola Valley Festival of the Arts	Bella Coola Valley Museum	Bella Coola Watershed Conservation Society	Denny Island Community Dev Assoc.	Discovery Coast Music Festival	Dog Town
<b>Section A (Community) 2 points each response possible points 14 Weight 47%</b>								
Promote volunteer participation and citizen engagement	y	y	y		y	y	y	y
Promote a healthy lifestyle through sport, recreation, leisure, and/or social opportunities	y	y	y				y	y
Celebrate community pride and diverse heritage and culture through art, festivals, and/or events	y	y	y		y		y	
Meet the needs of the community by using new approaches and techniques	y	y	y			y		y
Exercise coordination, cooperation, and collaboration with other groups to prevent duplication of projects, programs, services, or events	y	y					y	y
CCRD Integrated Strategic Plan 2015-2019	y							
Provide an ongoing service that meets a community need.	y			y	y	y		y
<b>Total Points Section A</b>	<b>14/14</b>	<b>10/14</b>	<b>8/14</b>	<b>2/14</b>	<b>6/14</b>	<b>6/14</b>	<b>8/14</b>	<b>10/14</b>
<b>Section B (Financial) 4 points for no, 0 for yes, possible points 16 weight 53%</b>								
Is the application for funds to cover operational expenses?	y	y	n	n	n	n	n	y
Has your organization received funding through CCRD Grant-in-Aid in the past 3 years?	y	y	y	y	n	y	y	y
Is the application for funds greater than 25% of total initiative costs?	n	n	n	y	n	y	n	n
Is the CCRD Grant-in-Aid the only outside funding you are pursuing?	n	n	n	y	n	n	n	n
<b>Total Points Section B</b>	<b>8/16</b>	<b>8/16</b>	<b>12/16</b>	<b>4/16</b>	<b>6/16</b>	<b>8/16</b>	<b>12/16</b>	<b>8/16</b>
<b>Total Points</b>	<b>22/30</b>	<b>18/30</b>	<b>20/30</b>	<b>6/30</b>	<b>12/30</b>	<b>14/30</b>	<b>20/30</b>	<b>18/30</b>
<b>Total Weighted to page 1</b>	<b>73.50%</b>	<b>60.07%</b>	<b>66.61%</b>	<b>19.96%</b>	<b>73.14%</b>	<b>46.64%</b>	<b>66.61%</b>	<b>60.07%</b>



**CENTRAL COAST REGIONAL DISTRICT**

DATE: 02 February 2017  
TO: Board Chair Alison Sayers and Board Members  
FROM: Darla Blake, Chief Administrative Officer  
SUBJECT: DRAFT Final Report – CCRD Governance and Service Delivery Study

**RECOMMENDATION**

**THAT the CCRD Board of Directors endorses the DRAFT Final Report of the CCRD Governance and Service Delivery Study, and;**

**THAT the board requests administration to forward the endorsed draft final report, along with any board comments, to the Ministry of Community Sport and Cultural Development for their comments, and;**

**THAT the endorsed DRAFT Final Report of the CCRD Governance and Service Delivery Study, with any necessary amendments, be resubmitted to the CCRD Board of Directors at their 09 March 2017 regular board meeting, for final approval.**

**DISCUSSION**

Attached is the DRAFT Final Report of the Central Coast Regional District Phase 1 – Service Delivery and Governance Study, as prepared by our consultants Leftside Partners.

The board is being asked to review and endorse the draft final document and provide administration with any comments to the report they wish to see forwarded to the Ministry of Community Sport and Cultural Development, prior to the board considering the report again for final approval at its March 2017 regular board meeting.

Respectfully submitted

Darla Blake  
Chief Administrative Officer

Board Meeting  
FEB 09 2017  
CCRD ITEM CC

**left**side partners inc.

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1152 Leonard Street  
Victoria, BC V8V 2S4  
(250) 516-0748

February 1, 2017

**DRAFT**

Central Coast Regional District  
PO Box 186  
Bella Coola, BC, V0T 1C0

**ATTENTION: CHIEF ADMINISTRATIVE OFFICER**

Dear Ms. Blake:

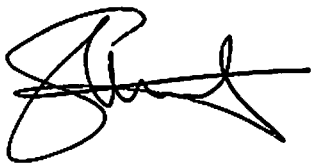
**REFERENCE: CENTRAL COAST REGIONAL DISTRICT SERVICE DELIVERY AND GOVERNANCE STUDY**

Attached is the Draft Report of the Central Coast Regional District Phase 1 Service Delivery and Governance Study for the Central Coast Regional District (CCRD). Our consulting team of Leftside Partners Inc., Defero-West Consulting, and Neilson-Welch Consulting Inc. (the consultants) was honoured to be awarded the project, and acknowledges the cooperation and hard work of several CCRD staff and the valuable contributions from residents in completing the project.

Please feel free to contact me directly if you have any questions or comments, or if you require any further information.

Sincerely,

**LEFTSIDE PARTNERS INC.**



Sherry Hurst, M.Pl., RPP, MCIP  
Principal




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## 1.0 PROJECT OVERVIEW

The Central Coast Regional District identified the need for a diagnostic governance and service delivery study. The purpose of the study was to describe and understand the existing services, relationships and governance in the CCRD, as well as residents' opinions and perceptions about those services and governance. The results of the study will help the CCRD determine whether there is the need for future service governance or structure analysis. The CCRD, together with the Ministry of Community, Sport and Cultural Development, identified four themes to focus the Diagnostic Governance and Service Delivery Study – service delivery, organization and cost recovery; electoral area governance and structure; local governance and service relationships; and access to infrastructure and other grant funding.

Key tasks in the study included:

- Describe what services the CCRD provides, how they are delivered and the cost of those services;
- Document the governance structure for regional services;
- Identify the provincial policy and framework regarding regional district and electoral area boundary structure, and including the criteria to make structural changes;
- Identify relationships and cooperation between local governments and service providers in the region;
- Identify how the region accesses and prioritizes infrastructure funding;
- Share information about the region's services, cost recovery mechanisms, collaboration and governance with residents; and,
- Gather opinions and perceptions from residents regarding service delivery and governance concerns and issues.

For those residents who have actively campaigned to identify a restructure study as part of the CCRD's strategic plan, and established a working group that made recommendations on structures and boundaries, stepping back to document the services and governance structures without yet identifying or evaluating specific options may not seem like progress. Indeed, this phase may only confirm what some in the region already know. However, this stage is about clarifying what issues exist today – learning what services are in place and listening to residents' opinions before determining whether alternate approaches to service delivery, governance and cost recovery make sense for a community, electoral area or region.

It is hoped that the information will provide residents and the region with the foundation and tools to assess the strengths and limitations of the existing governance, delivery, coordination and funding of those services. The act of documenting and contemplating the services and governance framework may spark new ideas for cooperation, efficiencies and governance solutions that make sense for the community.



## 2.0 COMMUNITY PROFILE

The Central Coast Regional District (CCRD) is one of 28 regional districts in BC. The boundaries of regional districts are vast – the CCRD spans approximately 25,000 km<sup>2</sup> along the coast of BC, north of Mount Waddington and Vancouver Island, and inland east to the Cariboo Region, encompassing communities of Ocean Falls, Denny Island, Oweekeno, Bella Bella, and Bella Coola, and including the Nuxalk, Heiltsuk and Wuikinuxv Nations.

The Central Coast Regional District was created in 1968 under the name of the Ocean Falls Regional District. Five electoral areas were created at that time. When the CCRD was created, the total population of the region was approximately 6,161<sup>1</sup>. In 1972 the regional district office was transferred to Hagensborg, and in 1973 the electoral area configuration was redefined to reflect population and development patterns. Area E was eliminated, and there were only four electoral areas. However in 1975, the present boundary configuration was created and Electoral Area E was established.

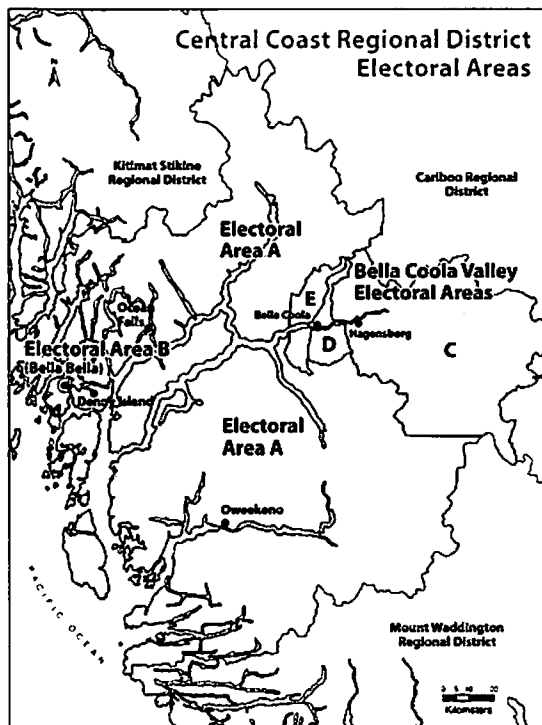


Figure 1: CCRD Electoral Area Map

## 2.1 COMMUNITIES

### *Denny Island*

Denny Island was originally developed as an anti-submarine bomber reconnaissance unit by the Royal Canadian Air Force in 1941, during World War II. At that time a base was built to accommodate more than 2,000 military personnel. The unit was disbanded in 1944, and the base was subsequently purchased and developed into a full-service marina and fishing resort, known as Shearwater. Services available on Denny Island include a grocery store, liquor store, post office, laundromat, public showers, coffee shop and art gallery/gift shop, hair salon, marina, shipyard, marine/hardware store, fuel dock, restaurant, pub, campground and RV park, rental cabins, bed and breakfasts, a resort and a hotel. There is also a facility for all marine repairs, a paved landing strip and a protected float base. School District 49 (Central Coast) provides classes

<sup>1</sup> 1966 Census data



from kindergarten to grade 8, and a water taxi provides regular service between Bella Bella and Denny Island. About 75 people live on Denny Island.

### ***Ocean Falls***

Ocean Falls is located at the head of Cousins Inlet, west of Bella Coola in the central coast of British Columbia. The community is often proudly referred to as “Home of the Rain People” due to its annual rainfall of 180 to 200 inches. Less than 50 people call Ocean Falls their full-time home, but during summer months the population can rise above 100.

The waterfalls in Ocean Falls once formed the basis for a pulp and paper mill began operation in 1912. The mill became the second largest pulp mill on the BC coast, and the town grew to about 3,500 people, complete with schools, a hospital, swimming pool and hotel. The province acquired the mill in 1973 in an attempt to maintain some operations after closure was announced, but finally shut it down in 1980. The majority of the town’s population left with the jobs, but some residents remain. The town still has a post office, tourist accommodation, harbour authority and yacht club, general store, café, gift shop and pub, and local infrastructure and services are provided by the Ocean Falls Improvement District. Ocean Falls can be reached by boat or seaplane. BC Ferries includes a stop at Ocean Falls on its passenger route along the Discovery Coast.

### ***Oweekeno***

Oweekeno is home to the Wuikinuxv Nation, and is located on the banks of the Wannock River at the entrance to Owikeno Lake east of Rivers Inlet. About 70 people live on reserve in the Village, which includes a band administration office, a health centre, a K-7 school, and a fire hall. The community also has a newly constructed ceremonial big house used for cultural purposes and as a meeting place for special functions. The Wuikinuxv Nation maintains and operates an airstrip, and there is regular seaplane and water taxi service to Vancouver Island (Port Hardy and Port McNeill).

The key economic activities of the Wuikinuxv Nation include logging, salmon enhancement, commercial fishing and roe-on-kelp, and management of a tree farm license which focuses on harvesting, silviculture and watershed restoration. The Nation is looking to diversify its local economy by developing plans to promote tourism, a run-of-the-river power project and a heli-ski tenure.

### ***Bella Bella***

The Heiltsuk Nation lives in the island village of Bella Bella on Campbell Island. Bella Bella is the name given to Heiltsuk Indian Reserve #1 and is the largest of the 23 reserves set aside in 1913 for the exclusive use of the Heiltsuk Nation. The village located on Campbell Island is amalgamated from all Heiltsuk Nation tribes who occupied numerous large winter and spring villages and associated camp sites spread throughout their traditional territory.



Bella Bella is home to a regional airport, BC Ferries terminal, regional hospital, RCMP detachment, public dock, grocery store, post office, fuel station, fish plant, forestry company, freight company, cablevision and telecommunications infrastructure, Canadian Coast Guard Search and Rescue (SAR) facility as well as a number of bed and breakfast establishments, restaurants and small shops. The community has a Band office, community hall, three schools (elementary, secondary, college), day care center and two churches.

Historically the primary industries for the Heiltsuk Nation economy have been forestry and seasonal fisheries including shellfish, ground fish, herring, salmon and other marine resources. However, changes to the fishing industry and economy have altered the focus of the community. The community is rebuilding with an emphasis on ecotourism, aquaculture and forestry. There are development plans for a new guest lodge, restaurant and hostel, renovations for the airport, and a new band store and big house. The Heiltsuk Nation's economic development corporation runs a fuel station, fish plant and freight company, and is taking over a mill yard. Economic development has to be compatible with the Nation's environmental resource management plans, which protects half of the Heiltsuk Nation territory from all industrial activity. The Nation's management plan also protects sacred, medicinal and unique sites from logging, mining, fishing and aquaculture projects.<sup>2</sup> Bella Bella is accessible by air, and has scheduled service to Vancouver and Port Hardy, as well as by boat, including BC Ferries.

### ***Bella Coola Valley***

The Bella Coola Valley encompasses the communities of Bella Coola, Hagensborg and rural areas include the Saloompt Valley, Noosatsum and Stuiie. As well, the Valley includes the Nuxalk Nation reserve lands, which stretch from Bella Coola along the valley past the Four Mile village area. In addition to being home to the Nuxalk Nation, Norwegian colonists settled in the area in 1800s due in part to the similar geography and scenery to Norway's fjords. The area is home to spectacular scenery of mountains, rivers and ocean, and offers many outdoor recreation opportunities.

The Bella Coola Valley is the only land area within the CCRD accessible by road. Highway 20 extends from Williams Lake, and is paved most of the way, with the exception of the road between Anahim Lake and the base of Heckman's Pass, or "the hill" as it is known locally. The valley can also be accessed by air, with scheduled flights to Vancouver, and by ferry from Port Hardy on Vancouver Island.

The Valley offers a range of services and amenities, including schools, a hospital, library, RCMP detachment, swimming pool, parks, airport, harbour, tourist accommodations,

<sup>2</sup> MacDonald, Nancy. *Bella Bella, B.C.: The town that solved suicide*, Maclean's Magazine. September 22, 2016.



restaurants and retail stores. While formerly a resource-based community, the economy is changing with a greater emphasis on tourism.

## 2.2 POPULATION

BC Stats estimates that the CCRD has a total population of 3,248 in 2016 and the last Census (2011) noted a total of 3,206 (Figure 2). CCRD is the regional district with the lowest population of all 28 regions in the province. The Northern Rockies regional district is the second smallest at 5,992, which is 1.75 times the population of the CCRD. The next closest is Mount Waddington which is 3.4 times the size, at 11,139.

The 2011 census population of 3,206 reflected a modest increase of 0.5% over 2006, compared to the provincial average of 7% growth during the same period. The

Area	2011 Census Population	On-Reserve Population	Total
Area A	129	65	194
Area B		1,095	1,095
Area C	588		588
Area D	384	850	1,234
Area E	95		95
<b>Total</b>	<b>1,196</b>	<b>2,010</b>	<b>3,206</b>

Figure 2: 2011 CCRD Census Population

increase, however, follows a near 20% decrease between 1996 and 2006, which is due in large part to downturns in the forestry and fisheries industries. The region has declined a total of 9.5% over a 20 year period (1991 to 2011), with the largest decreases in electoral areas E and A. During that time the population in Area D has actually increased, due to the increasing Nuxalk Nation population. The population off-reserve in Area D has actually declined 7% over that period. The population changes by electoral area are shown in Figures 3 and 4. BC Stats projects that a slow rate of growth will continue for the region, with the 10 and 20 year projections estimated at 3,550 and 3,661, respectively.

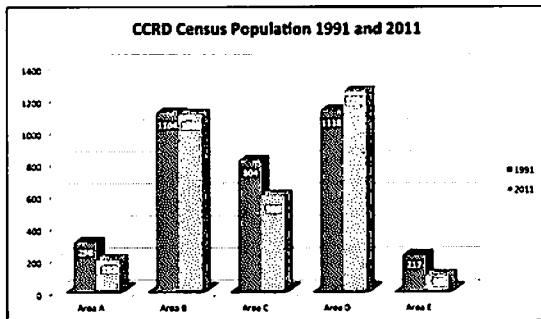


Figure 3: CCRD Census Population 1991 & 2011

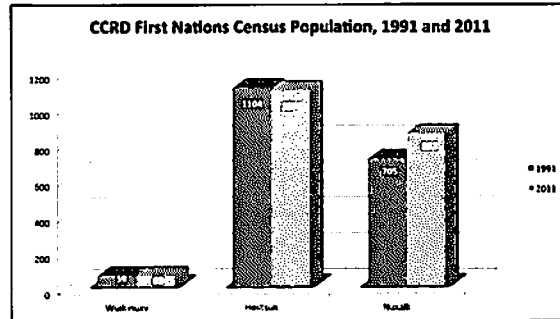


Figure 4: CCRD First Nation Population 1991 & 2011



The region's population is generally concentrated in the Bella Coola Valley and in Bella Bella. As of the 2011 Census, the electoral areas ranged significantly in total population from 95 in Area E to 1,234 in Area D. Based on 2011 totals, the CCRD has the highest proportion of population that is First Nations living on reserves of any region (63% of the total).

According to the 2011 census, the median age of residents in the CCRD is 40, which is slightly less than the provincial average of 41. On Nuxalk Nation reserve lands the median age is significantly lower, at 28, and in Bella Bella, on Heiltsuk Nation reserve lands, the median age is 35. Compared to provincial averages, the CCRD is home to a higher percentage of youth aged 0-18 years of age (26% vs 22%), and a lower percentage of seniors aged 65 and over (13% compared to 22%). Gender is almost evenly split with 1,650 (51% males) and 1,555 (49%) females.

### **2.3 HOUSING, HOUSEHOLDS, AND INCOME**

Single detached housing is the most common type of dwelling in the CCRD, comprising 84% of the housing stock in 2011. The next highest proportion was row housing at about 6%, followed by semi-detached housing at 3.7%. Approximately 40% of all households in the CCRD have three or more persons residing within, while 33% are two-person families, and single-person households make up the remaining 27%. The overall average household size is 2.6 persons. Average household size is 3.3 on Nuxalk Nation reserve, and 3.1 on the Heiltsuk Nation reserve at Bella Bella. Census data indicates that the average annual after-tax income of households in the CCRD is approximately \$30,300. This figure is approximately \$27,500 less than the provincial average.

### **2.4 ECONOMY**

The CCRD's regional economy was traditionally resource-based (primarily forestry and fisheries), but a significant and sustained downturn in those industries beginning in the late 1990s resulted in hundreds of job losses. The region suffered a 20% decrease in population between the 1996 and 2006 census; related impacts included numerous secondary business closures, declining school enrolments, teacher layoffs, closure and relocation of provincial government offices.

In 2004, the CCRD and Bella Coola Valley Tourism engaged residents in a series of Town Hall Meetings to develop an economic strategy with a focus on tourism. The region subsequently implemented numerous initiatives to support development of tourism, from research to capacity building, infrastructure supports, brand development, focused marketing and local training/education. However, a significant setback was suffered in 2014 when the provincial government cancelled the seasonal (summer) ferry service between Port Hardy on Vancouver Island and Bella Coola. The West Chilcotin Tourism Association commissioned a study showing that the closing led to a drastic decline in visitors and a loss of \$3.9 million in gross tourism revenue in 2014. In the fall of 2016, the provincial government announced that the service would be restored by 2018.



Tourism has become a focus and staple of the CCRD economy, not just in Bella Coola, but also Bella Bella, Denny Island and Ocean Falls.

CCRD labour force participation at the time of the 2011 census was 1,460 or 58%. The unemployment rate of 12% was higher than the provincial rate of 7.8%, but was an improvement from 19% in 2006, and 20% in 2001. Unemployment on Nuxalk Nation reserve land was 19.1%, and 21.4% in the Heiltsuk Nation reserve. The top three occupation sectors were sales and service at 19%; education, social, community & government services at 17%; and, trades at 14%.

The industry that employed the largest number of people in 2011 was public administration at 18%; education and health/social services were second at 14.5%. Resources industries (forestry, fisheries and agriculture) employed just 6%. The three largest industries comprise nearly 50% of the labour force.

## 2.5 SCHOOLS

The CCRD is within School District #49. The School District oversees five public schools within the CCRD, including elementary schools in Bella Coola, Denny Island (higher grades supported by distance education), Noosatsum and Oweekeno. Sir Alexander Mackenzie School in Hagensborg is a grade 6-12 school. Independent schools include the Bella Bella Community School (K-12), Acwsalcta Band School in Bella Coola (K-12), and the Bella Coola Adventist Academy (grades 1-9). Enrollment ranges from just 6 children at the one-room Shearwater Elementary on Denny Island to 207 at the Bella Bella Community School.

## 2.6 ASSESSED VALUES AND TAXATION

Within unincorporated areas such as CCRD, the province collects property taxes, including the provincial rural tax, which goes toward the provision of policing and roads. The portion of the taxes for regional district services, collected through the provincial surveyor of taxes, is remitted to the CCRD.

The amount of taxes for any given property depends upon the assessed value of the land and improvements, as determined by BC Assessment, combined with the property tax class, and the associated tax rates. Property tax classes are generally a reflection of the use, such as residential, major industry, light industry, business, recreational property. In all unincorporated areas of the province, property taxes for different tax classes have the same ratio set by the Province – regional districts do not have the authority to alter the multiples and, for instance, set higher rates for different property classes such as businesses or industrial properties. In 2016, the tax rate for industry (major and light), was 3.4 times that of the residential class; business taxes are 2.45 times the residential rates. The converted assessment total adds together the assessed values (net taxable value of land and improvements) by the tax multiplier to produce a total taxable value for determining the applicable tax rates.



At a total converted assessment of \$22,281,366, the CCRD has the lowest assessment base of any regional district (total and converted). The region that is closest in tax base (Mount Waddington) has more than nine times the converted assessment total of the CCRD. If the assessment base from Mount Waddington’s municipalities is factored out, Mount Waddington still has an electoral area assessment base five times higher than that of the CCRD. Of the 158 electoral areas in the province, only 10 of them have converted assessment less than \$10 million; all five of CCRD’s electoral areas are on that list. Figures 5 and 6 illustrate the converted assessments for the CCRD’s electoral areas,

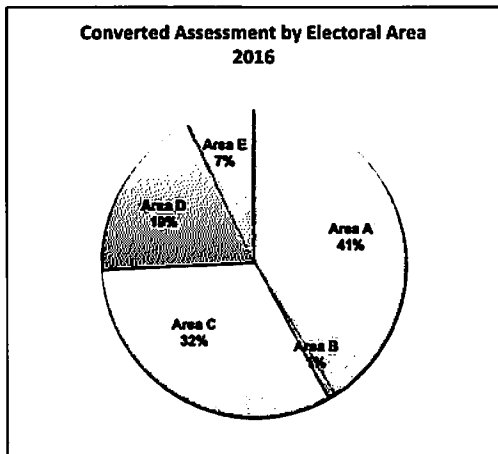


Figure 5: Converted Assessment by EA, 1993

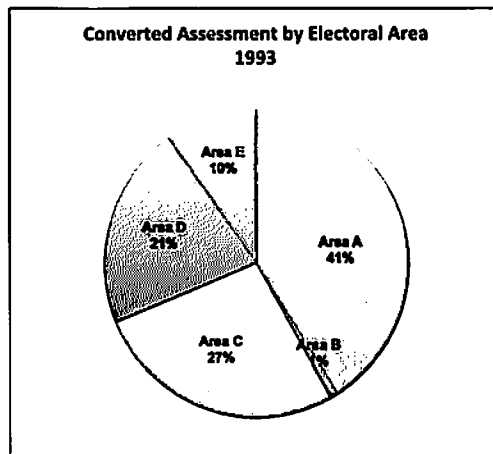


Figure 6: Converted Assessment by EA, 2016

with a comparison from 1993 to demonstrate how values can change over time. While the total assessment amounts have increased, the percentage of each electoral area has remained relatively consistent, with some changes between the Bella Coola Valley electoral areas.

Figure 7 shows the CCRD’s 2016 converted assessment by property class. This demonstrates how the majority of the region’s assessment base is residential, although this is significantly reduced from 2015, when 70% of the region’s tax base was residential. The major change this year is a significant increase in the value of the utilities (in Area A), which represented only 5% of the overall tax base in 2015, but 17% in 2016. Assessed values increased in 2016 in all electoral areas except Area E, which saw a slight reduction. Overall, the CCRD saw an increase in assessed values by 25% over 2015.

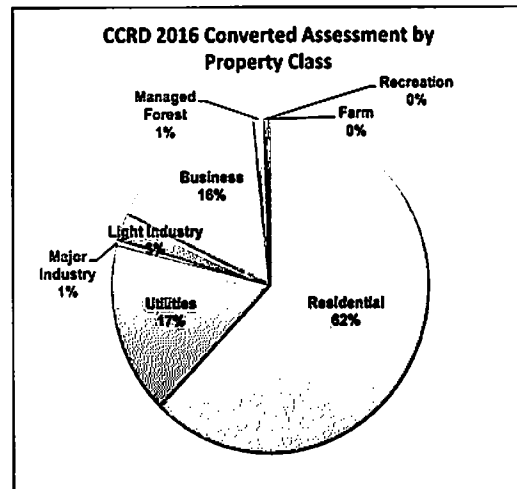


Figure 7: CCRD 2016 Converted Assessment by Property Class





Within regional districts the cost of each service is calculated separately, and costs are recovered from those who receive the services. In the CCRD the cost of almost all services are apportioned to users based on assessed values (land and improvements). Water is an exception, as it is recovered through a parcel tax and user fees. Each electoral area receives different services, and each property will have different tax impacts depending on the services received. Figure 8 is a poster board from the governance forums that includes a sample property tax bill referencing every CCRD service provided in 2016, and the associated tax burden on a home with an assessed value of \$150,000.

CCRD Services	Area A	Area B	Area C	Area D	Area E
<b>Planning &amp; Economic Development</b>					
Electoral Area planning	\$25	\$25	\$25	\$25	\$25
Economic development	\$15	\$15	\$15	\$15	\$15
Highway 20 street lighting			\$6	\$6	\$6
House numbering			\$1	\$1	\$1
<b>Parks &amp; Recreation</b>					
Bella Coola parks and recreation			\$21	\$21	\$21
Centennial pool			\$62	\$62	\$62
Denny Island recreation	\$7				
<b>General Operations</b>					
Grants-in-aid	\$6	\$6	\$6	\$6	\$6
General operations	\$134	\$134	\$134	\$134	\$134
Feasibility studies	\$4	\$4	\$4	\$4	\$4
<b>Solid Waste</b>					
Garbage and recycling			\$110	\$110	\$110
<b>Fire &amp; Emergency Services</b>					
Emergency planning	\$17	\$17	\$17	\$17	\$17
<b>Transportation</b>					
Denny Island Airport	\$13				
<b>Library</b>					
Library	\$37	\$37	\$37	\$37	\$37
<b>Electoral Area subtotal</b>	<b>\$258</b>	<b>\$238</b>	<b>\$438</b>	<b>\$438</b>	<b>\$438</b>
<b>Area Specific CCRD Services (portions of Area E only)</b>					
<b>Bella Coola Townsite services</b>					
Townsite water service		\$475			
Bella Coola Fire Department		\$198			
Townsite street lighting		\$99			
<b>Area Specific subtotal</b>		<b>\$772</b>			

Figure 8: Sample tax bill for property with assessed value of \$150,000



### 3.0 SERVICE DELIVERY FRAMEWORK

As part of the study 8 *Service Fact Sheets*, were prepared that detailed the services provided by the CCRD, including the descriptions of the services, service boundaries, decision making processes and governance, collaboration with other providers and the cost recovery for each service (see Appendix A). Rather than repeat that information, this section provides a high level overview of what services are delivered and by whom.

#### 3.1 CENTRAL COAST REGIONAL DISTRICT

Although regional districts generally deliver only those services desired by their residents, there are some functions that are required or mandated in provincial statutes, including:

- general administration and governance for the region as a whole and especially for rural areas;
- long-term capital financing for the regional district itself through the Municipal Finance Authority pursuant to the *Municipal Finance Authority Act*;
- hospital capital financing pursuant to the *Hospital Districts Act*;
- land use planning in rural areas (although the level of planning effort varies considerably between regional districts);
- solid waste management planning pursuant to the *Environmental Management Act*;
- liquid waste management planning pursuant to the *Environmental Management Act*; and
- emergency planning through the *Emergency Programs Act*.

The services provided by the CCRD includes those noted in Figure 9. A distinction can be made between those services that are delivered to the entire region, such as economic development and library service, and those that are more local or sub-regional in nature and delivered to only one electoral area or a group of electoral areas, or to a specific service area within one or more electoral areas. This would include services such as water, street lighting, or fire service. Figure 10 below shows where the various CCRD services are delivered.

CCRD SERVICE	ELECTORAL AREA				
	A	B	C	D	E
Airport	*		*	*	*
Economic Development	*	*	*	*	*
Electoral Area Administration	*	*	*	*	*
Electoral Area Planning			*	*	*
Emergency Planning	*	*	*	*	*
Fire Protection					*
General Government	*	*	*	*	*
Grant-in-aid	*	*	*	*	*
House Numbering			*	*	*
Library	*	*	*	*	*
Parks			*	*	*
Pool			*	*	*
Recreation	*		*	*	*
Refuse Disposal			*	*	*
Solid Waste Management Plan	*	*	*	*	*
Street Lighting			*	*	*
Transit			*	*	*
Water System					*

Figure 9: CCRD Services

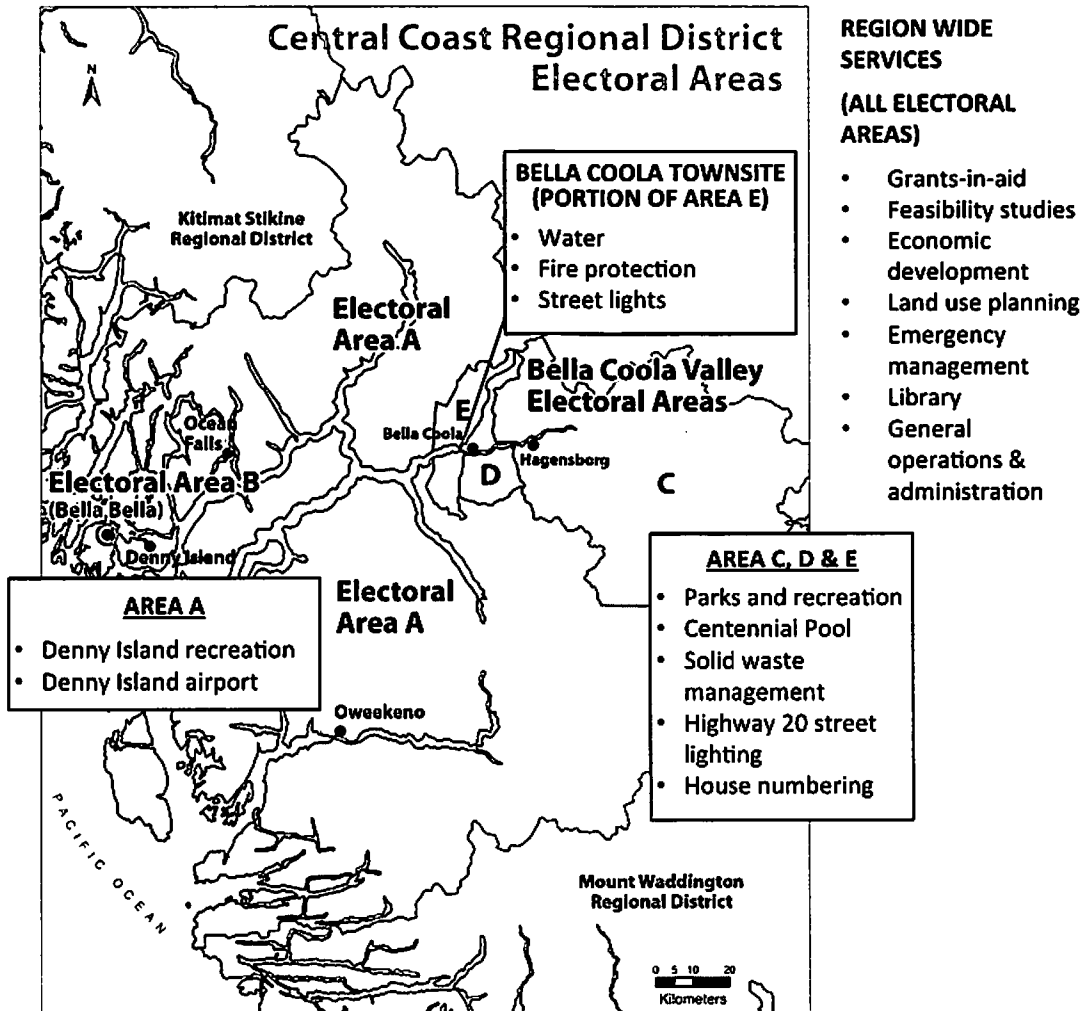


Figure 10: CCRD Services by Area

3.2 OTHER SERVICE PROVIDERS

As detailed in the *Fact Sheets*, there are multiple service providers within the Central Coast Area. The other jurisdictions that provide services include three First Nations, three improvement districts in the Bella Coola Valley (Hagensborg and Noosatsum), and in Ocean Falls, as well as the provincial and federal government.

LOCAL GOVERNMENTS	WATER	SEWER	AIRPORTS	FIRE PROTECTION	LAND USE PLANNING	SOLID WASTE	ECON. DVLPMT	PARKS & REC.
Central Coast Regional District	✓		✓	✓	✓	✓	✓	✓
Nuxalk First Nation	✓	✓		✓	✓	✓	✓	✓
Heiltsuk First Nation	✓	✓	✓	✓	✓	✓	✓	✓
Wuikinuxv First Nation	✓		✓	✓	✓	✓	✓	✓
Ocean Falls Improvement District	✓	✓		✓		✓		✓
Hagensborg Waterworks District	✓			✓				
Noosatsum Waterworks District	✓			✓				

Figure 11: Local Government Service Providers



### **First Nations**

The three First Nations within the region – Nuxalk, Wuikinuxv and Heiltsuk – each deliver a range of services to their communities, located primarily on reserve lands. Services are governed by Band Councils elected by each Band membership. The Council is generally responsible for the day to day management of the Band, and administers services funded primarily through the federal government, including public and capital works, housing, health and wellness, social services as well as fisheries, forestry and land and marine use planning. In addition to the elected Band Councils, the Bands also have a traditional government of hereditary chiefs that is relied upon for guidance and leadership. The Heiltsuk Tribal Council has 1 Chief and 11 Councillors, the Nuxalk Nation Council has 1 Chief and 12 Councillors, and the Wuikinuxv Nation Council has a Chief and 2 Councillors.

### **Improvement Districts**

Within the CCRD there are three improvement districts. Improvement districts are empowered to provide specific local services such as water and fire protection and typically provide only one or two services. Services are generally financed through taxation or user fees. Every improvement district is governed by a board of elected trustees (elected by area property owners within the service area), one of whom acts as the board chair. Improvement districts receive their authority from the *Local Government Act* and operate independent of the regional district. The three improvement districts within the CCRD are:

- Hagensborg Waterworks District
- Noosatsum Waterworks District and
- Ocean Falls Improvement District.

Ocean Falls Improvement District is an anomaly, not only in the CCRD but also the province, in that it provides a long list of services to its residents, including:

- Water
- Sanitary & storm sewer
- Fire protection
- Emergency response
- Parks and recreation
- Cemetery
- Garbage collection & disposal
- Street lighting

### **Provincial Government**

In the CCRD, the provincial government (through the Ministry of Transportation and Infrastructure) is responsible for the provision of roads and highways, as well as approval of subdivisions in unincorporated areas of the province (land not within municipalities). The province also oversees ferry services through BC Ferries, provides policing services (delivered through the RCMP), and delivers health services through Vancouver Coastal Health.



The Province is also responsible for education services, which are delivered by School District #49. The School District has its own board of education comprised of 5 trustees that provide public oversight of education, finance, facility management, human resources, and policy. Other than the board of trustees, provincial services are not governed by locally elected bodies, but rather are overseen by the provincial government. The Central Coast region is part of the North Coast electoral district that elects one member to the provincial legislative assembly. The representative from the North Coast is one of 85 members of the legislative assembly.

Other relevant provincial services and bodies include the Agricultural Land Commission, which regulates the use of land contained within the Agricultural Land Reserve. The Bella Coola Valley has ALR land along the Bella Coola River (approximately 46 km<sup>2</sup>).

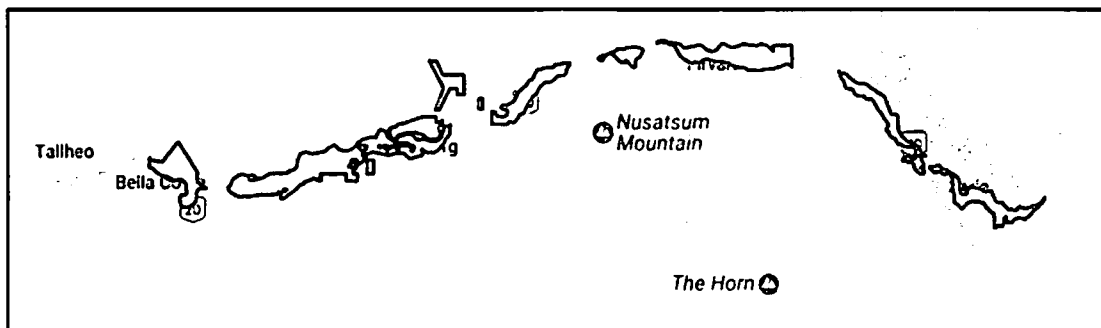


Figure 12: Agricultural Land Reserve areas in the Bella Coola Valley

### ***Vancouver Coastal Health***

Vancouver Coastal Health is the health authority responsible for delivering health care programs and services (paid for through the Province). That mandate involves a wide range of services from implementing drinking water quality regulations, prevention and health promotion, mental health, substance abuse, public health and residential care, just to name a few. There are two hospitals in the region – R. W. Large Memorial Hospital in Bella Bella and Bella Coola General Hospital in Bella Coola.

### ***Federal Government***

The federal government does not provide many direct services to the Central Coast, but it does regulate the Bella Coola airport, which is a Transport Canada certified airport, and provides services such as Coast Guard and fisheries (hatcheries and fisheries officers) for the Pacific Ocean, which is an area of federal responsibility. Through the department of Indigenous and Northern Affairs Canada, the federal government provides funding for, and oversees services to First Nation reserves, including the Nuxalk, Wuikinuxv and Heiltsuk Nations. The Central Coast region is part of a broader federal riding of Skeena-Bulkley Valley that extends north to the boundary of BC and Yukon. The representative elected from the Skeena-Bulkley Valley riding is one of 338 members of parliament in Canada's House of Commons.



## 4.0 ENGAGEMENT PROCESS & RESULTS

### 4.1 FACT SHEETS

To effectively engage stakeholders, partners and the public in identifying issues related to the four key themes requires an understanding of how local government services are delivered, decisions made, and costs recovered.

To that end, two series of *Fact Sheets* (Service Fact Sheets and Regional Fact Sheets) were completed and are available on the CCRD’s website. *Fact Sheets* provide details for each service including a description of the service and where it is provided, who delivers the service, who makes decisions, what it cost (including impact on a typical residence) and how those costs are recovered.

The 8 Service *Fact Sheets* included:

- General operations
- Solid waste
- Planning and economic development
- Water
- Parks and recreation
- Fire and emergency services
- Library
- Transportation

A “Regional series” of *Fact Sheets* was also prepared (Appendix B). This series included sheets on broader topics, including:

- Regional district governance
- Regional cooperation
- Electoral area boundaries
- Local government structure
- Regional district grants.

The intention was to share information with residents on how services and local government work, so they could make informed suggestions regarding what, if anything, is in need of change. Both series of *Fact Sheets* were available online, and hard copies were also available in the CCRD office as well as the

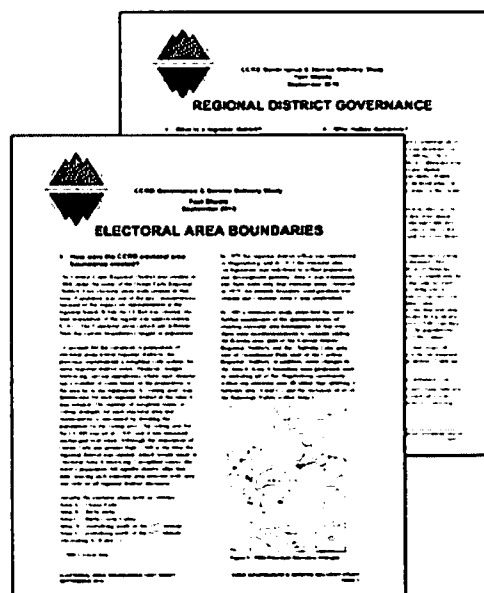


Figure 13: Regional Series Fact Sheets

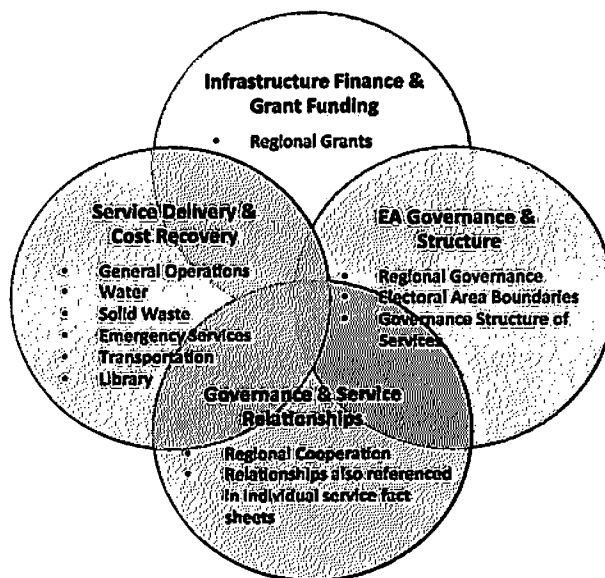


Figure 14: Fact Sheets by study theme



library in Bella Coola. A hard copy of all *Fact Sheets* was sent to Ocean Falls, and provided to the Central Coast Chamber of Commerce on Denny Island. Figure 14 demonstrates how the *Fact Sheets* relate to the four study themes.

## 4.2 COMMUNITY CONVERSATION OPEN HOUSES

To build on the information provided through the *Fact Sheets*, two 'Community Conversation' open house events were planned – one in the Bella Coola Valley and the other on Denny Island. A newsletter was produced (Appendix C) advertising both the events and the survey. The community conversation open house events included poster boards explaining generally how the CCRD governance works, what services the regional district provides, and what services cost (see copies of the engagement boards in Appendix D). Hard copies of the survey and the *Fact Sheets* were on hand, and consultants were there to answer questions, talk to residents, and lead roundtable discussions with residents on topics related to services, governance and cooperation. Approximately 30 people attended the two meetings.

Roundtable discussions at the open houses followed the study themes, including:

### Service Delivery & Cost Recovery

- What services are working well in your community?
- What service issues are there in your community?
- What do you think would help to resolve those issues? (How could things be done differently to address those concerns?)

### Electoral Area Governance & Structure

- What part of the regional district system governance is working well?
- How could the system be improved?

### Governance & Service Relationships

- Where do you think cooperation is working well? (examples?)
- What opportunities are there for governments to cooperate and work together that you think would benefit your community?

## 4.3 SURVEY

The survey that coincided with the community conversations explored the themes of services, governance structure and governance and service relationships through a variety of questions, including open-ended questions seeking ideas or suggestions on how services, governance and relationships could be improved (see Survey in Appendix E). The survey could be filled out online or in hard copy, and was completed by 50 people. The results of the survey are summarized in the attached Appendix F, and some of the results have been highlighted throughout this report.



#### 4.4 COMMUNITY FEEDBACK

Feedback received through the community engagement – interviews with community stakeholders and local governments, the open house conversations with residents, and survey results, has informed the content of this report. In addition, some of the primary themes that emerged from discussions have been highlighted below, grouped by report theme.

##### **Service Delivery & Cost Recovery**

The three services where residents indicated lower rates of satisfaction were emergency planning, economic development and land use planning. These services were referenced not only in the survey, but also in the open house and stakeholder consultation.

##### Emergency Planning

- Outer coast residents identified the need for greater communication, planning and preparedness for emergencies;
- Denny Island residents indicated that there are no resources for emergency preparedness coordination or training on the Island, and no representative on Denny Island;
- Bella Coola Valley residents identified the need for an emergency call centre.

##### Economic Development

- Varied opinions regarding the value of this service were voiced (i.e. range from “we don’t need this service” to “this should be the region’s primary focus”);
- Residents registered differing opinions on what the focus of this service should be, and its role (i.e. what businesses the CCRD is hoping to attract and whether those businesses would benefit the community);
- Several residents identified the need for jobs in the region;
- Residents voiced concern for the region’s small tax base;
- Some residents noted the need for beautification of Bella Coola townsite.

##### Land Use Planning

- Concern was noted from Outer Coast residents that they have no OCP or land use plans, and are not receiving any community planning or land use regulation services, and therefore should not be paying toward this service (or should be getting some planning service);
- Need for an updated OCP and land use plan for the Valley was identified;
- The desire to include Nuxalk Nation in the upcoming OCP was noted;

While many different services were referenced, the following represents some of the main issues raised by multiple residents. Figure 15 represents a word cloud of the top three issues identified by residents in the survey (larger words reflect more references).





### Airport

- Residents identified the management of the airport as an issue, citing a lack of technical knowledge within the CCRD to manage and operate an airport (i.e. to help respond to Transport Canada issues);
- Some residents indicated that there are broad area benefits from the Bella Coola airport, and costs should be recovered from a wide area;
- Residents identified a need to resurrect an advisory committee for the airport.

### Solid waste

- The expansion of Thorsen Creek landfill and potential for environmental impacts on the adjacent creek was identified as a concern;
- Desire for waste management and recycling on Denny Island;
- Need for better waste reduction and broader public support for recycling.

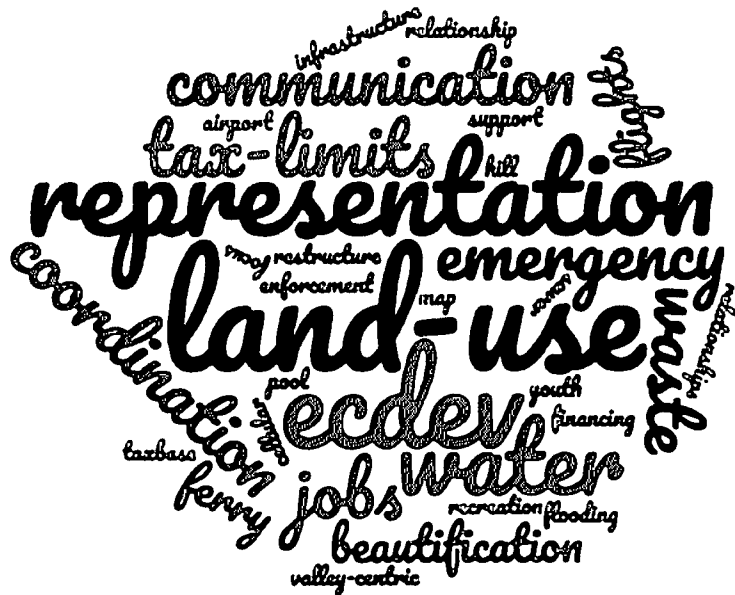


Figure 15: Word cloud of top community issues

### Recreation

- Need for new pool/recreation centre;
- Access to wilderness (trails – Denny Island);
- Recreation is an issue for Nuxalk and Wuikinuxv Nations – finding opportunities to keep youth active.

### Water

- Requests for CCRD to take over management and operation of Hagensborg Waterworks improvement district were made by multiple residents;
- Consolidation of water services in the Bella Coola Valley was identified as a need;
- The inability of improvement districts to borrow or apply for grants was noted as a concern;
- Ocean Falls identified a need for assistance on all infrastructure (including water).



### Roads

- Need for better maintenance of roads in Ocean Falls.

### Transportation

- More frequent ferry service was identified as a priority;
- Improved infrastructure for air service (floatplane ramp) in Ocean Falls;
- Increases in flights was identified;
- Improvements to the hill;
- Bus service to Williams Lake was proposed as a desired service.

### Cellular Service/Internet

- Poor quality of cellular and internet service, and no service where needed (i.e. the road to Anahim Lake) was identified by many residents;
- Need for consistent cellular and internet service to attract and have businesses was noted;
- Lack of understanding who should be providing it or how to improve the service was identified.

In addition to specific services, residents noted a desire to limit property taxes, and concern about the low tax base in the region and lack of funding for improvement districts.

### **Electoral Area Governance and Structure**

Resident comments included:

- Need to change the region's electoral area boundaries;
- Need for First Nations direct representation on the Board;
- Lack of representation for Area A communities;
- At large election of multiple directors in Bella Coola Valley was suggested;
- Several residents referenced the past restructure study (and how if recommendations were followed representation would be improved);
- Multiple residents referenced the potential of having some areas of the region join with Mount Waddington regional district due to connections with Port Hardy and Vancouver Island;
- Area A is too large.

### **Governance and Service Relationships**

Comments included:

- Need for improved communication between CCRD and residents;
- Greater engagement of residents in CCRD;
- Residents in areas of the region feeling alienated from CCRD;
- Lack of communication or presence of the CCRD (Area A);



- Desire for higher level of cooperation and cost sharing of services with Nuxalk Nation;
- Protocol agreement with First Nations;
- Closer relations with all First Nations, highlighting common issues and finding opportunities to work together;
- Increased collaboration with other local governments (improvement districts);
- Relationship between Denny Island residents and CCRD;
- Higher level of community focus on CCRD strategic priorities needed;
- Perceived “valley-centric” approach by CCRD;
- Need ways to counter the reluctance of community to run for election, as well as volunteer or speak out

Service, governance and relationship issues and concerns also differed by area. The following provides a synopsis of key issues identified through feedback from specific communities in the region.

#### **Ocean Falls**

Ocean Falls greatest identified need is for basic infrastructure repairs, upgrades and maintenance. The town’s remaining residents are challenged to sustain infrastructure that was initially built for a town of approximately 3,500 people. Maintaining the hard infrastructure, such as water, sewer and roads are priorities, but residents indicated that significant work is also needed to downsize these services to a manageable size for the current population, and bring services into line with health and environmental requirements. The water system has been on a boil water notice since 2002 for insufficient water treatment. The area has the benefit of an industrial taxpayer (Boralex hydroelectric dam), but is not able to adequately fund services. There is a strong sentiment from residents that the province has never lived up to its responsibility of decommissioning or adequately downsizing the services when it closed the mill in 1980, which would have enabled the town to sustain operations with its reduced population. There is also the sentiment that the tax base of Ocean Falls generates more tax revenues for the CCRD than the services that the town is receiving.

Given that the town’s services are run by an improvement district, the OFID has limited access to grants, borrowing or other funding opportunities. The former OFID administrator has spoken with the CCRD CAO regarding the potential for converting the OFID’s services to regional district services. Residents referenced a lack of government support (CCRD or province) in helping the improvement district address its needs.

#### **Denny Island**

From a service perspective, the community expressed concern with the emergency management service they receive from the CCRD (need for training, communication, more comprehensive plan), and disappointment with a “heavy-handed” approach to the management of the recreation service over the past few years, limiting its scope and



reducing local control. Residents identified additional services that they would like to be provided by the CCRD, including water, fire protection and recycling. Several services on Denny Island are provided by Shearwater Resort and Marina, such as recycling and water, and residents and representatives from the Resort seem eager to establish them as services of the CCRD. The Denny Island water system and the Shearwater staff housing water system have both been on boil water notice for insufficient water treatment since 2002 and 2011 respectively.

Denny Island residents indicated concern about the relationship between the community and the CCRD, and the lack of representation on the Board. Notably, the open house scheduled on Denny Island occurred less than a week after the CCRD Board appointed a director from the Wuikinuxv Nation as the Electoral Area A director. A candidate from Denny Island declared an intention to run for electoral area director by email, but the original paperwork did not reach the CCRD office by the deadline. In the absence of any candidates, the CCRD Board appointed a member of the Wuikinuxv Nation as the director. Accordingly, frustration from many of the community members at the meeting was high, and many indicated feeling ignored, exasperated and disenfranchised.

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***“There is no mechanism for representing this area. We have no presence, communication or representation. Disconnect is a great understatement.”***

***- Denny Island resident***

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### **Bella Coola Valley**

Land use planning and economic development were two prominent services identified in the Bella Coola Valley as needing improvement. Residents are concerned about tourism as the key economic focus, and the value of those jobs and how they contribute to the community. The need to combine efforts together with the Nuxalk Nation on many services, including economic development and land use planning, was reiterated. Many expressed the desire for electoral boundaries that balance population, provide opportunities for First Nations to be represented directly on the Board, and represent residents of the electoral area who do not live on the Nuxalk Nation reserve. Residents noted concerns about the airport, particularly given that there is no longer an airport commission. Some people referenced Centennial Pool, which is at the end of its life, and the need for facilities for youth in the community. Other services noted were the need for a call centre to help coordinate emergency response by the four different fire departments in the area, as well as ambulance. Several residents stated their preference for the CCRD to assume responsibility for the Hagensborg Waterworks Improvement District, which has been on a boil water notice since 1992 for non compliance with potable water quality standards. The waterworks district is in need of financing, and challenges ahead include upgrading the lengthy and aging infrastructure. Others noted



the need for collaborating with the improvement districts in decisions that impact water servicing, and to assist the improvement districts in obtaining funding.

As noted, these concerns and perceptions are identified by residents, and are not the consultants' assessment of the issues. It is worth noting that the CCRD is already aware of many of the issues, and several issues are captured in the CCRD's strategic plan, including the following:

- **Emergency management** - maintaining an Emergency Executive Committee (EEC) and completing a review and update of emergency management plans;
- **Land use planning** - provide land use planning & implementation that is responsive to the community including a comprehensive review of planning;
- **Economic development** - prepare and implement a multiyear economic development strategy and economic development plan;
- **Solid waste** - complete a review and update of the Solid Waste Management Plan, and ensure the Thorsen Creek Landfill life cycle is optimized;
- **Airport** - complete a long-term development plan for the Bella Coola Airport, inclusive of capital and operating budgets; and advocate with aviation authorities such as Transport Canada in order to ensure sustainability;
- **Denny Island water** - complete a feasibility study of Shearwater Water;
- **Transportation** - lobby senior governments and their crown agencies for continuous maintenance, improvements and scheduling of regional transportation infrastructure; ensure all coastal ferries remain operative and meet our region's requirements; and strongly advocate our region's position on roadways and highways with applicable authorities and agencies;
- **Communication** - continually develop our external communication and understanding of our organization;
- **Relationships** - continually strengthen intergovernmental relationships; continually liaise with all First Nations within the district; collaborate with community-based organizations for mutual benefit; and,
- **Governance** - foster effective governance, and continue to evaluate and analyze restructuring of boundary adjustments of electoral areas.



## 5.0 EA GOVERNANCE & STRUCTURE

This section describes the structure and the governance of the CCRD, provides an understanding of the types of changes to regional district and electoral area structure that are possible under the provincial legislative and policy framework, including key criteria underlying each of these changes, and how those criteria relate to the current situation within the CCRD. As part of the *Fact Sheets*, two *Regional Fact Sheet* were prepared – one that looked specifically at Electoral Area Boundaries, and another that provided an overview of how regional governance works (see Appendix B). This section builds and expands upon the information contained within those *Fact Sheets*.

### 5.1 CCRD BOUNDARY STRUCTURE

The CCRD is comprised of five electoral areas. Its internal electoral area boundaries have evolved since its creation in 1968 under the name of the Ocean Falls Regional District. Changes have been made in attempts to balance population. A 1993 restructure study recommended further boundary changes, and contemplated changes to the region's boundary with neighbouring regional districts. While those changes were not implemented, many residents have expressed an interest in exploring new boundary configurations, and the potential impacts altered boundaries would have on the region.

The drawing of electoral area boundaries is not an exact science. There is no one criterion that determines where the boundaries are placed. Instead, the following criteria are taken into consideration:

#### Criteria

- **Community identity** – encompassing whole communities that share an identity.
- **Population** – where possible, effort is made to balance representation on the Regional Board so that the directors represent a similar number of people, and no one area has a disproportionate amount of the population.
- **Assessment base** – the assessment base of electoral areas is considered, given that some services are delivered within an electoral area and costs allocated to those in

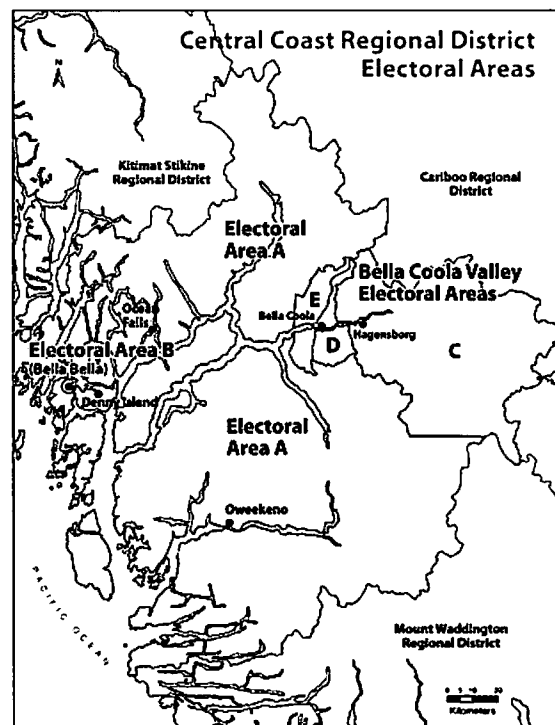


Figure 16: CCRD Electoral Area Map



the electoral area on the basis of assessed values. The tax base needs to be able to support the services that are delivered to the electoral area.

- **Jurisdictions** – the overlaps in jurisdictions and roles in servicing residents are considered, and how the boundaries might affect the ability to collaborate, make decisions or deliver services.
- **Services** – ideally service areas are contained within one electoral area – not only for the provision of regional district services, but also improvement districts or other service providers. This helps the cooperation and administration between jurisdictions and service providers.
- **Land area** – while there is not necessarily a need to ensure consistency in land area among electoral areas, it can be an indicator of the remoteness of the population, or the number of separate communities contained within each area. A large electoral area with several dispersed communities can be difficult for one electoral director to represent, particularly if transportation between the communities is a challenge.
- **Geography and transportation corridors** – the geography of the region, including watersheds, physical characteristics such as mountain ranges, and the resulting transportation corridors and linkages between areas is another consideration when determining appropriate boundaries. Just because two communities are located close to each other, if the means of access are quite different, or if there is a physical barrier such as a mountain range or water crossing, it can hamper servicing and community connections. For instance, both the Heiltsuk and Wuikinuxv Nations are socially linked to the Vancouver Island communities of Port Hardy and Port McNeill, due in part to the ferry and plane service connection between the two, as well as the relationship between the First Nations. Where possible, it is also preferable to contain whole watershed within electoral areas.

### **CCRD Context**

Based on the criteria above, Figure 17 on the following page highlights some of the characteristics of the CCRD's five electoral areas, followed by a broader consideration of the region's electoral areas and structure using the same criteria identified above.

### **Community Identity**

The electoral area boundary between Area C and D cuts through the community of Hagensborg, rather than having the community represented by one director that represents the concerns and community as a whole. Similarly, the boundary between Area D and E is split so that the Nuxalk Nation reserve lands are grouped in one electoral area. While this keeps the Nuxalk Nation community together, the Bella Coola community is split by the Nuxalk Nation reserve land boundary, cutting the Bella Coola townsite in two.



### Population

The differences in population creates an imbalance with respect to the representation per capita: Area D's director is responsible for representing 1,234 people, which is almost 13 times the population of Area E, 6 times the population of Area A, and twice the population of Area C. While population cannot be expected to equal, areas should strive for balance so residents feel they are being equally represented.

	Area A	Area B	Area C	Area D	Area E
Communities within the area	Ocean Falls, Denny Island, Oweekeno	Bella Bella	Hagensborg, Saloompt, Nusatsum, Firvale, Stule	Hagensborg, Four Mile	Bella Coola (townsite)
Total population	194	1,095	588	1,234	95
First Nations population (on reserve)	65	1,095		850	
Converted assessment	\$9,039,942	\$182,457	\$7,142,261	\$4,126,473	\$1,591,378
Land Area (km <sup>2</sup> )	19,825	28	3,975	305	360
Other governments	<ul style="list-style-type: none"> <li>• Wuikinuxv Nation</li> <li>• Ocean Falls Improvement District</li> </ul>	<ul style="list-style-type: none"> <li>• Heiltsuk Nation</li> </ul>	<ul style="list-style-type: none"> <li>• Hagensborg Waterworks Improvement District</li> <li>• Noosatsum Improvement District</li> </ul>	<ul style="list-style-type: none"> <li>• Hagensborg Waterworks Improvement District</li> <li>• Nuxalk Nation</li> </ul>	
Services	<ul style="list-style-type: none"> <li>• services are contained within Area A and do not cross boundaries (aside from region-wide services provided to all electoral areas)</li> </ul>	<ul style="list-style-type: none"> <li>• services are contained within Area B and do not cross boundaries (aside from region-wide services provided to all electoral areas)</li> </ul>	<ul style="list-style-type: none"> <li>• some CCRD services are provided to all of Areas C, D and E (recreation, solid waste)</li> <li>• Hagensborg Waterworks Improvement District straddles areas C and D</li> </ul>	<ul style="list-style-type: none"> <li>• some CCRD services are provided to Areas C, D and E (recreation, solid waste, highway street lighting)</li> <li>• Hagensborg Waterworks Improvement District straddles areas C and D</li> </ul>	<ul style="list-style-type: none"> <li>• some CCRD services are provided to Areas C, D and E (recreation, solid waste, highway street lighting)</li> <li>• water services in Area E are connected to Nuxalk Nation water supply (in Area D)</li> </ul>
Transportation links	<ul style="list-style-type: none"> <li>• water taxi (Denny Island to Bella Bella)</li> <li>• Denny Island airport (charter only)</li> <li>• seaplane from Ocean Falls &amp; Oweekeno</li> <li>• scheduled seaplane from Oweekeno to Port Hardy</li> <li>• BC Ferry (services Port Hardy, Bella Bella, Klemtu, Prince Rupert, Bella Coola, Ocean Falls, Denny Island) – service limited in fall/winter/spring, and more frequent in summer</li> </ul>	<ul style="list-style-type: none"> <li>• water taxi (Denny Island)</li> <li>• scheduled airline service to Port Hardy and Vancouver</li> <li>• charter airplane service</li> </ul>	<ul style="list-style-type: none"> <li>• Highway 20 link to Bella Coola and Anahim Lake</li> <li>• scheduled airport service to Vancouver</li> <li>• charter flights to Bella Bella, Denny Island or Ocean Falls</li> </ul>	<ul style="list-style-type: none"> <li>• Highway 20 link to Areas D, E, and Bella Coola</li> <li>• airport service to Vancouver, Anahim Lake</li> <li>• charter flights to Bella Bella, Denny Island or Ocean Falls</li> </ul>	<ul style="list-style-type: none"> <li>• Highway 20 link to Areas D, E, and Bella Coola</li> <li>• airport service to Vancouver, Anahim Lake</li> <li>• charter flights to Bella Bella, Denny Island or Ocean Falls</li> </ul>

Figure 17: CCRD Electoral Area Characteristics

### Assessment Base

With respect to tax base, there is a significant discrepancy between the assessed values in the region. Area A has the highest converted assessment values, representing 41% of the total for the region, including 48% of the business assessed values, and 91% of the light industry. Area B represents 1% of the assessed values, because the electoral area is

	Area A	Area B	Area C	Area D	Area E	Total
Total Converted Assessment	\$9,189,693	\$182,457	\$7,178,756	\$4,135,482	\$1,594,978	\$22,281,366
% of total	41%	1%	32%	19%	7%	100%
Residential Converted Assessment	\$3,527,320	\$111,690	\$6,208,198	\$3,385,423	\$617,425	\$13,850,056
Business Converted Assessment	\$1,722,521	\$13,122	\$426,349	\$518,015	\$942,319	\$3,622,326
Light Industry Converted Assessment	\$530,672		\$23,800	\$26,588	\$3,944	\$585,004

Figure 18: CCRD Converted Assessment





primarily made up of Heiltsuk Nation reserve lands on Campbell Island, which are not taxable. Area E represents a low tax base (7% of the total region), but 50% of the Bella Coola Valley's business tax base.

The low overall tax base of the region (lowest of any region in the province) makes it challenging to afford to deliver services. When regional services are apportioned and recovered based on converted assessment, the electoral areas that have greater tax base contribute more dollars to the service, even though they may not be receiving a higher level, greater benefit or consuming more of the service. For services like planning, for instance, Area A is contributing the greatest amount to the service, while receiving very little service for those funds. In this way, discrepancy between electoral area assessment values, and the mechanism by which a service is recovered, can combine to create what is perceived by some to be an unfair situation. Virtually all the CCRD's services are recovered using converted assessment (land and improvements), and it is generally considered to be an equitable means of cost distribution in part because higher value properties are an expression of ability to pay.

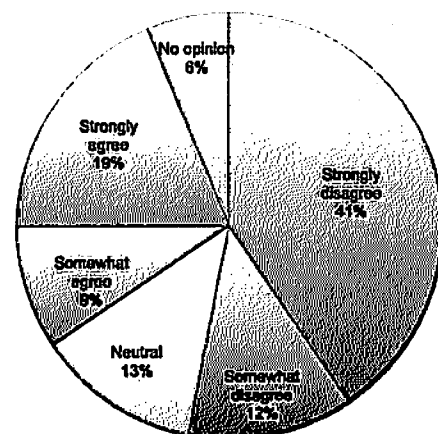
Related to the differential in tax base is the fact that First Nations reserve lands are not assessed, and are not levied any property taxes. There is therefore a significant population and land area within Electoral Area D and B that is not taxable. In some cases residents living on-reserve are not "using" regional district services, as most services are provided by their Nation. It is unique, however, to have an electoral area that is comprised almost exclusively of a First Nation reserve, making it difficult to attribute any of the region's costs to that electoral area, unless through agreement directly with the Heiltsuk Nation. While few services are provided to Area B

## What did residents say?

The survey asked residents to rate the statement:

**My electoral area is adequately represented under the current CCRD governance structure (e.g. 5 electoral areas, each represented by 1 area director elected by voters).**

- 53% of overall respondents indicated *somewhat disagree* or *strongly disagree*
- 100% of Ocean Falls respondents *somewhat disagree* or *strongly disagree*
- 67% of Denny Island respondents *strongly disagree*
- Bella Coola Valley respondents were split, with 45% *somewhat disagree* or *strongly disagree* and 40% *somewhat agree* or *strongly agree*





by the region, the amount of taxes recovered from the area do not even cover the costs of travel and attendance at board meetings by the electoral Area B director.

Although First Nations do not pay property taxes, and do not add to the region's tax base as measured through assessed values, it is worth noting that they do contribute financially to some CCRD services. The Nuxalk Nation made financial contributions that amounted to 4% of the CCRD's total revenues (property tax represents 27%) in 2016. Translated into taxes, without those contributions, the properties in Area C, D, and E would pay an extra \$120 on a house assessed at \$150,000. Put differently, the financial contribution translates into an additional \$3.17 million in converted assessed values, which is twice the assessment for all of Area E. While the contributions are based on an agreement for solid waste service in particular, the agreement and financial contribution illustrate the fact that property taxes are not the only way that contributions are made, and the assertion that First Nations are not "property taxpayers" does not mean they are not financially contributing to regional services.

#### Jurisdictions

Every electoral area within the CCRD, with the exception of Area E, includes some other form of local government within its boundaries. In some cases this creates a scenario where more than one jurisdiction is delivering the same service (as in Area D, where both the improvement district and Nuxalk Nation provide water and fire protection to different parts of the electoral area). Even though the service boundaries do not overlap, in the absence of effective collaboration and cooperation, the result can be

*"Foster effective governance" is one of the objectives in the CCRD's Integrated Strategic Plan (2015-2019), including a strategy of "Continuing to evaluate and analyze restructuring of boundary adjustments of electoral areas."*

inefficient and create extra costs for residents. Within the CCRD, some collaboration occurs at the staff level, particularly between those who deliver and maintain the service, such as between fire chiefs and fire fighters of different departments, or with those who inspect and maintain water pipes. Communication and collaboration is often more challenging at the political level, such as between trustees of the improvement districts and CCRD Board members, or First Nations council members. The need for governments to communicate can often create a barrier in itself. While efforts have been made, there are no forums currently established to encourage frequent communication and collaboration, other than the Regional Board itself, nor is there any protocol agreement to acknowledge the need for collaboration, communication and regular dialogue.

Another aspect to having local government jurisdictions within an electoral area is that it can provide a form of representation and voice for a community that might not



otherwise have that opportunity. For instance, within Area A, there are three separate communities – Oweekeno, Ocean Falls and Denny Island. The first two have their own local government with elected representatives –the Wuikinuxv Nation has a Band Council and Ocean Falls has its OFID Board of Trustees. Denny Island, however, has no local government presence. The community does have a recreation commission and an airport commission, and has established a Chamber of Commerce. These committees have helped to provide the community with a voice, but not the same as having local control and representation over services.

The fact that there is not only another jurisdiction within Electoral Area B, but that the electoral area boundary has created an electoral area that is almost exclusively comprised of Heiltsuk Nation reserve lands represents another unique aspect of the CCRD's boundary structure. On the one hand, the *Local Government Act* does not recognize First Nations (aside from Treaty First Nations) as local governments with a representative on the Board. However, for the Heiltsuk Nation, because electoral Area B is comprised almost exclusively of Heiltsuk Nation reserve lands, the electoral area representative from Area B has always been a member of the Heiltsuk Nation. In the past, when no director was elected, a representative from the Heiltsuk Tribal Council has been appointed to the CCRD Board. Yet if the Nuxalk and Wuikinuxv Nations want a representative from their Band Council on the CCRD Board, those Council members must run for election as an electoral area director and represent not only their Nation, but the broader electoral area.

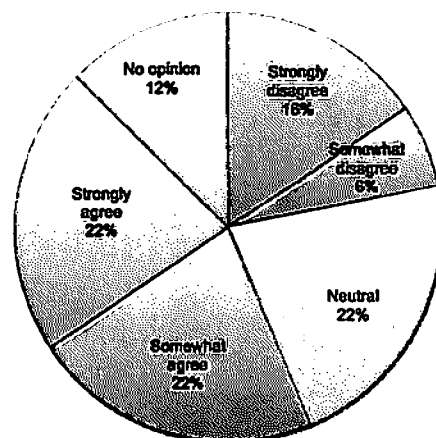
Having an electoral area that is almost exclusively a First Nations community has created a precedent in this region, and provides representation for one First Nation without having a similar form of representation for the other Nations in the region.

## What did residents say?

The survey asked residents to rate the statement:

**CCRD committees or commissions involve the community in governance and service delivery. More committees and/or commissions should be created in the CCRD to advise on services.**

- 44% of overall respondents indicated *somewhat agree* or *strongly agree*
- 22% of respondents indicated *somewhat disagree* or *strongly disagree*
- 50% of Bella Coola Valley respondents, and 50% of Denny Island respondents indicated *somewhat agree* or *strongly agree*





By having its own electoral area, the Heiltsuk Nation is treated, for representation purposes, almost as though it is a Treaty First Nation in the *Local Government Act*, with a treaty first nation director (similar to a municipal director if the region had municipalities within its borders). While there is no treaty imminent for the First Nations within the CCRD (the Wuikinuxv Nation Agreement-in-Principle was approved by community members at its Annual General Assembly in July 2013), the provisions in the *Local Government Act* may provide some guidance or options that could be explored for the CCRD Board.

Services

The boundaries for CCRD services generally correspond to the Bella Coola Valley (Electoral Areas C, D, and E). In addition, some services are provided to Denny Island, and others are provided region-wide. Within the Bella Coola Valley some services (water, fire, streetlights) are limited to the Bella Coola townsite (Area E), and a streetlight service along Highway 20 that extends from Area E and into D and C. The Hagensborg waterworks district (not a CCRD service) boundaries straddle Area C and D.

Land Area

Land area can have a significant impact on the representation of an electoral area, but often only in combination with other factors. While it seems extreme on the one hand to have an electoral area of 19,825 km<sup>2</sup>, if that electoral area has three or four communities that are concentrated, or linked by a road, then the size may not be unreasonable and may not limit a director’s ability to know his or her constituents. However, if those communities are dispersed and remote, with few transportation routes between them, it becomes very difficult for a director to attend meetings, be present at community functions throughout the Area, or get to know and understand his or her constituents in order to represent the entire electoral area well. This concern is magnified when compared to the relatively small electoral areas (less than 360 km<sup>2</sup>) that are well connected by roads in other parts of the CCRD.

Geography and Transportation

Ideally boundaries take into account geographic features, such as mountain ranges and watersheds, as well as the transportation links between communities within an electoral area. The lack of transportation routes connecting the dispersed communities of Ocean Falls, Denny Island and Oweekeno in Area A is one of the challenges in representing this this electoral area. No funds are provided to facilitate travel for the electoral area director to attend community functions and meet constituents in other Area A communities. Within the CCRD not only do some of the transportation links not connect communities with others in their electoral area, some of the transportation (and social) links between the CCRD communities are with other regional districts, including links between Oweekeno and Port Hardy and Port McNeill (water taxi, seaplane), Bella Bella and Port Hardy (scheduled flights, ferry), and Bella Bella and Klemtu (ferry). Notably communication between communities in Area A can also be difficult given the rural



nature and lack of reliable internet and cellular service infrastructure. The current boundaries of Areas C, D and E also divide the Bella Coola watershed, and do not follow watershed sub-basin lines.

## 5.2 CCRD GOVERNANCE

As noted in the *Fact Sheets*, the CCRD is governed by a Board of Directors. The Board has five electoral area representatives on it. In every regional district, there is a weighted voting system that assigns voting strength on the basis of population. In the CCRD, each jurisdiction has one vote for every 1,500 residents. As per the *Local Government Act*, certain decisions involve weighted votes, such as budget, borrowing money, acquiring property, or when participants within a service are making decisions on administrative or operational decisions. However, because none of the electoral areas has a population that exceeds this total, each electoral area has one equal vote on the Board regardless of the issue or topic.

### Committees and Commissions

As part of the governing structure, for the delivery of some services, the Board receives advice from committees and commissions that are created to involve local residents in providing guidance to the Board regarding the operation and delivery of the service. The CCRD has the following committees and commissions:

- Economic Development Advisory Committee
- Denny Island Recreation Commission
- Denny Island Airport Commission
- Centennial Pool Commission
- Emergency Executive Committee (does not meet in practice)

Of the committees, only the Economic Development Advisory Committee brings together multiple jurisdictions. Other than the economic development committee, there are no others that facilitate collaboration between service providers and jurisdictions that provide the same service, such as water or recreation. Given the importance of water to residents, which is confirmed by the survey results, and the challenges ahead with respect to service delivery, water quality and treatment, and financing maintenance and replacement of aging infrastructure, collaborating between water providers and sharing strategies and resources should be a priority for all service providers. This type of collaboration – between service providers and governments, both on narrow service delivery issues, as well as broader issues – appears to be lacking

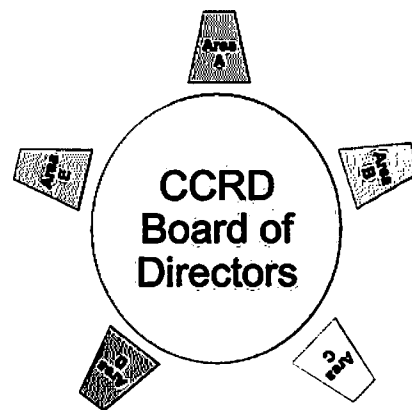


Figure 19: CCRD Board of Directors



within the CCRD. This is particularly crucial in the Bella Coola Valley, but identifying common interests in outlying areas may also help to unite what seem like remote and unconnected communities.

Another aspect of committees and commissions is the role of involving a broader perspective from the community than might otherwise be provided from one electoral area director. In a regional district system, often those who make decisions on services are not necessarily those who receive or benefit from them. There are many situations

Type	Role/Power	Membership	Elected or Appointed?	How Created	CCRD Example	LGA
Advisory Committee	<ul style="list-style-type: none"> <li>Advisory role only</li> <li>No delegated power</li> </ul>	Elected or non-elected officials	Appointed	Approved by Board	Economic Development Advisory Committee	
Standing Committee	<ul style="list-style-type: none"> <li>Generally deals with broad topics</li> <li>Can be delegated authority for decision-making</li> </ul>	Elected or non-elected officials, provided that at least one member is a regional director	Appointed	Approved by Board chair. Delegation of any board authority may only be done by bylaw adopted by at least 2/3 of votes cast.	n/a	Section 218 (2)
Commission	<ul style="list-style-type: none"> <li>Can be advisory, but generally delegated authority for operation of services</li> </ul>	Elected or non-elected officials	Appointed	Approved by Board. Delegation of any board authority may only be done by bylaw adopted by at least 2/3 of votes cast.	Denny Island Recreation Commission, Centennial Pool Commission, Airport Commission	Section 263
Local Community Commission	<ul style="list-style-type: none"> <li>Delegated responsibilities and powers through delegation bylaw.</li> <li>Can operate or administer services, or can have purely advisory role</li> </ul>	4 elected commissioners plus electoral area director	Elected	Bylaw must be approved by referendum (residents within the LCC area). Delegation of authority may only be through a bylaw adopted by at least 2/3 of the votes cast.	n/a	Sections 243 – 245

Figure 20: Comparison on Committees and Commissions

where the entire Board votes, regardless of whether any particular Board member receives or pays into that service. For instance, the *Local Government Act* requires that all Board members vote on financial matters including the budget, and all Board



members vote on issues where a service is provided to only one area (such as water to Electoral Area E), because decisions cannot be made by only one electoral director. Commissions and committees can therefore provide essential input from those who actually receive or benefit from a service. Figure 20 provides an overview of the various committees and commissions possible in the *Local Government Act*.

### 5.3 PROVINCIAL FRAMEWORK FOR STRUCTURE CHANGES

At the local level there are some changes that can be made to regional district governance by the local governments themselves; other structural changes must be made by the province. Structural changes approved by the province are guided by the *Local Government Act* and include:

- extensions or reductions to the outer boundaries of the region (between 2 or more regions, including amalgamation of 2 regional districts, or the creation of new regional districts);
- the creation of and/or changes to the boundary of a municipality or electoral area within the region;
- conversion or transfer of an improvement district (which is also a local government) and its services to a regional district;
- creation of a Local Community Commission (an elected body referenced in the *Local Government Act*); and,
- changes to the “voting unit” of a region, which determines weighted voting on some service decisions.

#### How are structural changes made?

The approval process for a structural change depends upon the type of change:

- Boundary changes require approval of Cabinet and are typically implemented through an Order in Council to amend the Letters Patent.
- Improvement District conversions also require a Cabinet order to dissolve the improvement district and transfer authority to the regional district. The establishment of the service at the regional district requires a referendum or petition process unless the Cabinet order specifically exempts the regional district from that process. An exemption is typically only made if there is good public consultation and the affected residents strongly support the conversion.
- Local community commissions can be created by bylaw, but that bylaw must receive approval through a referendum, as well as approval from the Inspector of Municipalities.
- The process for changing the voting unit involves an amendment to the Letters Patent, which requires a Minister’s recommendation and subsequent approval of an Order in Council by Cabinet. A request for a change would be accompanied with a Board resolution, rationale and impact analysis.



### Why are restructures initiated?

Regional districts consider changing their structure for a variety of reasons. The most common restructures are when a municipality expands its boundaries to encompass portions of electoral areas on the fringe of the municipality. These type of extensions are often done to respond to rapid growth in fringe areas, desire for major infrastructure or urban services (sewer and water) in outlying areas, and to ensure developed fringe areas are paying toward services provided by a municipality. The creation of new municipalities within a region is also an option for similar reasons, such as responding to a desire for greater local representation, greater level and number of services, and local control over services such as roads and policing.

### *Boundaries*

Requests to redraw electoral area or external regional boundaries are less frequent. Occasionally where there is an imbalance between electoral areas in terms of population, or where existing boundaries no longer correspond to how services are shared or delivered, regional districts can request that the boundaries be redrawn. Given that each electoral area is represented by one director on the regional board, changes are sometimes needed to ensure the representation remains balanced between electoral areas, and one director is not representing a much larger community. The CCRD adjusted its electoral boundaries in 1973 (changed to only 4 electoral areas) and again in 1975 (created electoral area E) in response to changes in population and development patterns (for further discussion of the CCRD boundaries see the *Electoral Area Boundaries Fact Sheet in Appendix B*).

Boundary changes are not limited to internal or electoral area boundaries. Entire regions can also be amalgamated or split in two – either creating a larger local government to share services and costs, provide economies of scale and more effective growth management, or establishing smaller regions with improved access to government.

### *Improvement Districts*

Improvement Districts are restructured through conversion or transfer to regional district or municipal services. Transfer to a municipality typically occurs as part of a municipal boundary expansion. Conversion to a regional district service is a decision improvement district trustees make for a variety of reasons. Some of the typical reasons referenced in the Province's conversion guide include:

- difficulty in finding volunteers to serve as a trustees;
- limited financial resources;
- challenge meeting residents' service level and cost expectations;
- limited resources and financial tools to deal with aging infrastructure and increasing provincial regulations;
- liability concerns (particularly with respect to water supply and quality issues);
- difficulty and/or expense in obtaining insurance; and,
- development pressures.





### *Local Community Commissions*

Restructuring to create a local community commission is not common. A local community commission is a specific type of commission, referenced in the *Local Government Act*, established by bylaw to oversee and administer services to a community within an electoral area. Unlike other commissions or committees established by regional districts, an LCC is elected by the community at the same time as local government elections. The Electoral Area director also sits on the LCC. The elected aspect is the primary difference between a local community commission and any other type of commission or committee. The election process can provide a legitimacy to a commission that may not otherwise command the same level of respect from the community or Board. By delegating decision-making authority for one or more services to an LCC, a regional board can ensure that local matters receive greater attention and facilitate local input and control. The bylaw to create an LCC must be approved by the electors in the community through a referendum, as well as by the Inspector of Municipalities.

### *Voting Unit Review*

As noted earlier, each electoral area in a regional district has a voting strength on the board based on population (see the *Regional District Governance Fact Sheet* in Appendix B). The voting strength is intended to address differences between electoral areas with respect to population. In the CCRD the voting unit of 1,500 persons means that each director has one vote, and therefore there are no weighted votes. However, if the population of any one electoral area (which includes populations of people living on any First Nations reserve lands) exceeds 1,500, then they will receive a weighted vote of 2. The populations will be updated subsequent to the 2016 Census.

Regional districts can request that the voting unit (i.e. 1,500 persons) for their region be re-evaluated. In most cases the voting unit was established many years prior (often left untouched since the region was established), and no longer reflects the population of the region. Higher growth areas typically need an increase in the voting unit, but refinements to areas that have experienced reduced populations can allow weighted votes to better reflect the relative population concentrations within the region's electoral areas.



## 6.0 RELATIONSHIPS

This report was intended to describe the level of cooperation and collaboration among representatives of the individual electoral areas, the CCRD Board and improvement districts, as well as community trust, and the impact trust and relationships have on the ability to service and govern the region. The section builds on the *Regional Cooperation Fact Sheet* in Appendix B.

### 6.1 EXISTING COOPERATION

The following cooperation and collaboration was noted between the individual electoral areas, First Nations governments, CCRD, and improvement districts.

#### Boards, commissions and committees

- CCRD Board – brings directors elected or appointed from each electoral area together monthly to discuss regional and local issues and services. Notably the current composition of the Board brings together residents from three different First Nations, one of whom is a Band Council member. No improvement district trustees are represented on the Board.
- The CCRD has an Economic Development Advisory Committee that provides recommendations and advice to the CCRD Board on economic development matters. That committee has a voting membership of 10 people, including 1 CCRD Board director, 1 representative from each of the Heiltsuk and Nuxalk Nations, 1 representative from each community of Ocean Falls and Denny Island, a member of the Bella Coola Harbour Authority and 4 members at large. Some positions are currently vacant.
- School District 49 (Central Coast) Board of Trustees provides a forum for bringing together representatives from the Outer Coast and the Bella Coola Valley, and based on the current trustees, brings together a representative from one of the region's First Nations (Wuikinuxv Nation) with representatives from Denny Island and the Bella Coola Valley. The Board is comprised of 5 Trustees: 3 elected at large within the Bella Coola Valley and 2 elected at large within the District's Coastal Communities at Oweekeno and Denny Island. The Board meets once per month at the School Board office in Hagensborg.
- Wuikinuxv Kitasoo Tribal Council (WKNTC), involves both Wuikinuxv and Nuxalk Nation members. The WKNTC is a non-profit community economic development organization and alliance serving the Nations. The role of WKNTC is to provide advisory and program services to band members in the areas of community planning, band government, technical services, financial management and economic development. The executive directors of the WKNTC are the elected Chiefs of the member Nations, and every council member is a director of the WKNTC. The head office is located in Bella Coola and there is a satellite office in



Vancouver. The society has been involved with Nuxalk Nation Economic Strategic Plan, the Land and Resource Management Plan, broadband project, and a community technology planning project.

- BC Ferries has advisory committees, including the North and Central Coast Advisory Committee, which has representatives from Haida Gwaii, Prince Rupert, Central Coast and Port Hardy. The Central Coast currently has four representatives on the committee servicing 3-year terms, including residents from Ocean Falls, Denny Island, Bella Bella and Bella Coola.
- The Central Coast Marine Plan was completed in 2015 after a three year collaborative process with the Heiltsuk, Kitisao, Nuxalk and Wuikinuxv Nations and provincial government. The purpose of the plan was to identify acceptable marine uses while protecting marine ecosystems. The creation of the plan involved an advisory committee that included First Nations and the Central Coast Regional District.
- Ministry of Transportation and Infrastructure Regional Transportation Advisory Committee provides for inter-regional cooperation to advise on regional transportation priorities. The advisory committee for the Cariboo includes representatives from Cariboo RD, Fraser Fort George RD, Central Coast RD and a portion of the Bulkley Nechako RD.
- Bella Coola Valley Tourism Association – CCRD staff attend the BCVTA meetings. The association cooperates with the neighbouring tourism associations (West Chilcotin and Cariboo Chilcotin Coast), as well as with the Nuxalk Nation Development Corporation.
- In the past Community to Community Forums, funded through the Union of BC Municipalities, have brought the Regional District together with the First Nations in the region to discuss various issues, and at one time were held annually.

From the list it appears there are few formal organizations or ongoing opportunities that facilitate frequent and ongoing communication and cooperation between the local governments, including First Nations, the CCRD and improvement districts in the region. Other than the CCRD Board, the majority of opportunities are related to a specific service or focus, such as economic development or education. Most opportunities represent initiatives of other agencies. Despite the absence of formal mechanisms that bring together the various governments and service providers, the region does have some examples of past and ongoing collaboration and cooperation, including:

- Mutual aid agreement between four Bella Coola Valley fire departments including sharing of manpower and equipment;
- Water agreement between the Nuxalk Nation and the CCRD. The Nuxalk Nation provides the supply to the Bella Coola Waterworks system;



- Agreement signed in 2014 between Nuxalk Nation and CCRD to cooperate on solid waste services, including a financial contribution of approximately \$100,000;
- Joint use agreement between the CCRD and School District 49 to share facilities, including Sir Alexander MacKenzie Secondary School.

In addition, examples collected of informal collaboration include:

- informal training sessions with all four Bella Coola Valley fire departments;
- the sharing of the same water maintenance contractor (Nuxalk Nation and CCRD share a contractor, and both Noosatsum and Hagensborg Waterworks use a common contractor at times);
- programming at the Centennial pool, including times sent aside specifically for the Nuxalk Nation's Acwsalcta school.

Aside from those referenced above, during the course of the study there was little other evidence of cooperation:

- Between and across electoral areas
- Between First Nations communities
- Between the CCRD and First Nations
- Between the CCRD and Improvement Districts

In particular, it was not clear if or how CCRD administration is communicating with First Nations band administrations, and whether there was any relationship between the CCRD Board and the Band Councils or the Hereditary chiefs of the three First Nations.

**Trust and Relationships**

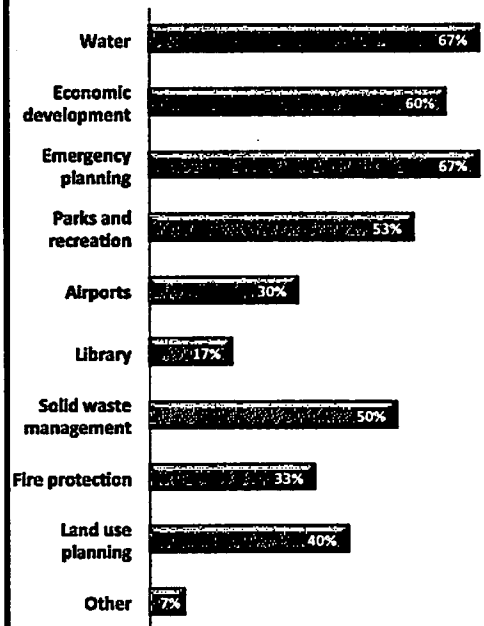
Due in part to the physical separation, and exacerbated by the fragmented forms of local governments and service providers, cooperation and collaboration requires extra time, cost and effort. To

**What did residents say?**

The survey asked residents:

**For which existing services, if any, would you like to see greater collaboration?**

- Water, emergency planning, economic development and parks and recreation topped the list
- Respondents indicated that the top reasons for wanting increased collaboration were
  - Access to funding
  - Improved relationships
  - Increased efficiency





justify the time and effort, most organizations must be able to see the potential benefits that cooperation and collaboration will bring. In the short span of this study, it appeared that the level of trust varied between the local governments that would provide the motivation to invest the time and effort in collaboration. Residents from some outer coast communities voiced considerable frustration and exasperation with the relationship with CCRD, and cited a lack of communication. Other residents expressed a lack of confidence in the CCRD, and in the expertise available to manage and deliver certain services.

Brief discussions held with some Nuxalk Nation Council members suggested a cautious relationship. Council members acknowledged a limited understanding of what the CCRD does, opportunities to work together, or even why they would pursue joint services. Certainly some individuals (and Board members) can see the possibilities, and there are some very notable exceptions of champions of a collaborative approach. However, this view doesn't seem to have extended to the broader community or its leaders. There also appears to be a limited connection at the administrative level between staff at the First Nations and CCRD, as well as between the CCRD and improvement districts.

### **Relationship Impacts**

It is difficult to assess the impact relationships (or lack of relationships) have on the community. Certainly the disconnect makes it challenging to renew relationships and build cooperation moving forward, and makes achieving servicing agreements and cost-sharing arrangements that might better serve the region difficult. This can also impact the participation on committees or commissions, or engagement on projects. The costs are therefore social and financial. Each local government or jurisdiction has different borrowing authority and access to grant opportunities. Strategic investments in infrastructure or equipment may therefore be best explored through collaboration, to take advantage of the available funding opportunities. These opportunities will not be available if the various communities and local governments cannot see the value in collaborating.

## **6.2 COLLABORATION OPPORTUNITIES**

The CCRD's integrated strategic plan (2015-2019) includes the following objectives and strategies related to collaboration and communication:

- Continually strengthen intergovernmental relationships
- Continually liaise with all First Nations in the District
- Collaborate with community-based organizations for mutual benefit

The CCRD has several opportunities to work together in the years ahead, including specific projects that are planned for 2017, as well as broader opportunities to work together on services and governance. Some of those opportunities are highlighted below.



## Projects

While ongoing cooperation and collaboration is ideal, relationship building can also happen on a project-by-project basis. Three projects that the CCRD has identified for the upcoming year represent a significant opportunity to bring together all levels of government.

### *Official Community Plan*

An official community plan offers an opportunity like no other policy document to bring together the Nation, the CCRD, the two improvement districts and residents of the three Valley electoral areas.

- water and servicing go hand in hand with land use, so the involvement of Noosatsum and Hagensborg Waterworks improvement districts as well as the Nuxalk Nation will be key players with respect to infrastructure.
- the Nuxalk Nation lands are an integral part of the Valley, and understanding the Nuxalk Nation's vision for the lands, including those in Bella Coola, such as the hotel and restaurant currently under construction, will impact land uses elsewhere and must be incorporated into the overall vision for the community.
- often the value in creating or updating an OCP is not just in the resulting document, which guides the community, but in the engagement process that brings together community members and reaches out to involve residents in determining not just what they are now, but what the community wants to be. The exercises and workshops that are typically involved in the journey to create the document can be a vehicle to unite communities and bring together groups that don't have many occasions to collaborate.

### *Economic Development Strategy*

The creation of a strategy can also be an important opportunity to collaborate and connect with all the electoral areas, and the First Nations communities, tourism association and other community groups. Currently the Heiltsuk, Nuxalk and Wuikinuxv Nations each have their own economic development corporations that are pursuing opportunities to assist their Nations in building capacity and strengthening their economy. This is one service that is being provided by multiple agencies, and where coordination can help to identify and pool resources. Building economic capacity by sharing resources, supporting the development of skills and strengths that already exist in the community, helps create a climate for local business development. The strategy, and the process to create it, can help share knowledge across the region regarding the capacity that already exists, and identify key projects that will help attract businesses to the region.



### ***Airport Plan***

The airport plan for Bella Coola is an opportunity to bring together, in particular, the Valley community including the Nuxalk Nation. The Nuxalk Nation has identified the importance of this link to their community, and this may be an example of a service that could be shared through an advisory committee with representation from the Nuxalk Nation, or through a joint commission.

### **Committees and Commissions**

The use of committees and commissions to govern services was referenced in the previous section. These same committees and commissions that are created to address representation and structural issues, can also be used to facilitate relationship building, cooperation and collaboration. There appears to be significant support from the community on having the region's First Nations represented both at the CCRD Board (albeit preferable to have First Nations and electoral area representation), so including First Nations on various committees or commissions is also an option to involve representatives more often. Notably, there has to be interest in and perceived benefit for the First Nations and/or improvement districts, in order to facilitate participation.

### **Services and Cost Sharing**

Anytime the same service is offered by multiple providers, there are always opportunities for cooperation and collaboration. Collaboration could be limited to sharing ideas or processes, or may be broader, with sharing of expertise, training, equipment or purchasing. Other efficiencies may be gained from having one provider to supply multiple communities. The benefits can include relationship building, sharing knowledge, and reducing costs.

The fact that regional districts and First Nations have access to different funding pools should be viewed as a benefit by both the First Nations communities and the CCRD. There may be ways to combine funds from federal, provincial and local sources to share in the provision of facilities or services for all. The CCRD has a very limited tax base, and to undertake any ambitious infrastructure or capital projects, they will need to work in partnership with the First Nations in the region. The lack of relationship between the CCRD and the Nuxalk Nation, despite the representatives on the Board, appears to be a significant barrier to sharing more services. Additional Community to Community Forums may be a way to focus discussions on specific infrastructure opportunities.

Relationships with improvement districts are equally important. Despite the fact that the province no longer creates improvement districts, and has for years now had a policy encouraging the eventual dissolution of all improvement districts, currently improvement districts play a significant role in servicing areas of the Central Coast. Improved communications and collaboration can provide both the regional district and improvement districts with a better understanding of opportunities to partner and create efficiencies.



### 6.3 RELATIONSHIP WITH CITIZENS

While the intention is to primarily address the cooperation and collaboration between the governments, many issues throughout the study process pointed to a desire from residents for improved communication between the CCRD and its citizens. Communication with residents, particularly when so many are located in remote areas, is one of the biggest challenges for regional districts, and the CCRD is no exception.

Fostering an understanding of regional districts, what they do and how they are governed is a challenge for every regional district. There are always misconceptions of what regional districts do, what services they provide (and what services they do not), and what taxes are paid to whom. In addition, the physical location of the office is removed from many areas. The lack of physical access to staff can exacerbate the feeling of being remote from the local government, and hamper the ability to engage residents and promote a greater understanding of the regional role.

Efforts need to be made to connect through discussions, informal updates or coffee-chats with directors or whatever outreach activities are appropriate for reaching the individual communities. Informing residents about the services they receive, and ensuring they are aware of the opportunities to provide feedback or comment on or about their services is key to establishing trust. One of the CCRD's strategic objectives is to "Continually develop our external communication and understanding of our organization," which indicates that the region is aware of the need to communicate and has identified it as a priority.





## 7.0 INFRASTRUCTRE AND GRANT FUNDING

As part of the analysis on services and governance, this report was also intended to document the regional district's processes for funding and prioritizing infrastructure, as well as identify current infrastructure and grant funding access and opportunities, and any barriers to accessing grant funding.

### 7.1 ASSET MANAGEMENT

Asset management is a process that combines information about the region's physical infrastructure and assets, including condition and age, with financial information, so informed decisions can be made about budgeting, upgrades and maintenance, and the region can understand the trade-offs between risks, costs and services. Asset management helps to ensure assets are maintained over time, and replacement and upgrade costs are spread over time to minimize spikes in user fees and taxes. The maintenance of infrastructure prevents environmental disasters and health impacts from failing infrastructure, and guards against service disruptions to the community. Asset management has been a major focus area for local governments in recent years, with strong encouragement from the province, and considerable funding support.

The regional district undertook an asset management process in 2016, working toward developing an asset management plan (as identified in the CCRD Integrated Strategic Plan) that answers the questions about what the CCRD owns, the cost to replace what they own, and how much money needs to be invested annually to maintain the assets. The plan involved condition assessments of infrastructure assets ranging from the water system, buildings, pool, airports, parks improvements (baseball diamond), fire trucks and public works vehicles, estimating remaining useful life and replacement values. Other steps in the process are to review the resulting asset management investment plan, consider iterations and scenarios, and identify gaps.

The asset management investment plan will assist in long-term infrastructure planning, prioritizing infrastructure funding for the CCRD's assets, and will provide valuable input to both the strategic planning and budgeting processes. To continue to be relevant, asset management plans need to be updated regularly with information (i.e. update condition assessments, refine estimates of replacement costs and replacement timelines).

### 7.2 PRIORITIES

While asset management is a good tool for prioritizing, there are often other aspects that go into determining priorities for funding and investment. The CCRD's integrated strategic planning process helps to identify key community and Board priorities, makes those priorities public, and budgets for the work accordingly. The strategic plan



identifies key goals, objectives and strategies, as well as a “parked” list or wish list. The region has a 2015 – 2019 strategic plan that identifies the following service and infrastructure priorities:

- emergency management
- land use planning
- economic development (program funding, strategy and plan)
- solid waste management
- Thorsen Creek landfill
- Long term development plan for Bella Coola airport
- Asset management plan (almost complete)
- Feasibility studies for Townsite waste water and Shearwater water system
- Explore potential of increase library service (library for Area A)

The strategic plan provides guidance to the CCRD for allocating existing grant funds, such as the Community Works Fund (gas tax), and identifies projects to focus staff efforts in seeking grants. In addition, the CCRD has a policy on the allocation of Community Works Funds that helps to prioritize projects further. The policy, which was adopted in 2013 (but reviewed in June 2016), states that money from the Community Works Fund shall be expended or allocated:

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

While the plan helps to set priorities, it is worth noting that sometimes grant funds become available for a specific project not on the region’s priority list. At other times, grant criteria may change, making certain priority projects ineligible, but offering opportunities for other projects. Similarly, opportunities for cost-sharing initiatives with other governments can be proposed that may not be on the strategic plan. Those types of opportunities must be weighed by the CCRD Board against other priorities, and consider criteria such as the impacts on other projects, resources, geographic distribution of funds, areas of the greatest need, etc.

### 7.3 BARRIERS AND CONSIDERATIONS

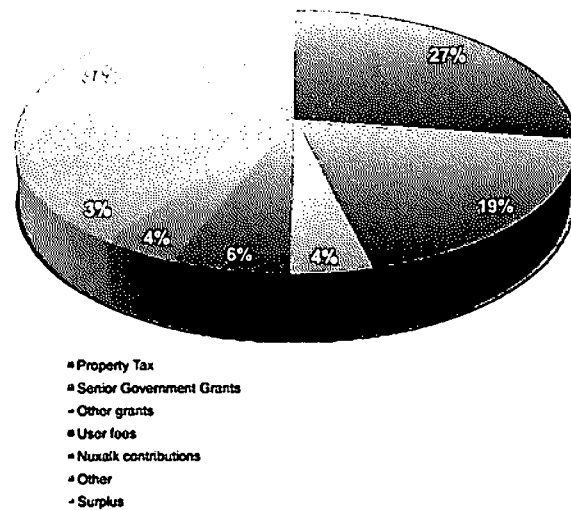
The CCRD receives both conditional and unconditional grants or transfers from the provincial government that assist in the cost of providing services to the region. Grants



made up 23% of the region's revenues in 2016 (see Figure 21). Several of the funding opportunities are referenced in the *Regional Grants Fact Sheet (see Appendix B)*.

During the public engagement process, several residents and CCRD staff indicated that the region is at a disadvantage for grant funding, due to the fact the region does not encompass any municipalities. To be clear, the lack of municipalities does not affect the region's chances in securing infrastructure funds or accessing any of the provincial government grant programs. While municipalities have access to different provincial funds, including the small communities grants and traffic fine revenue sharing grants, these funds are transferred to municipalities to assist with specific costs of operating municipalities, many of which are not applicable for regional districts, such as the maintenance of roads. So while incorporating an area of the CCRD would then enable the small communities grant of about \$350,000 (based on other small municipalities), those costs would likely not offset the additional costs incurred by the municipality. In other words, while the costs and benefits of incorporation involves a much more extensive analysis, typically road costs far outweigh the costs of any provincial grants available to a newly incorporated municipality. When additional costs are factored, the additional grants available to municipalities do therefore not add net revenues to the region.

**CCRD Revenues Sources 2016 (Budget)**



**Figure 21: CCRD 2016 Budgeted Revenue Sources**

While the lack of municipalities is not a barrier to funding, there are some keys to securing grant funds that may provide challenges for the CCRD. These barriers and considerations are highlighted below:

- Staff time in seeking out grants and grant writing;
- Need to provide matching funds – the applicant contribution depends on the grant, but generally a local government contribution is required and demonstrates commitment. Gas tax projects can provide up to 100% of costs, but most federal and provincial programs require 33% contributions. Building Canada Funds more recently have only required a 17% contribution from local governments);
- Reporting requirements – when grants are awarded, many come with significant reporting requirements that take staff time and resources. These requirements



can be even more burdensome when the grant is awarded to a partnership of local governments (i.e. First Nations and CCRD partnership);

- Several grants require that projects be “shovel ready” which often requires that cost estimates and design work is already completed;
- Grants often require various master plans to be completed in advance (transportation, solid waste management, water master plan, water conservation plan, liquid waste management plan, etc.) prior to funds being awarded;
- Many grants have greater chances of success where First Nations or community groups are either partners or demonstrate support for the project. Demonstration of First Nations support is even more critical for CCRD projects given that First Nations living on reserves represent 60% of the population of the region.
- Senior governments are reluctant to fund projects that are beyond a community’s capacity to operate and maintain over the long-term. Given the region’s limited tax base, the region needs to ensure projects are of a reasonable scale, and affordable to residents.
- Having a low population may be somewhat of a disadvantage, as funders often want to know that the grants will benefit a significant population. This factor makes it even more important to partner with First Nations as a key to securing grant funds.
- Federal funds for First Nations typically only apply to infrastructure located on reserves. Provincial funds are more flexible in funding projects that are located on reserve, as long as benefits are provided to the community beyond the reserves.
- Projects that combine multiple uses are often favoured rather than single-purpose facilities.
- Improvement districts are not eligible for provincial grant funding (as per provincial policy). Grant applications on behalf of improvement districts can be made by regional districts but often require that the infrastructure be transferred to the regional district as a condition.
- Some grants only enable one application from a local government, rather than multiple applications that would benefit different systems or communities within a large region. This requires the regional district to prioritize projects.

The following provides an overview of the current conditional and unconditional provincial grants available to the region.



**Unconditional Grants**

*Regional District Basic Grant*

- All Regional Districts receive a Regional District Basic grant from the provincial government on an annual basis, to support the cost of operations. This is calculated primarily based on BC Stats population estimates, with the largest amounts allocated to the least populated regions. Two population amounts go into the calculation of the grant – total population in the region, and the population in the electoral areas (unincorporated areas).
- CCRD was one of five regional districts in the province that received the highest amount possible in 2016 (\$197,645).
- Qualifying municipalities receive a similar (operational) grant known as the Small Community Grant. The grants are transferred directly to the municipality with no input or involvement by regional districts.

*Community Works (Gas Tax)*

- A portion of the federal Gas Tax program (Community Works Fund) is delivered to all municipalities and regional districts. The grant is meant to support local projects that align with reduction of greenhouse gas emissions, cleaner air and water, and fall into one of several eligible project categories.
- Each local government receives a “floor amount” (\$50,000 in the first year of the agreement, and \$50,000 plus an indexed amount in each subsequent year of the agreement) plus an amount calculated based on population using Census data.

**Conditional (application-based) Grants**

- Infrastructure grants are primarily funded by the federal and/or provincial governments, usually in partnership with local governments.
- The largest federal/provincial/local partnership program is currently the Building Canada Fund. The local (applicant) portion varies depending on the level of federal funding; maximum is 1/3 of eligible project costs.
- The largest federal infrastructure program is the Strategic Priorities Fund, an application-based portion of the Gas Tax Fund. SPF is entirely federally funded, and local governments can apply for up to 100% of eligible costs. Grants are awarded on a competitive basis.
- All local governments are eligible to apply to federal and/or provincial infrastructure funding programs for local governments, including regional districts. Non-profits, private sector entities, First Nations Band Councils are also sometimes eligible; Improvement districts are only eligible for the Building Canada Small Communities fund if the application was made by the local government in which the project was located AND (if funding was approved),



ownership of the infrastructure & assets were transferred to the local government.

- In the last round of Building Canada, regional districts could submit multiple applications, one for each community within their area (“community” defined as a settlement area within a regional district electoral area or an established or proposed service area).
- First Nations communities are eligible for additional federal programs (e.g. First Nation Infrastructure Fund and Capital Facilities & Maintenance Program, both administered by INAC). The FNIF is part of the Building Canada program, funding projects that fall within the current eligibility categories.



## 8.0 NEXT STEPS

This report, together with the *Fact Sheets*, was intended to provide information on what services the CCRD provides, how those services are delivered and paid for, and governed, and to identify what the perceived issues are with those services and structures. While this study is not intended to analyze any options, some of the key findings are included for the Board to consider as it evaluates whether to proceed with any further phases of a governance or restructure study.

### 8.1 STRUCTURE

Regional districts were designed as a form of government that was intended to be a federation. In most regional districts it is a federation of municipalities and rural areas, where each municipality and electoral area is, in effect, a shareholder and has a seat on the board of directors. The system was created in part to facilitate cooperation between local governments – the municipalities and the region – and to serve both the interests of its municipal members and electoral areas.

One of the CCRD's unique characteristics is its absence of municipalities. Some might assume that this would mean that the CCRD is therefore not a federation like other regional districts. However, although it does not have municipalities, the CCRD has three First Nation governments. The regional framework can therefore still act as a federation, and could be used to facilitate cooperation and relationships between these existing governments, as regional districts were intended.

To fulfill this role would require a restructure of the CCRD Board. A restructure analysis could evaluate options to recognize the importance of the First Nations in the region and the sovereignty of their local governments, as well as respecting the need for representation from those who need their local government to provide local services. These changes are not new – a past restructure study from more than 20 years ago identified similar issues. To determine solutions, alternatives must be explored, and the impacts on services, finances and representation evaluated. Public consultation and evaluation of options would be required, including consultation with other regional districts, and with the province to determine what options are legally possible (i.e. changes to First Nations representation). Residents of the region appear eager to contemplate changes, and move forward with a new structure.

### 8.2 GOVERNANCE

In addition to structural changes, the feedback from the community also suggests that changes to service governance could be examined – including advisory committees or commissions, or other structures that would formalize collaboration between First Nations and the CCRD and encourage efficiencies and cooperation on services. The



feasibility of a local community commission could also be considered to determine whether it would make any sense as a means to combine service committees or commissions, provide more community input and local control in various areas of the region, including Bella Coola Valley or Denny Island. While the Board already has the authority to pursue these arrangements, the need for these changes could depend upon any redrawing of the regional boundaries and the resulting structure, and should be considered in the context of any proposed restructure options.

### **8.3 RELATIONSHIPS**

The CCRD is at a disadvantage with respect to funding services, due in part to its low tax base and population. Servicing the region's residents will require concerted efforts to work together with the district's First Nations to make services affordable. Examples of cooperation and successful partnerships exist, and should be celebrated and publicized so all residents can learn about the benefits of collaboration for their community. The CCRD should continue to create formal mechanisms to encourage cooperation and take advantage of any opportunities to build relationships through formal and informal collaboration with First Nations at all levels – Band Council, hereditary chiefs and band administration.

While the conclusions of this report suggest there is significant work ahead, it is worth noting that many of the service, governance and communication issues identified in this study are ones that have already been acknowledged and noted by the CCRD in their strategic plan as goals to pursue – including infrastructure and service needs, as well as the imperative of improved communications and collaboration.



Canadian Postmasters  
and  
Assistants Association



l'Association canadienne  
des maîtres  
de poste et adjoints

January 23, 2017

Chair Richard Hall  
Regional District of Central Coast  
PO Box 186 626 Cliff St  
Bella Coola BC V0T 1C0

**RECEIVED**  
**FEB 02 2017**

Dear Chair Richard Hall,

Central Coast Regional District

The Canadian Postmasters and Assistants Association (CPAA) is the voice of rural post office employees since 1902. It is the second-largest bargaining unit under the Canada Post umbrella; representing members who work in post offices in towns, reserves and villages throughout rural Canada. We are in touch with over 6 million rural customers on a regular basis. Most often we are the only federal presence and the hub of the community.

CPAA members, 95% of them women, operate 3,260 post offices across Canada; 226 of these offices are in your province.

We write to you today to share our concerns over the Federal Government Standing Committee on Government Operations and Estimates' (OGGO) report regarding Canada Post, released on December 13, 2016. If you have not seen it yet, you can access the report at the following web address:

[http://bit.ly/OGGO\\_EN](http://bit.ly/OGGO_EN)

Amongst the many recommendations made by the Committee, most of which we support, we note the absence of a recommendation on postal banking. In your province alone 61% of the communities do not have a financial institution, yet they have a corporate post office. Often your constituents have to travel long distances to receive banking services. If your citizens have to travel out of town for banking services, it is almost certain that they will also patronize other businesses in that town or city, thereby losing earning opportunities from your own town's businesses.

We at CPAA strongly feel that the resurrection of the postal bank, which was closed in 1969 when large banks were expanding in rural Canada, is a perfect fit for Canada Post. More importantly for the businesses and the citizens of your community, it is a means to ensure access to financial services. You may remember that prior to the OGGO's report, the Government had set up a Task Force to examine the challenges of Canada Post and to provide options for the future of the Corporation. The Task Force report<sup>1</sup>, which preceded the OGGO's report, mentioned that 39% of Canadian businesses would use a postal bank. It also mentioned that 38% of Canadian citizens would use a postal bank.

<sup>1</sup> <http://bit.ly/tpsgc>

Board Meeting  
FEB 09 2017  
CORD ITEM C(2)

According to the 2011 Census, Canada's rural population consisted of 6,329,414 citizens. What bank could not succeed with 38% of that number of customers?

If like us at CPAA, you feel that a postal bank would benefit your community, we ask you to write to Minister Judy Foote to voice your views and concerns. We recommend that you also copy your letter or email it to Ms. Karine Trudel, the New Democrat MP who sat on the OGGO Committee, as she was a strong supporter of the postal bank. Their postage-free addresses and email addresses are as follows:

The Honourable Judy Foote  
Minister of Public Services and Procurement  
House of Commons  
Ottawa, Ontario  
Canada K1A 0A6 or judy.foote@parl.gc.ca

Ms. Karine Trudel (MP)  
House of Commons  
Ottawa, Ontario  
Canada K1A 0A6 or karine.trudel@parl.gc.ca

Canada Post is uniquely positioned to offer financial services to rural Canada. When Canada Post can make money, and offer more services to Canadians who need them, we have a perfect opportunity. Let's not lose it!

Thank you for your time. Should you have any questions or wish to discuss this issue with a local CPAA representative, we invite you to reach out to our British Columbia and Yukon CPAA President as follows:

President Barbara J. Lincoln  
7519 Sechelt Inlet Road  
Sechelt BC V0N 3A4  
(604) 885-6006  
barb.lincoln@cpaa-bcyukon.com

Sincerely,



Brenda McAuley, CPAA National President  
281 Queen Mary St.  
Ottawa ON K1K 1X1



## CENTRAL COAST REGIONAL DISTRICT

DATE: 02 February 2017

TO: Board Chair Alison Sayers and Board Members

FROM: Darla Blake, Chief Administrative Officer

**SUBJECT: Request to waive fees for hiring the concession building at Walker Island – Family Day Event**

Attached please find a letter from Sandy van Horn a member of the Bella Coola Promoting Health Lifestyles Action Group (PHLAG), requesting CCRD waive the fee required for the usage of the new concession facility at Walker Island.

The original request went to Ken McIlwain (Operations Manager), who then asked if I would authorise the waiving of the fees. I refer to the rates and charges bylaw for the concession rental and it does not provide for that kind of flexibility, or delegated authority to waive a fee. The board approved the fees set by bylaw therefore, only the board has the authority to waive fees.

It should be noted, that the current fee was set at \$115 per occurrence. The rationale for that amount is to cover any costs incurred by CCRD for hiring a cleaner to ensure the concession and bathrooms are cleaned to a standard that would meet Vancouver Coastal Health requirements.

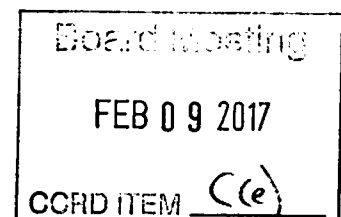
Administration found a grant source for the group which would cover costs to hold Family Day events. That grants closes on 08 February. The Operations Manager was made aware and asked to forward the information to the group and encourage them to apply for funding.

While in principle, supporting community groups is a preferred outcome, it can also lead to unintended consequences. If the board waives the fee and the group does not comply to the cleaning requirements for the concession building and bathrooms, this will result in unbudgeted expenditure and sets a precedent for other groups looking to have fees waived.

Should the board approve the waiving of the fees, it is recommended it be stipulated the necessary cleaning requirements of the concession building and bathrooms will be met, and should any further costs be incurred these costs will be passed on to the group.

Respectfully submitted

Darla Blake  
Chief Administrative Officer



89  
RECEIVED

JAN 16 2017

Sandy Van Horn  
Bella Coola MCFD Child Youth Mental Health  
On behalf of Bella Coola Promoting Health Lifestyles Action Group (PHLAG)  
636 Cliff St  
PO Box 217  
Bella Coola, BC V0T1C0

Central Coast Regional District

12 January 2017

Central Coast Regional District  
626 Cliff St  
PO Box 186  
Bella Coola, BC V0T1C0

To Whom It May Concern:

The Bella Coola Promoting Healthy Lifestyles Action Group (PHLAG) is composed of representatives from various Bella Coola supportive services such as Vancouver Coastal Health, Healthy Beginnings, the Career Center, New Leaf Learning Center, Nuxalk Nation Health and Wellness, and MCFD Child Youth Mental Health. The purpose of PHLAG is to plan and sponsor events in Bella Coola that encourage the citizens of the Bella Coola Valley to live healthy lifestyles by encouraging exercise, healthy diets, and strengthening family connections. We meet on a monthly basis to discuss and plan these events.

One of the largest events that PHLAG plans is an event at Walker Island on BC Family Day that involves a warm lunch, a hay ride, a nature walk, games, and face painting. Additionally, the families that come have the option of getting a family portrait taken and having the printed copy mailed to them after the event which is quite a rare occurrence in this age of digital photography and taking pictures on cell phones. PHLAG has been planning this BC Family Day event since 2014.

PHLAG itself does not have any funds to support the events as it is just an action group. It is the staff from these various supportive service agencies that seek funding from their organization or grants in order to fund PHLAG events. Therefore, we are asking the CCRD to waive the fee required for usage of the new concession facility at Walker Island so that we may have a place to make warm drinks for the participants and have an enclosed space, in the case of inclement weather, for the portraits to be taken and the volunteers doing face painting to sit.

Warm Regards,



Sandy Van Horn, LCSW  
PHLAG member

10/15/2014

10/15/2014

10/15/2014

For presentation/renew at Feb 9th  
CCRD Board Meeting.



**CENTRAL COAST REGIONAL DISTRICT**

DATE: February 2, 2017  
TO: Board Chair Alison Sayers and Board Members  
FROM: Darla Blake, Chief Administrative Officer  
SUBJECT: **Board Remuneration for Special In-Camera Meetings, January 10, and February 8, 2017**

---

**RECOMMENDATION**

**That Central Coast Regional District Board of Directors be remunerated for the one half day special In-Camera meetings held January 10, 2017, and February 8, 2017 in the amount of \$75.00 for each meeting to each director in attendance, in accordance with the CCRD Remuneration & Expenses Bylaw 442, 1(c).**

**DISCUSSION**

Central Coast Regional District Board of Directors are remunerated for attendance at meetings. The CCRD Remuneration & Expenses Bylaw 442 speaks to the amount of remuneration for attendance at meetings. Section 1(c) outlines the amount of remuneration for meetings that are less than a day; the Special Meeting will fall under that criteria.

**CONSULTATION - N/A**

**LEGISLATION /POLICY**

CCRD Remuneration & Expenses Bylaw 442, 1(c)

**BUDGET/FINANCIAL IMPLICATIONS**


Within current approved budget: YES  
Requires further budget consideration NO

**RISK MANAGEMENT**

Administration has evaluated potential risks with the proposal and assessed these as negligible with no requirements for controls.

**CONCLUSION**

It is recommended that the Board of Directors be remunerated for attendance at the one half day special In-Camera meetings held January 10, 2017 and February 8, 2017 in the amount of \$75.00 for each meeting to each director in attendance, in accordance with Bylaw 442, 1(c), CCRD Remuneration & Expenses Bylaw.

Respectfully submitted  
Darla Blake   
Chief Administrative Officer

Board Meeting  
FEB 09 2017  
CCRD ITEM C(\$)



## CENTRAL COAST REGIONAL DISTRICT

**DATE:** February 2, 2017  
**TO:** Chair Alison Sayers and Board of Directors  
**FROM:** Donna Mikkelson, CFO  
**SUBJECT:** Financial Variance Report Budget vs Actual 2016

### RECOMMENDATION:

**THAT the financial variance report of actual revenue and expenditures against the annual budget for 2016 be received.**

Attached is a preliminary, unaudited report of income and expenditures for 2016. Significant variances are reported.

### Revenue

Revenue from user fees and charges is above budget due to exceeding targets for:

- swimming pool admissions (\$12,000 over – for lessons, in particular)
- more than anticipated usage for disposal fees at the landfill (\$25,000 vs budget of \$11,000).

Other revenue will not be coming for the following:

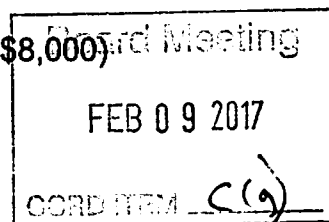
- Northern Development Initiative Trust (NDI) for paving at the Snootli Arena (\$13,000). Final quotes for paving exceeded the budget significantly.
- Union of BC Municipalities (UBCM) for a Community to Community Forum (\$5,000)
- Capital gains on the burned landfill office trailer will be spent in 2017 (\$53,000)

### Expenditures

#### Capital Works (50035)

The following items were budgeted, but not spent:

- Awning for outdoor events (DI Recreation \$1,500)
- GPS (split between Solid Waste Management and Waterworks \$8,000)
- Radios (fire department \$1,500)



- New roof (DI Airport \$18,000)
- Aircraft tie downs (DI Airport \$2,500)
- Lights at Snootli Arena (BC Parks & Rec \$1,500)
- Paving at Snootli Arena (BC Parks & Rec \$20,000)
- Alternative cover tarp for compact waste (Solid Waste Management \$6,000)
- Yard bins (Solid Waste Management \$6,000)
- Transfer bins (Solid Waste Management \$24,687)

The following unbudgeted items were purchased:

- 1995 Toyota (Solid Waste Management \$2,950)
- Generator (Solid Waste Management \$3,300)
- Overspent on Walker Island Concession appliances (\$1,600)

#### Community Development 50045

- Overspent on WI Concession completion (Community Works Fund \$1,500)
- Underspent on contribution agreements (Economic Development \$10,000)
- Underspent on support for a Grant Writer (Economic Development \$5,000)  
(see 2017)

#### Directors' Expense

- Underspent on Directors remuneration and convention/travel expense due to overestimating travel costs and fewer participants at the Association of Vancouver Island & Coastal Communities and Union of BC Municipalities (UBCM) conventions, coupled with travel subsidies for Chair Sayers from the Municipal Finance Authority and UBCM. Directors' remuneration expenses were not incurred for governance and planning sessions (\$3,100), nor allocation for "other" remuneration (\$4,000).
- Airfares and travel allowance was under budget due to no meeting being held on the outer coast, and cancelled charter due to weather for the December meeting (\$9,000)

#### Planning (50131)

The following items were budgeted, but not spent:

- Survey of infrastructure (Community Works Fund for Waterworks \$15,000)
- Leak Detection Study (Bella Coola Waterworks \$15,000)
- Feasibility Study for pool options (Feasibility Studies \$20,000)
- The Solid Waste Management Plan is currently \$11,000 underspent and will be carried forward to 2017.

#### Consulting/Professional Fees 50063

- Financial service fees were overspent by \$17,000 due to extra work associated with the Governance Study and backfilling



***Financial Variance Report Budget vs Actual 2016***  
***Page 3 of 3***

- Governance Study consulting fees are currently underspent by \$21,000. This will move over to 2017 pursuant to the extension granted by the province.
- Consulting fees budgeted for the update of the Official Community Plan (OCP) have not yet been incurred (\$17,000)
- Legal fees are slightly under budget.

Respectfully Submitted,



Donna Mikkelsen, CFO

## Central Coast Regional District Revenue & Expenditures - Actual vs Budget All Schedules Combined

	Jan - Dec 16	Budget
<b>Ordinary Income/Expense</b>		
<b>Income</b>		
Apportioned Administration Serv	180,622	180,622
Local Taxation	731,053	731,053
Nuxalk Nation Contributions	103,750	103,750
Other Revenue	102,746	175,149
Provincial/Federal Grants	460,915	498,361
Regional Hospital District	13,325	13,325
User Fees and Charges	189,526	154,848
40015 · Claims reimbursement	6,985	
<b>Total Income</b>	<u>1,788,922</u>	<u>1,857,108</u>
<b>Gross Profit</b>	1,788,922	1,857,108
<b>Expense</b>		
50000 · Apportioned Administration fees	180,622	180,622
50030 · Bank charges	1,999	2,000
50035 · Capital Works	33,446	113,687
50040 · Communications	16,376	16,975
50045 · Community Development	61,621	76,500
50050 · Community Groups - Grants	26,930	20,849
50055 · Community to Community Forum		10,000
50060 · Contingency		50,049
50076 · Directors' Expense	48,870	82,113
50085 · Elections	247	
50089 · Emergency Mmgt Initiatives		26,306
50131 · Planning	111,149	192,000
50135 · Insurance Expense	28,613	27,467
50138 · Interest Expense	19,521	19,621
50165 · Maintenance	45,271	69,168
50175 · Memberships, dues & subscriptio	2,984	3,000
50185 · Nuxalk Agreement - Water Supply	21,275	23,917
50190 · Operating expenses	177,550	223,179
50195 · Payroll Expenses	567,415	568,891
50205 · Professional Development Expens	36,393	66,550
50206 · Professional Fees	161,816	183,479
50240 · Solid Waste Management	626,053	667,351
50245 · Special Projects		20,000
50250 · Supplies & small tools	39,641	55,110
50294 · Utilities	30,674	31,096
50295 · VIRL Regional Library Services	51,256	51,255
50316 · Asset Replacement	30,254	30,254
50999 · Landfill Post Closure Reserve	30,000	30,000
<b>Total Expense</b>	<u>2,349,975</u>	<u>2,841,439</u>
<b>Net Ordinary Income</b>	(561,053)	(984,331)
<b>Other Income/Expense</b>		
<b>Other Income</b>		
40004 · Budget surplus, begin of year		1,329,124
<b>Total Other Income</b>		<u>1,329,124</u>

95

11:57 AM  
01/24/17  
Accrual Basis

**Central Coast Regional District**  
**Revenue & Expenditures - Actual vs Budget**  
**All Schedules Combined**

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	<u>Jan - Dec 16</u>	<u>Budget</u>
<b>Other Expense</b>		
50224 - Budget surplus, end of year		344,793
<b>Total Other Expense</b>		<u>344,793</u>
<b>Net Other Income</b>		<u>984,331</u>
<b>Net Income</b>	<u>(561,053)</u>	<u></u>



**CENTRAL COAST REGIONAL DISTRICT**

**DATE:** February 2, 2017  
**TO:** Chair Alison Sayers and Board of Directors  
**FROM:** Donna Mikkelson, CFO  
**SUBJECT:** Financial Plan Report

**RECOMMENDATION:**

**THAT the Financial Plan Report be received.**

Strategic Priorities	Page 2
Statement of Revenue & Expenditures (2016 actual, 2016 budget, 2017 draft budget for comparison)	Pages 3,4
Tax Levy Comparison 2013-2017	Page 5,6
Apportioned Administration Charges by Function/Service	Page 7,8
Capital Works Itemized	Page 9
Asset Replacement Fund (ARF)	Page 10

**Please discuss options for a community conversation regarding the budget. Suggested dates include Feb 13, 14, 20, 27 or 28.**

Respectfully Submitted,

Donna Mikkelson, CFO

Board Meeting
FEB 09 2017
CCRD ITEM <u>C(h)</u>

## 2017 Strategic Priorities

Weight	Factor	Measure/Goals (Condensed)
40%  (1)	Airport Management Plan	Start tree clearing project. Engage in discussions regarding long term sustainability. Develop options report. Advocate with province for paving
35%  (2)	Swimming Pool Upgrade	Study alternative liner options Pool tank conceptual design options Full scale design and engineering detail cost estimate for mechanical system and building Public consultation re pool tank and mechanical options Submit Strategic Priority Fund grant application for pool tank replacement Begin collaborative engagement efforts for longer term possibilities
25%  (3)	Official Community Plan	Complete terms of reference for updating OCP Complete background research Hold community workshops Mid term report on update by Dec 31, 2017 (Completion scheduled for 2018)

1. The draft budget currently contains provision for an estimated \$350,000 clearing project (see Special Projects line 50245). Funding is anticipated from the provincial BC Air Access Program for 75% of the project cost (see Provincial/Federal Grants in the revenue section of the attached Statement of Revenues and Expenditures)

As noted elsewhere in the agenda, the draft Airport Master Plan is still “under construction”. This is significant in terms of budget projections because the final report will contain recommendations on future airport development in terms of both revenue and expenditures. An update on the status of this report will be available at the board meeting.

2. The draft budget includes \$10,000 in the Feasibility Studies schedule for planning (see line 50131 Planning on the attached Statement of Revenues and Expenditures). Also contained in the budget is \$16,000 (line 50060 Contingency) that will be used to advance the needs of the Pool Commission. Further the budget contains \$17,000 for pool design and \$100,000 for a new pool liner (line 50045 Community Development) from the Community Works/Gas Tax Funds.
3. Funding for the update of the Official Community Plan (OCP) is being secured from Vancouver Coastal Health (\$15,000) and from the Rural Dividend Program (\$17,748). The balance of the revenue for this project is being derived from a local tax levy (\$20,000). Also included is a significant economic development component which will contribute to the update (\$36,000). The total project is estimated to cost \$88,748. Mapping initiatives in the amount of \$17,500 is also included in the anticipated expenditures (line 50045 Community Development).

## STATEMENT OF REVENUES & EXPENDITURES – ACTUAL VS BUDGET

	2016 Actual	2016 Budget	2017 Budget
Ordinary Income/Expense	(1)		(2)
<b>Income</b>			
Apportioned Administration Serv	180,622	180,622	187,684
(3) Local Taxation	731,053	731,053	746,537
Nuxalk Nation Contributions	103,750	103,750	105,000
Other Revenue	102,746	175,149	239,907
Provincial/Federal Grants	460,915	498,361	783,553
Regional Hospital District	13,325	13,325	13,500
User Fees and Charges	189,526	154,848	180,672
40015 · Claims reimbursement	6,985		
<b>Total Income</b>	<b>1,788,922</b>	<b>1,857,108</b>	<b>2,256,853</b>
<b>Gross Profit</b>	<b>1,788,922</b>	<b>1,857,108</b>	<b>2,256,853</b>
<b>Expense</b>			
50000 · Apportioned Administration fees	180,622	180,622	187,684
50030 · Bank charges	1,999	2,000	2,000
50035 · Capital Works	33,446	113,687	156,315
50040 · Communications	16,376	16,975	23,625
50045 · Community Development	61,621	76,500	155,200
50050 · Community Groups - Grants	26,930	20,849	17,500
50055 · Community to Community Forum		10,000	10,000
50060 · Contingency		50,049	95,426
50076 · Directors' Expense	48,870	82,113	86,925
50085 · Elections	247		1,500
50089 · Emergency Mmgt Initiatives		26,306	26,306
50131 · Planning	111,149	192,000	103,008
50135 · Insurance Expense	28,613	27,467	28,322
50138 · Interest Expense	19,521	19,621	19,621
50165 · Maintenance	45,271	69,168	74,754
50175 · Memberships, dues & subscriptio	2,984	3,000	3,440
50185 · Nuxalk Agreement - Water Supply	21,275	23,917	23,917
50190 · Operating expenses	177,550	223,179	219,337
50195 · Payroll Expenses	567,415	568,891	643,742
50205 · Professional Development Expens	36,393	66,550	53,750
50206 · Professional Fees	161,816	183,479	191,553
50240 · Solid Waste Management	626,053	667,351	58,548
50245 · Special Projects		20,000	401,750
50250 · Supplies & small tools	39,641	55,110	37,300
50294 · Utilities	30,674	31,096	35,963
50295 · VIRL Regional Library Services	51,256	51,255	56,437
50316 · Asset Replacement	30,254	30,254	30,454

**Financial Plan Report – February 2017**  
**Page 4 of 10**

50999 · Landfill Post Closure Reserve	30,000	30,000	30,000
<b>Total Expense</b>	<b>2,349,976</b>	<b>2,841,439</b>	<b>2,774,377</b>
<b>Net Ordinary Income</b>	<b>(561,055)</b>	<b>(984,331)</b>	<b>(517,526)</b>
<b>Other Income/Expense</b>			
<b>Other Income</b>			
40004 · Budget surplus, begin of year		1,329,124	741,743
<b>Total Other Income</b>		<b>1,329,124</b>	<b>741,743</b>
<b>Other Expense</b>			
50224 · Budget surplus, end of year		344,793	224,219
<b>Total Other Expense</b>		<b>344,793</b>	<b>224,219</b>
<b>Net Other Income</b>		<b>984,331</b>	<b>517,524</b>
	<b>(561,055)</b>		<b>(2)</b>

- (1) 2016 Actuals are estimated/unaudited  
(2) 2017 Budget is Draft at Feb 02, 2017  
(3) Preliminary increase from 2016 to 2017  
is 2.37%

### TAX LEVY COMPARISON 2013 – 2017

	Service/Function	2013	2014	2015	2016	2017 draft	\$ Incr	% Incr
(1)	Airport - Denny Island	5,702	7,700	7,785	7,785	7,785	0	0.0
(2)	Economic Development	20,000	20,000	22,500	22,500	22,500	0	0.0
(3)	Emergency Management	21,276	21,276	20,756	24,775	26,822	2,047	8.3
(4)	Grant-in-Aid	15,113	14,768	14,651	15,000	15,116	116	0.8
(5)	House Numbering	2,109	2,109	2,109	2,109	2,109	0	0.0
(6)	Planning (Land Use)	16,800	16,800	16,800	37,150	37,150	0	0.0
(7)	Recreation - Denny Is.	4,000	4,000	-	4,000	4,000	0	0.0
(8)	Vancouver Is Library	48,646	51,035	52,672	54,755	59,258	4,503	8.2
(9)	Valley Street Lights	3,486	3,639	5,088	4,800	4,661	-139	-2.9
(10)	(LSA) Fire Protection	21,500	21,500	21,500	21,500	21,500	0	0.0
(11)	(LSA) Street Lights	7,260	7,260	10,960	9,000	9,000	0	0.0
(12)	Parks & Recreation- BC	13,865	13,865	14,018	17,772	18,527	755	4.2
(13)	General Operations	343,983	335,839	314,668	314,668	320,961	6,293	2.0
(14)	Feasibility Fund	0	10,000	10,000	10,000	10,000	0	0.0
(15)	Swimming Pool	42,344	52,363	52,000	53,000	54,000	1,000	1.9
(16)	Refuse Disposal- TCWRC	40,000	61,715	89,751	94,239	96,123	1,884	2.0
		<b>606,084</b>	<b>643,869</b>	<b>655,258</b>	<b>693,053</b>	<b>709,512</b>	<b>16,459</b>	<b>2.4</b>

The current projection is for the overall tax requisition to increase by **2.37%**, or by **\$16,459** over last year.

(3) An increase is projected for the Emergency Management function due to an increase in administration charges. (See also page X of this report regarding Apportioned Administration).

(4) This very slight increase in Grant in Aid will be used to accommodate an increase in advertising costs. The new property assessment values have now been provided by BC Assessment Authority, and since assessments are up overall, the total amount allowed to support GIA according to legislation (10 cents per thousand dollars of assessed value) has been increased to \$16,974. If the board intended to increase grant allocations, they could do so by another \$1,858 but this would add to the property tax burden by an additional .20%.

(8) The Vancouver Island Regional Library has already adopted their budget. This number is not flexible, nor is it at the discretion of the CCRD.



- (9) A decrease of \$139 has been projected for valley street lights. This does not reflect a decrease in costs, but rather is an accumulation of a very small surplus from prior years.
- (12) A small increase is projected to support increased costs, particularly as they relate to the arena at Snootli.
- (13) Approximately 1/3 of the increase in tax levy is attributed to General Operations. Air travel costs to bring directors to meetings will increase due to a lengthened travel distance as well as engaging an alternate service provider for 4 months of the year. Payroll expenses will rise as well to accommodate regular inflationary increases and to increase the staffing contingent in order to realize the strategic priorities of the board.
- (15) An increase of \$1,000 will be used to support ever expanding needs at the Swimming Pool and this is particularly due to the aging nature of the facility and a resulting increase in repairs and maintenance.
- (16) The increase of \$1,884 will be used to offset continuing and expanding operations at the landfill and the recycling centre, pursuant to the Solid Waste Management Plan (to be finally approved in March). Of particular note is an increase in community engagement and education related to recycling.

## APPORTIONED ADMINISTRATION

Policy F-5 (Administration Cost Recovery from Services) provides that a reasonable apportionment of general operations costs to the various services provided by the regional district includes expenses such as:

- general liability insurance,
- audit services,
- budget preparation,
- staff and board involvement in the delivery of services; and
- office related expenses.

Essentially, all these costs are first charged to General Operations, and then a portion of those costs are distributed or charged to each function. The amount determined for apportionment is calculated by considering particularly, the estimated amount of time and effort required by the regional district to administer the service relative to other services.

The administrative apportionment is a significant, and often contentious issue in the development and preparation of the financial plan. To assist, all staff were asked to estimate the time they spent on each function (2015). The total payroll costs were then pro-rated to the functions, and “target” amounts were set.

It is important to note that this is a work in progress. The board will note that the target should, at the very least, cover the total payroll costs, but in most cases, we have not reached the target for a number of reasons. In the instances where targets are not yet met, an increase of 10% has been applied as general movement towards the target.

<b>Function/Service</b>	<b>2016 \$</b>	<b>2017 \$</b>	<b>Target (2015)</b>
Airport – Bella Coola	22,000	24,200	41,000
Airport – Denny Island	895	985	2,994
Community Works Fund	3,000	0	0
Economic Development	13,365	13,365	13,365
Emergency Management	29,000	29,000	29,000
Fire Protection (LSA)	2,200	2,420	10,219
House Numbering	3,428	2,109	2,109
Library (VIRL)	1,500	1,500	1,500
Parks & Recreation – Bella Coola	2,787	3,066	31,000
Planning (Land Use)	22,000	24,200	42,000
Swimming Pool	7,700	8,470	34,600
Recreation – Denny Island	567	567	2,000
Solid Waste Management	56,226	61,848	66,000
Street Lights (LSA)	450	450	450
Valley Street Lights	504	504	504
Waterworks (LSA)	15,000	15,000	15,000

<b>Total</b>	<b>180,622</b>	<b>187,684</b>	<b>291,741</b>
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### **APPORTIONED ADMINISTRATION CONT'**

Directors will note that payroll costs are increasing. This, coupled with the fact that the board's strategic priorities shift from year to year, makes it difficult to meet a target which is constantly moving.

The apportionment of administrative or general operational costs also has the strong likelihood of affecting the tax levy, because although it is revenue or income to the General Operations function, it is also an expenditure of the individual functions.

### CAPITAL WORKS

Following is a preliminary list of capital works projects anticipated for 2017:

<b>Function/Service</b>	<b>Description</b>	<b>2017 \$</b>
General Operations	Photocopier and one computer	14,215
Airport – Bella Coola	Replace terminal gutters/fascia board	5,000
Airport – Denny Island	New roof, aircraft tie downs	20,500
Fire Protection (LSA)	(2) new radios, air packs, electronic door opener, exhaust fan	10,900
Parks & Recreation – Bella Coola	Arena paving (\$20,000), new light at arena, arena base boards, mapping signage, bear proof bins, install railing and wheelchair ramp and complete staining on concession building	26,700
Swimming Pool	Pool cover and heaters (replace chimneys)	7,000
Recreation – Denny Island	Secured storage container	2,000
Solid Waste Management	Roll-off bins and roll-off truck (lease?)	70,000
<b>Total</b>	<b>180,622</b>	<b>187,684</b>

Although not yet included in the draft financial plan, it is hoped that \$10,000 can be added to this list for the purchase of a GPS (split 50/50 between Solid Waste Management and Waterworks).

The paving of the arena at Snootli will only happen if a paving crew comes to the valley for other reasons. (This project will be partially funded through a grant from Northern Development Initiative Trust and is a carryover from 2016.)

### ASSET REPLACEMENT FUND

The board of directors will consider the endorsement of the regional district's Asset Management Investment Plan 2016 elsewhere on the agenda. At the time of this writing, the draft plan is currently under review by staff.

The following table shows the accumulation of amounts already set aside in the Asset Replacement Fund in the absence of a formal plan, which is currently being considered for endorsement by the board.

Function/Service	Accumulated To 2016 \$	Current at Jan 2017 \$	20 yr Average Annual Investment \$
General Operations	10,358	3,500	Note 1
Airport – Bella Coola	12,000	6,000	45,000 - 160,000
Airport – Denny Island	647	285	
Fire Protection (LSA)	8,215	4,000	
Parks & Recreation – Bella Coola	2,941	1,400	10,000 – 25,000
Planning (Land Use)	168	0	
Swimming Pool	10,924	5,400	
Recreation – Denny Island	1,290	445	
Solid Waste Management	17,804	9,424	
Street Lights (LSA)	43	0	
Waterworks (LSA)	0	0	1,000- 5,000
<b>Total</b>	<b>64,390</b>	<b>30,454</b>	<b>291,741</b>

Note 1 -The Asset Management Investment Plan (AMIP) does not assume projections by specific service. Where there is no value indicated above, please see the AIMP.

It is also significant to note that in the case of Bella Coola Waterworks, the amount of the new parcel tax rates to be set in 2018 will be guided by the Asset Management Investment Plan. It is expected that 2017 will be the last year that parcel taxes will be collected at the current rates. Amounts will be reduced in 2018.

The "infrastructure deficit" is prevalent at the regional district, as it is across the province and across the country. The board will be cognizant of our shortfalls in this area, and although much more work is required, it is important to be aware and enhance the conversation towards sustainable infrastructure needs. Obviously and ultimately the financial burden will be carried by the electorate.

The significance of the Asset Replacement Fund cannot be overstated. The regional district currently owns \$22.6 million in infrastructure that requires strategic investment over the next 20 years in order to ensure the infrastructure is sustained.

**HOW MUCH SHOULD BE SET ASIDE FOR ASSET REPLACEMENT? HOW MUCH DOES THE BOARD SEE THE TAX LEVY INCREASING FOR THIS PURPOSE?**



**CENTRAL COAST REGIONAL DISTRICT**

DATE: February 2, 2016<sup>6</sup>  
TO: Darla Blake, CAO  
CC: Chair Alison Sayers and Board members  
FROM: Tanis Shedden, Community Economic Development Officer  
SUBJECT: Community Economic Development Report

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**RECOMMENDATION**

THAT the Community Economic Development Report dated February 2, 2016<sup>6</sup> be received.

**EXECUTIVE SUMMARY**

**Northern Development Initiative Trust (NDIT) Grants**

The CCRD has received confirmation that the Bella Coola Airport Development grant to NDIT has been moved to the second round for consideration.

**Bella Coola Valley Tourism**

The 2016 Contribution Agreement with Bella Coola Valley Tourism has been finalized.

The Cariboo Chilcotin Coast Tourism Association has responded to BCVT's invitation to host the 2017 summit in the Bella Coola Valley. The 2017 summit will be held in Williams Lake, however, BCVT has been invited to put a proposal together for 2018. Community groups, organizations, and businesses who would like an opportunity to be a part of the 2018 application by providing access to local activities and/or amenities please contact BCVT to express your interest. This will ensure that a robust proposal is put forward.

**Vancouver Coastal Health**

The CEDO has been working with the VCH team associated with the 2016-2019 Collaborative Agreement that has been signed between VCH and the CCRD. Vancouver Coastal Health will work with the CCRD over the course of the Bella Coola Valley OCP, and conversations have been started regarding plans for regional activities in 2018. The five areas of the agreement are community planning, food security, active transportation, collection of statistics, and economic development.

Board Meeting  
FEB 09 2017  
CCRD ITEM CC1

**Connectivity**

The Denny Island Community Development Association is working to source funding to improve the internet connectivity on Denny Island. The Association has been connected with the Government of Canada's Innovate to Connect Program, NDI's Connecting BC program, Waglisla Cablevision, and Network BC.

Respectfully submitted

Tanis Shedden  
**Community Economic Development Officer**

## **GREAT BEAR PROJECT**

### **A Coastal Community Consortium for Destination BC Co-operative Marketing Partnership Program**

#### Consortium Members:

Tourism Prince Rupert (Northern Access Point to Hartley Bay/GBR)

Klemtu (Kitasoo XaiXais and Spirit Bear Lodge)

Bella Coola Valley Tourism (Southern Access Point to GBR)

West Chilcotin Tourism Association

Rivers Inlet (Wuikinuxv, Duncanby Lodge and Percy Walkus Hatchery)

#### **About Great Bear Project:**

The Great Bear Project is a community-building communications and marketing initiative designed to promote awareness and development of tourism and consumer assets within Great Bear Rainforest (GBR) and its access points.

The GBR and North and Central Coasts provide a unique challenge in consortium and partnership building, including sparsely scattered communities, First Nations relations and a sometimes difficult marine environment. Great Bear Project aims to bridge that gap, assisting in developing marketing assets, access, promotion and destination development.

Through working with like-minded community partners in showcasing West Coast and GBR, the project will deliver high-quality content and consumer marketing assets for traditional media, online and social media. These will include HD video features, short-form vignettes, still images and social media activity covering the area from Prince Rupert to Bella Coola to Rivers Inlet.

From ocean boating to nature and wildlife, First Nations culture to eco-tourism and sustainable sport fishing, the Great Bear Project will tell wild stories from BC's true frontier. Through the eyes of people living and working on British Columbia's North and Central Coasts, GBR and incredible Inside Passage, the project aims to connect audience to true wilderness.

The sectors involved are inextricably linked within West Coast culture yet remain as diverse as wildlife of the Great Bear ecosystem. The common link remains rooted in Destination BC branding of Super, Natural British Columbia and creating and depicting incredible experiences.

#### **Objectives:**

1. Promote community and foster marketing partnerships within GBR
2. Promote access to GBR from Prince Rupert/Hartley Bay in North and Bella Coola/West Chilcotin in South



3. Highlight prime destination tourism development opportunity, home to First Nations and thousands of years of stories, history and culture
4. Develop and produce relevant high-quality consumer and marketing content in HD video features, vignettes, still images and stories to dovetail with DBC branding
5. Develop produce and distribute relevant consumer print collateral
6. Leverage existing broadcast, online, social media and print to promote wildlife, ecosystem, raw nature and First Nations story of the GBR

### **In Summary:**

The BC Inside Passage, North and Central Coasts and Great Bear Rainforest were yesterday the subject of an outright ban on oil tanker traffic by the Federal Government and represent British Columbia's last truly wild frontier. In building a community consortium of the Great Bear Rainforest and its access points, the region will have a great say in how it is promoted and utilized in Destination BC plans and ultimately viewed around the world. By controlling the content being generated, the Great Bear Project aims to help craft the overall message and ensure promotion is culturally correct and the GBR is marketed in responsible fashion.

Through building this consortium and working with the many First Nations of the Great Bear Rainforest, the project also aims to assist in partners' destination development and future marketing and promotion.



## CENTRAL COAST REGIONAL DISTRICT

TO: Darla Blake, Chief Administrative Officer

FROM: Cheryl Waugh, Transportation and Land Use Coordinator

DATE: February 2, 2017

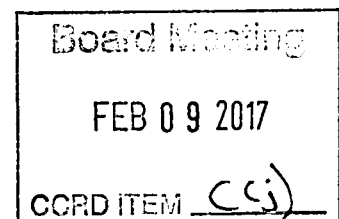
SUBJECT: Land Use Planning Report

This report is for the period November 4, 2016 to January 20, 2017

**Recommendation:**

1. That the Land Use Planning Report dated February 2, 2017 be received.

	Zoning	Subdivision	Maps & Plans	Other Related* (specify)	Land Referrals & Updates
<b>Number of Enquiries</b>	6		5	5	5
<b>Method of Inquiry</b>					
<b>Email/I-Net</b>	4		3		3
<b>Phone</b>	1		1	4	
<b>In-Person</b>	1		1	1	
<b>Hard Copy</b>					2
<b>Number of Applications</b>	0	0			



**Zoning**

- Williams Lake surveying office asking for zoning verification.
- Local realtor confirming zoning for upper valley property.
- In-person enquiry about a local property was provided with zoning, land use and general valley information.
- Nature Conservancy Canada enquiry about zoning in Rivers Inlet. Responded, no zoning.
- Zoning enquiry for Lizzie Cove, Hunter Island. Responded, no zoning.
- Local resident enquired about zoning for a Highway 20 property.

**Subdivision - None**

**Maps & Plans**

- Provided copy of survey plan for an in-person request.
- Two town site updates were received from the Land Title & Survey Authority.
- New civic address issued for a Highway 20 property.
- Telus addressing department requested confirmation of address on Airport Road that was determined to be on Highway 20.

**Other Related\***

- Absentee property owner enquired about access through Crown Land. He was referred to Front Counter BC to pursue the process.
- Out of town enquiry for property ownership in our region. He was referred to Land Title & Survey Authority.
- Representative from the Williams Lake and District Credit Union asked who designates a building as derelict? She was referred to the Provincial toll-free number to pursue.
- The CEDO enquired about the responsibility for a hazardous over-water boardwalk on a local property.
- Representative from BC Assessment asked general information about travel in the region by ferry or air for an upcoming visit this summer.

**Land Referrals/Updates**

-Wuikinuxv Nation, Rivers Inlet, licence for barge landing purposes issued for 40 years from January, 2017.

-Nick and Jana Kaminski, Hunter Island, referral for private moorage purposes. Responded as Interests Unaffected.

-James Miller/Gladys Suderman, Ocean Falls, Notice of Specific Permission for indefinite term for private moorage.

-Boralex, Ocean Falls, licence issued for a term of 30 years from December, 2016 for the purpose of using and maintaining a roadway.

-Boralex, Ocean Falls, licence issued for a term of 30 years from December, 2016 for the purposes of maintaining an industrial area around an existing shop for vehicle parking and storage.

*Cheryl Waugh*

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Transportation and Land Use Coordinator



**CENTRAL COAST REGIONAL DISTRICT  
OPERATIONS DEPARTMENT  
JANUARY 2017 REPORT**

**TO:** Darla Blake, CAO  
**CC:** Board Chair Alison Sayers and Board Members  
**DATE:** February 2, 2017  
**FROM:** Ken McIlwain, R.P.F., Operations Manager  
**SUBJECT:** Operations Monthly Report

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**RECOMMENDATIONS:**

1. **THAT the January 2017 Operations Report be received.**
  2. **THAT the CCRD Board of Directors authorizes staff to undertake direct sole source procurement of a used roll-off truck and waste bins at a cost of up to \$70,000.**
- 

**OPERATIONS FUNCTIONS AND SERVICES  
JANUARY 2017 HIGHLIGHTS**

**SOLID WASTE MANAGEMENT**

1. **ACTION ITEM:** Roll-off Truck Purchase.

**BACKGROUND:** In order to put the new recycling and transfer station site at Thorsen Creek into operation this summer, equipment is needed to transfer different waste streams from the transfer station to designated areas in the adjacent landfill for burning, storage or landfilling. Various options have been examined and the use of a hook-lift style roll off truck with bins is deemed the most efficient, cost effective and versatile option. A roll-off truck with bins will also serve to act as a backup to the existing compactor truck in the event of a breakdown. The truck can also carry a flat deck and be used for material or equipment transport. As resources allow, the intention would be to have a large water tank and pump system mounted on a flat deck to assist in firefighting at the landfill, should it be required.

**FINANCIAL:** Options for purchase of a new truck were looked at, but the cost is between \$160,000 and \$200,000, and not easily achievable with the capital budget we have available and competing priorities. The truck will not receive heavy use and a used truck in good condition should be sufficient. \$70,000 has been budgeted under solid waste-capital works for the purchase of truck and bins. These funds are sourced from the budget surplus which has been accrued to facilitate significant one time capital expenditures.

The typical procurement model used for large purchases is not suitable for purchase of used equipment. Tendering processes are only effective if a strict set of specifications are listed to create an even playing field for bidders. Used equipment or trucks will almost always have variations in condition, features, brand etc that make frontrunner identification

difficult. A request for proposal process would work, but the turnover rate of trucks and equipment at dealers makes it very difficult for a dealer to commit a certain piece of equipment into a RFP process that can take a month or more to complete. In the case of sourcing a used roll-off truck, the best approach is to utilize the skills of staff and contacts/consultants to identify a suitable piece of equipment that falls within our budget and negotiate the best price possible given the budget.

**RISK MANAGEMENT:** As with any used equipment there is risk of costs incurred from unanticipated breakdowns. This risk is mitigated through a healthy vehicle maintenance budget, and a contingency is in place within the solid waste budget that can accommodate a serious breakdown of either the packer truck or a roll-off truck. In the event that CCRD equipment needs change, the smaller roll-off trucks are in high demand, and it is anticipated that CCRD could easily sell or trade in the truck.

**RECOMMENDATION:** In order to meet project timeline and operational objectives at Thorsen Creek Waste and Recycling Centre, staff are seeking approval from the CCRD Board of Directors to evaluate used roll-off trucks that come on the market and execute a direct procurement decision based on criteria such as 'value for money', location, timelines, brand, access to maintenance, warranty and seller reputation.

2. Cold winter weather has provided challenges for landfill operations. The crew has done a great job of adapting to equipment breakdowns and challenging site conditions.
3. Hourly contractors have been completing finishing work on the interior of the new eco-depot building. The new transfer station office is being constructed on skids inside the eco-depot building and will be moved into place when weather conditions improve enough finish construction of the lock-block bin wall at the transfer station.
4. Our Community Solid Waste Engagement Contractor has begun work on an updated solid waste flyer to go out to Bella Coola Valley residents in conjunction with launching the new eco-depot and blue-bin program at Thorsen Creek. It will have cut-out recycling information for each category, so that customers can tape them to each blue bin.
5. A grant application was submitted to BC Hydro/Trees Canada for funding to purchase nursery trees to re-landscape the eco-depot site at Thorsen Creek.

## **BELLA COOLA AIRPORT**

1. Two grant applications were submitted for funding of the tree removal project at the airport; one to NDIT for \$95,175 and the other to the BC Air Access Program for \$280,525. The NDIT advisory committee has supported the application and it will now proceed to their board meeting mid-February. It is anticipated announcements will be made about the BCAAP in early February.

2. A minor tree clearing project on the east side of Klonnik Creek was scheduled for start-up and completion in 2016 but due to inclement weather this will be rescheduled to 2017 and the contractor's agreement (Mid-Valley Loading) amended accordingly.
3. The Bella Coola Airport Master Plan was issued to the CCRD for review by the consultants in mid-December. Comments, requests and recommendations have been submitted after staff review and the final plan will be brought forward to the Board mostly likely in March, 2017.
4. The 2017 janitorial contract was advertised and awarded to Danica Casperson-Roe, who submitted the only proposal.
5. Little Nook Café undertook some major renovations of the café space and has just reopened.

### **RECREATION FACILITIES**

1. The Snootli Ice rink has seen heavy use this winter. Last minute repairs to the rink boards in November were appreciated by the volunteers that help flood the rink. The repair process involved replacing 4 posts. It was noted that each one was severely compromised by rot through the core.
2. New signage was installed at Snootli and Walker Island Parks.

### **BELLA COOLA TOWNSITE WATER SYSTEM AND FIRE PROTECTION**

1. Staff are busy working with the Bella Coola Volunteer Fire Department to update procedures and equipment. Volunteer firefighters have developed their own GIS platform to aid in locating addresses in both the Nuxalk and Townsite communities during a call out.

## **STRATEGIC OPERATIONS INITIATIVES**

### **BELLA COOLA AIRPORT MANAGEMENT PLAN AND TREE REMOVAL**

1. The Bella Coola Airport Master Plan was issued to the CCRD for review by the consultants in mid-December. Comments, requests and recommendations from staff have been submitted and the final plan will be brought forward to the Board mostly likely in March, 2017.
2. In anticipation of receipt of grant funding for tree removal, mapping and planning will begin in February, with licence applications to follow.
3. A small stand of non-merch tree on the east end was scheduled for removal in the fall of 2016. Weather conditions have delayed this operation until spring 2017.

## **CENTENNIAL POOL LINER AND LONG RANGE PLANNING**

Staff are currently researching and looking at costs for different liner options. The intention is to complete the work this spring in time for summer opening of the facility. This will be subject to weather conditions and availability of labour/contractors to complete the work.

Staff will continue to work with the Pool Commission on long range planning around facility replacement options.

## **SOLID WASTE MANAGEMENT PLAN (SWMP) UPDATE**

At the December 2016 meeting of the Board, the Board passed a motion to approve the draft Solid Waste Management Plan to go out for community consultation. The consultation period will run from February 1 to 18. In the coming days, we will be undertaking the following activities to engage the community and solicit feedback on the draft plan:

- An newsletter and survey will be mailed to each home in the Bella Coola Valley this week that describes the proposed actions to enhance solid waste management in the Valley
- An on-line version of the survey will be made available on the CCRD website
- A draw prize is being offered to increase participation in the survey
- Information has been posted on CCRD's website, with a link to the draft plan survey and email (for comments to be sent in by email)
- A media release sent to Coast Mountain News
- An article provided to Nuxalk Nation administration for inclusion in one of the newsletters distributed in February.
- Advertisements in the Coast Mountain News
- Notices on local Facebook pages

The CCRD solid waste management plan website can be found using this link: <http://www.ccrd-bc.ca/services/solid-waste-management-plan.php>. The newsletter, survey and draft plan can be found here.

## **ASSET MANAGEMENT PLANNING**

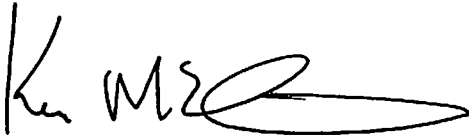
Urban Systems has submitted the Draft Asset Management Investment Plan for review. Staff are currently reviewing the content of the plan and preparing to submit feedback to Urban Systems. Pages from Section 6.0 Conclusions and Section 7.0 Recommendations and Next Steps are attached to this report for your considerations. The conclusions highlight the need for a minimum average annual investment of \$116,000.00 per year to address future asset replacement needs. Currently the CCRD sets aside approximately \$30,000 per year for asset replacement and is heavily reliant on accessing grants to fund significant capital upgrades.



**SHEARWATER / DENNY ISLAND WATER**

SD#49 has initiated planning and design work for their water system on Denny Island. CCRD staff will be coordinating with SD#49 staff and engineers to evaluate expansion options to service a greater area and come up with conceptual design options and costs and operating scenarios.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Ken McIlwain". The signature is stylized with a large, sweeping flourish at the end.

Ken McIlwain, RPF  
Operations Manager

## 6.0 Conclusions

The CCRD owns \$22.6 million in infrastructure that requires strategic investment over the next 20 years in order to ensure the infrastructure is sustained. In order to ensure these assets can continue to provide service, decision makers must determine what level of investment is appropriate for their community based on their willingness to take on risk, current budget and ability to generate new revenue. Table 6.1 below summarizes three key investment indicators that will help decision makers determine this.

*Table 6.1: Investment Level Indicators*

Asset Category	Replacement Value	Average Annual Life Cycle Investment (AALCI)	20 Year Average Annual Investment (AAI)	Infrastructure Deficit (Backlog)
Water System	\$2,100,000	\$20,000 - \$30,000	\$1,000 - \$5,000	\$0 - \$15,000
Building System	\$5,800,000	\$75,000 - \$110,000	\$10,000 - \$15,000	\$0
Airport Systems	\$12,700,000 <sup>4</sup>	\$115,000 - \$170,000	\$45,000 - \$160,000	\$0
Parks and Recreation	\$400,000	\$13,000 - \$20,000	\$10,000 - \$25,000	\$45,000 - \$110,000
Furniture and Fixtures	\$900,000	\$45,000 - \$65,000	\$45,000 - \$85,000	\$510,000 - \$610,000
Fleet System	\$680,000	\$15,000 - \$25,000	\$5,000 - \$40,000	\$70,000
<b>Total</b>	<b>\$22,600,000</b>	<b>\$280,000 - \$420,000</b>	<b>\$116,000 - \$330,000</b>	<b>\$625,000 - \$800,000</b>

The range of values represent three service life scenarios 1 to 3 with the lower value representing a scenario where SL is increased by 50%) and the larger value representing scenario 1 which uses standard service life information.

These investment level indicators should be used to set long term funding targets and in the meanwhile the community should continue to improve their asset management capacity (further defined in section 7 – recommendations and next steps).

<sup>4</sup> This figure reflects CCRD owned portion of the airport system only.

## 7.0 Recommendations and Next Steps

The CCRD has improved their asset management capacity throughout this project and now has an up to date asset inventory, condition assessment information and asset management plan. By completing this project, the CCRD is demonstrating they are making progress as it relates to asset management and are in alignment with the Asset Management BC framework.

Moving forward, the CCRD will want to consider some of the other components of the BC Framework and identify where they wish to make improvements to their current status. Indications are that this will be needed in 2017 as part of the Community Works Fund requirements.

Based on our current understanding of the CCRD's current Asset Management status some next steps that would be appropriate include in the next 1-3 years;

1. Undertake an Asset Management gap assessment to gain a clearer understanding of the CCRD's current status and gaps that may need to be addressed.
2. Implement a Geographic Information System (GIS) to track assets, asset information and their locations.
3. Develop an Asset Management Policy that sets a clear direction for how infrastructure renewal will be funded and what the role of the various fiscal tools will be (i.e. debt, reserves, taxation, user fees, grants, etc.).
4. Create a Long Term Financial Plan (10+ years) which links the Asset Management Plan with the Policy including any required adjustments to taxation and user fees.
5. Implement a formal Risk Assessment Framework to help prioritize infrastructure renewal projects

RECEIVED

DEC 27 2016

Denny Island Recreation Commission

28 November 2016

Meeting Minutes

Central Coast Regional District

Present: Crystal Anderson, Kathy Sereda, Pauline Imamura

Meeting called to order 5:45

Agenda

Motion to approve agenda

Pauline Imamura Kathy Sereda

Minutes of previous meeting 23 Oct 2016

Motion to approve previous minutes

Kathy Sereda Pauline Imamura

Treasurers Report

Motion to approve Treasures report as presented.

Kathy Sereda Pauline Imamura

Old Business

-Halloween

Halloween was a success, large attendance and spectacular fireworks (still have not received receipt from Steve) Ernie China and Ramona were reimbursed for their purchases from the petty cash and receipts have been submitted to the CCRD and is recorded in the treasures report.

-supplies and equipment

The coffee maker and pump were not purchased and will have to be put off until the new board is in place. Rhonda purchased the sport and fitness equipment we approved at our May 2016 Meeting and is being reimbursed from our budget directly from the CCRD as per Donna.

-recruitment of DIRC 2017

The CCRD will post an invitation for community members to submit their names to be eligible for appointment, at the discretion of the CCRD, to the DIRC. Kathy Sereda has 1 year remaining on her appointment to DIRC and will be given the petty cash and DIRC records.

Board Meeting  
FEB 09 2017  
CORD ITEM (4)

DIRC meeting Minutes / 28 Nov 2016 con't

**New Business**

**-Christmas**

The Central Coast Chamber of Commerce / DIRC Annual Community Christmas Party will be taking place Dec 15<sup>th</sup> 2016 Historically a contribution up to \$500.00 towards the dinner has been adequate.

Motion to approve up to \$500.00 towards the CCCC/DIRC Community Christmas Dinner

Kathy Sereda

Pauline Imamura

DIRC meeting Minutes / 28 Nov 2016 con't

**-Year review**

Considering the late start and circumstances (broken foot etc) the community had an eventful year. DIRC supported the requests and encouraged local participation. All programs and events were well attended and enjoyed. It has been my pleasure to have worked together with this board creating opportunity for our little community to come together. Thanks guys. I hope the next appointed board will meet the expectations of community and the CCRD mandate.

**Adjournment**

*Motion to adjourn: 7:10*

Pauline Imamura

Kathy Sereda

**Denny Island Recreation Commission**

**Treasurers Report 28 Nov 16**

<b>Halloween expenses</b>	<b>Michaels</b>	<b>23.43</b>
	<b>Dollorama</b>	<b>60.76</b>
	<b>Costco</b>	<b>123.80</b>
	<b>Fireworks</b>	<b><u>(500.00)</u> (have not received receipt)</b>
		<b>707.99</b>
<b>Sports and fitness equipment</b>		
	<b>Marchants</b>	<b>235.10 (disbursement direct to Rhonda Orobko)</b>
<b>Disbursements</b>	<b>Petty Cash</b>	
	<b>Ramona</b>	<b>84.19 (Dollorama+Michaels)</b>
	<b>Ernie</b>	<b><u>123.80</u> (Costco)</b>
	<b>Total</b>	<b>207.99</b>
<b>Petty Cash</b>		
	<b>Balance @ July 1 2016</b>	
		<b>111.28 cash</b>
		<b><u>188.72 chq</u></b>
		<b>300.00 petty cash</b>
<b>Petty Cash Disbursements</b>		<b><u>207.99</u></b>
<b>Total cash on hand</b>		<b>92.01</b>

CENTRAL COAST REGIONAL DISTRICT

BYLAW NO. 470

Being a bylaw to establish the Central Coast Regional District Denny Island Airport Operations and Management Commission.

WHEREAS pursuant to establishing Bylaw No. 188, 1992, the Central Coast Regional District is empowered to operate a community airport and facilities on Denny Island in Electoral Area A;

AND WHEREAS the Board of Directors of the Central Coast Regional District deem it necessary to establish an advisory commission to assist in the operation of the airport and facilities;

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

THAT

- 1. The Denny Island Airport Operations and Management Commission ('the Commission') is hereby established.
- 2. The Commission shall consist of six members as follows:  
  - Seven (7) interested members-at-large
  - All members are appointed by the Board for a term of one year. Each member is eligible for reappointment at the expiry of his or her term.
  - Four (4) members shall constitute a quorum.
- 3. Meetings will be called as deemed necessary by four (4) members of the Commission or by the Commission Chair. In any case, the Commission shall meet no less than three (3) times per year.
- 4. A Chairperson shall be elected by the Commission at the first regular meeting in each year.
- 5. The Commission may arrange for secretarial services at the first regular meeting and may set the duties of the secretary such as; recording of the minutes, preparation and filing of all correspondence as directed by the Commission. Minutes shall be recorded for each meeting and forwarded to the Central Coast Regional District.
- 6. Areas of responsibility of the Commission shall be, but are not necessarily limited to the following:  
  - Review and make recommendations regarding leases, budgeting, grant applications, airport improvements, airport revenues, marketing, airport development planning, rates and charges; and will include other matters as requested by the Central Coast Regional District from time to time, all of which shall be submitted to the Regional District for consideration and possible approval.
- 7. The powers delegated to the Commission shall not extend to or include any of the powers of the Regional District Board which are exercised by bylaw only.

Board Meeting  
 FEB 09 2017  
 COORD ITEM E(a)

- 8. The Commission shall, before the 30<sup>th</sup> day of October in each year, cause to be prepared and submitted to the Regional District, a detailed budget outlining its anticipated receipts and expenditures during the next calendar year.
- 9. Bylaws No. 228 and 298 are hereby repealed.
- 10. This bylaw may be cited as the "Central Coast Regional District Denny Island Airport Operations and Management Commission Bylaw No. 470, 2017".

**READ A FIRST TIME** this  
**READ A SECOND TIME** this  
**READ A THIRD TIME** this  
**RECONSIDERED AND FINALLY ADOPTED** this

7<sup>th</sup> day of December, 2016  
7<sup>th</sup> day of December, 2016  
7<sup>th</sup> day of December, 2016  
9<sup>th</sup> day of February, 2017

\_\_\_\_\_  
**CHAIR**

\_\_\_\_\_  
**CHIEF ADMINISTRATIVE OFFICER**



**CENTRAL COAST REGIONAL DISTRICT**

**BYLAW NO. 471**

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A bylaw to establish the rates and charges for the operation and management of the Denny Island Airport and to repeal Bylaw No. 443.

---

WHEREAS a community airport and facility has been established within electoral area A and an Airport Operation and Facilities Extended Service Area has been established by the "Central Coast Regional District Airport Operation and Facilities for Electoral Area 'A' Bylaw No. 188, 1992";

AND WHEREAS pursuant to Section 379(1) & 397 of the Local Government Act the board may impose fees and charges in respect of the operation and management of the Denny Island Airport;

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

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

1. DEFINITIONS

Airport: Refers to the Denny Island Airport, located on Denny Island at the head of Kликтsoatli Harbour, and includes a runway, parking area and other things associated with airport facilities.

2. All users of the airport and facilities shall be subject to the rates and charges prescribed in Schedule 'A' attached hereto and forming part of this bylaw.

3. RATES AND CHARGES

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

Rates and charges will be reviewed annually by the Denny Island Airport Commission and may be subject to an adjustment based on a recommendation from the commission to the Central Coast Regional District board of directors.

4. The Denny Island Airport Commission may recommend an adjustment to any rate or charge fixed in Schedule 'A'.

5. This bylaw may be cited as "Denny Island Airport Rates and Charges Bylaw No. 471, 2017".

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CORD ITEM EB

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6. The “Denny Island Airport Rates and Charges Bylaw No. 443, 2015” is hereby repealed.

READ A FIRST TIME THIS	7 <sup>th</sup>	day of	December	, 2016.
READ A SECOND TIME THIS	7 <sup>th</sup>	day of	December	, 2016.
READ A THIRD TIME THIS	7 <sup>th</sup>	day of	December	, 2016.
ADOPTED THIS	9th	day of	February	, 2017.

\_\_\_\_\_  
Chair

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

I hereby certify that the above is a true and correct copy of Bylaw No. 471 cited as “Denny Island Airport Rates and Charges Bylaw No. 471, 2017”.

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

**CENTRAL COAST REGIONAL DISTRICT**

**BYLAW NO. 471**

**SCHEDULE 'A'**

**DENNY ISLAND AIRPORT RATES AND CHARGES**

**1. Landing Fee**

This fee, which applies to commercial, non-scheduled aircraft only, landing at the Denny Island Airport, is based on a fee of \$100.00 per landing or \$2100.00 annual fee for large aircraft landings and \$25.00 per landing or \$500.00 annual fee for *mid-size* aircraft landings, or a set fee as determined and recommended by the Denny Island Airport Commission. *No fee will be charged for small aircraft landings.* Remittance of this payment is due annually or following the end of each month or, when applicable, following the end of an operator's seasonal activity.

Commercial operations status shall be determined by the Denny Island Airport Commission.

**CENTRAL COAST REGIONAL DISTRICT**

**BYLAW NO. 472**

A bylaw to provide for the borrowing of such sums of money as may be requisite to meet the 2017 current lawful expenditures of the Regional District.

**WHEREAS** the Board of the Central Coast Regional District is empowered by Section 404 of the *Local Government Act* to provide by bylaw for the borrowing of money that may be necessary to meet its current lawful expenditures before its revenue, from all sources, to pay for those expenditures has been received.

**AND WHEREAS** to meet the 2017 current lawful expenditure of the Regional District it is deemed expedient that the Board borrow an aggregate sum of \$500,000;

**NOW THEREFORE** the Regional Board of the Central Coast Regional District, in an open meeting assembled, enacts as follows:

1. It shall be lawful for the Regional Board to borrow upon the credit of the Regional District from a chartered bank, credit union, or Municipal Finance Authority the sum of FIVE HUNDRED THOUSAND DOLLARS (\$500,000), in such amounts as may be required and at the prevailing interest thereon;
2. Pursuant to Section 404(2) of the *Local Government Act*, all monies so borrowed and interest payable thereon shall be repaid when the anticipated revenue with respect to the annual tax requisition is received from the province;
3. The form of the obligation or obligations to be given as an acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chairperson and the Chief Administrative Officer of the Regional District;
4. There is hereby set aside as security for the liability hereby authorized to be incurred, being that part of the tax requisition from member electoral areas for the year 2017 deemed by the Regional District expedient to be so set aside;
5. This bylaw may be cited as "Revenue Anticipation Borrowing Bylaw No. 472, 2017".

READ A FIRST, SECOND AND THIRD TIME this 9th day of February, 2017.

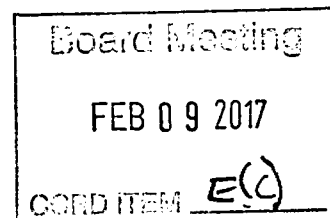
RECONSIDERED AND ADOPTED this 9th day of February, 2017.

\_\_\_\_\_  
Chairperson

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

I hereby certify this to be a true and correct copy of Bylaw No. 472, 2017, cited as the "Revenue Anticipation Borrowing Bylaw No. 472, 2017", as adopted.

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





**CENTRAL COAST REGIONAL DISTRICT**

**DATE:** February 2, 2016

**TO:** Darla Blake, CAO

**CC:** Chair Alison Sayers and Board members

**FROM:** Tanis Shedden, Community Economic Development Officer

**SUBJECT:** Risk Management Policy

---

The Risk Management Policy was developed to aid in creating an overarching CCRD administrative process to assessing risk.

Due to the complexity of risk management, business continuity, and disaster management. The CCRD is working to break down each of these responsibilities to incrementally work towards manageable operational and administrative policies, procedures, and plans.

This Risk Management Policy defines risk, identifies administrative components, establishes objectives, and directs evaluation. These aspects will then be used to create a standard that will inform asset management, business continuity, information technology, and financial plans.

Respectfully submitted

Tanis Shedden  
Community Economic Development Officer

Board Meeting
FEB 09 2017
CCRD ITEM <u>E(d)</u>

## **A-36 – Risk Management Policy**

### **Preamble:**

The Central Coast Regional District defines risk as the chance or possibility of loss, damage, injury or failure to achieve objectives caused by an unwanted or uncertain action or event. Risk management is a planned and systematic approach to the identification, evaluation and control of those risks which can threaten the assets or financial and organisational wellbeing of the Central Coast Regional District.

The Central Coast Regional District recognizes its responsibility to manage risks effectively in order to control its assets and liabilities, protect its employees and communities against potential losses, minimise uncertainty in achieving its goals and objectives and maximise the opportunities to achieve its vision.

The Central Coast Regional District is aware that some risks can never be eliminated fully, this policy will identify the mitigation and implementation tools that are and will be developed to ensure all reasonable actions are taken.

### **Scope:**

This policy has been developed to address the Central Coast Regional District regular operations. Emergency Management plans and services are beyond the scope of this policy. Emergency Management is covered separately and specifically in CCRD Emergency Management Plans and Policies.

### **Policy:**

#### **1. OVERVIEW**

Risk management efforts of the Central Coast Regional District will be divided into four categories that account for potential risks that may be realized by the district during its regular operations.

- 1. Financial**
- 2. Asset Management**
- 3. Information Technology**
- 4. Business Continuity**

#### **2. OBJECTIVES**

The objectives of the Risk Management policy is to:

- Raise awareness of the need for risk management;
- Inform policy and decision making by identifying risks, their likely impact, mitigation and recovery strategies;
- Track and address identified risk management concerns.

These objectives will be achieved in each of the four categories by:

- Establishing clear roles, responsibilities and reporting lines within the Central Coast Regional District;
- Monitoring established plans on an ongoing basis;

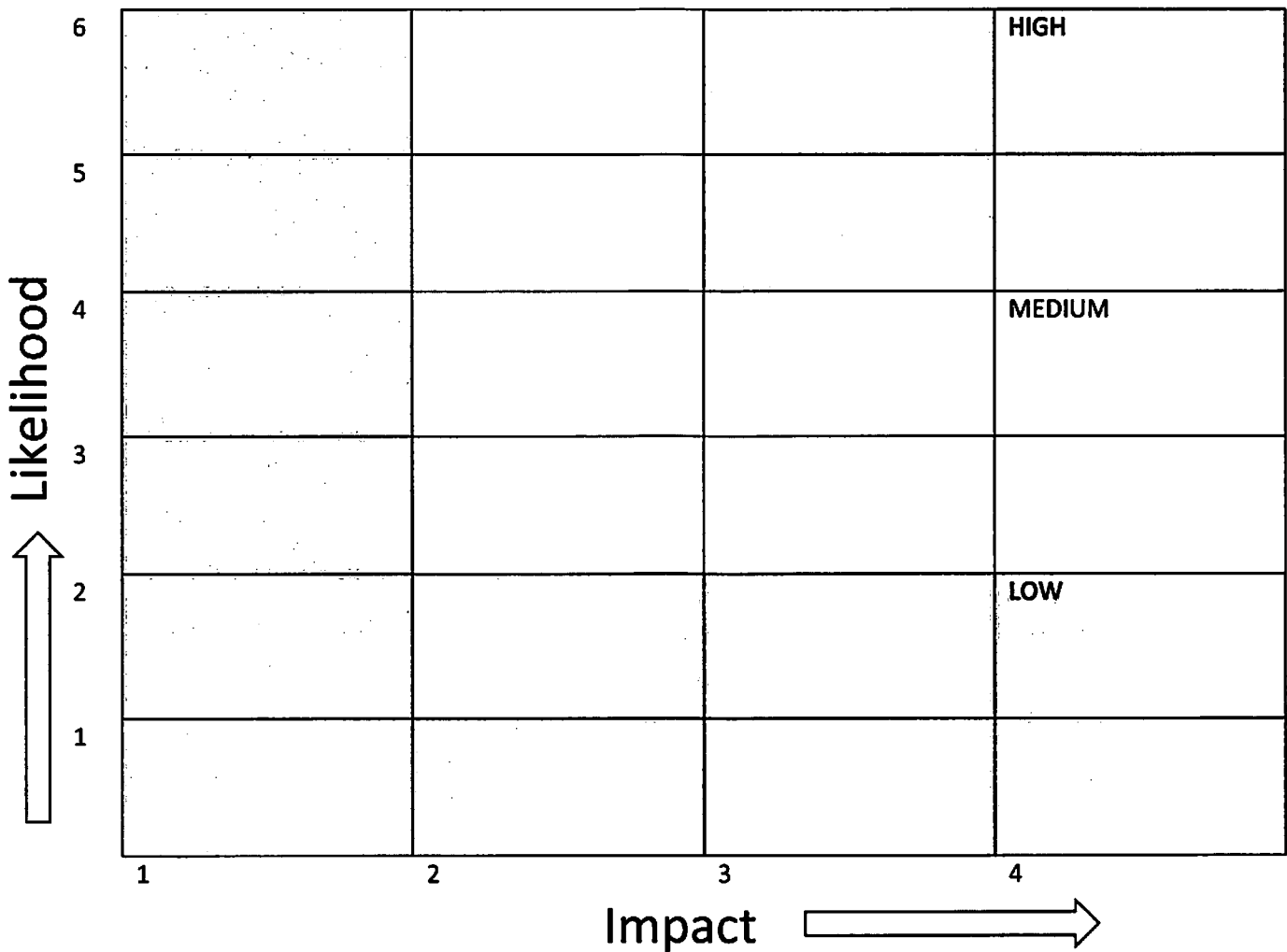
- Developing a risk matrix to identify risks;
- Continually improving on in-house risk management expertise.

**3. IDENTIFYING, MEASURING, REPORTING RISK**

The following risk profile will be used by CCRD administration to assess the risk level of administrative and executive actions and decisions.

**Likelihood:** Is the frequency or probability that an identified risk will occur

**Impact:** Is the degree to which the risk will create negative consequences



For actions that require a decision of the Board of Directors, the findings of the risk assessment will be incorporated in administrative reports to the board of directors under a "Risk Management" heading and will address:

- whether the risk or potential risks have been evaluated;
- the findings of the assessments (High, Medium, or Low);
- plans, controls and/or mitigation steps that exist or will be implemented/taken to minimize the risk to the Central Coast Regional District.

- In this reporting component reference may be given to existing CCRD Plans or Policies that address the identified risk and its controls or the following 5 categories of controls.
  1. **Avoidance** – Can a risky activity be avoided/cancelled?
  2. **Prevention or modification** – Can an activity be modified to reduce the risk of loss?
  3. **Mitigation** – What can be done to reduce the risk of loss?
  4. **Retention** – Accept the risk; establish deductibles accordingly, or chose not to insure and accept full responsibility.
  5. **Transfer (Sharing)** – Transfer or share the risk with a third party.



**Schedule A –  
CCRD plans and policies that address identified risk management concerns.**

**1. Financial**

<b>Policy/Plan</b>	<b>Completed/Adopted</b>	<b>Update</b>	<b>Next Review</b>
5 year Financial Plan	March 2016	Annually	March 2017
Financial Audit	February 2016	Annually	February 2017

**2. Asset Management**

<b>Policy/Plan</b>	<b>Completed/Adopted</b>	<b>Update</b>	<b>Next Review</b>
Asset Condition Assessment	December 2016	N/A	Not Scheduled
Asset Gap Analysis	2017	In Progress	Not Scheduled
Asset Management and Risk Assessment Framework	2017	In Progress	Not Scheduled
Airport Masterplan	December 2016	N/A	Not Scheduled
Solid Waste Management Plan	2017	In Progress	Not Scheduled

**3. Information Technology**

<b>Policy/Plan</b>	<b>Completed/Adopted</b>	<b>Update</b>	<b>Next Review</b>
Policy A-27 Disaster Recovery Plan	October 2013	N/A	October 2017
Policy A-30 Social Media Policy	June 2014	N/A	2017
Policy A-34 – Retention and Destruction of Audio Recordings	April 2016	N/A	2019

**4. Business Continuity**

<b>Policy/Plan</b>	<b>Completed/Adopted</b>	<b>Update</b>	<b>Next Review</b>
Business Continuity Plan	2017	In Progress	N/A

Adopted:



**CENTRAL COAST REGIONAL DISTRICT**

**DATE:** February 2, 2017  
**TO:** Chair Alison Sayers and Board of Directors  
**FROM:** Donna Mikkelson, CFO  
**SUBJECT:** Policy F-3 Signatories

---

**RECOMMENDATION:**

**THAT Darla Blake, CAO be removed from the list of signatories at the regional district's financial institution.**

---

Attached is the current Policy F-3 Signatories.

Respectfully Submitted,

Donna Mikkelson, CFO

RECEIVED  
FEB 09 2017  
CORD ITEM EC

CENTRAL COAST REGIONAL DISTRICT  
POLICIES

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**F-3 - Signatories**

**Preamble:** It is appropriate for the regional district to establish and designate signatories for payments issued from the accounts of the Central Coast Regional District.

**Policy:** It is the policy of the Central Coast Regional District that designated signatories for payment issuing purposes shall be TWO of the following: electoral area directors, Chief Administrative Officer, Chief Financial Officer, Transportation & Land Use Coordinator. For clarity, alternate directors are not designated signatories, even when acting on behalf of the electoral area director.

Further, it is policy that designated signatories are limited to signing only where a real or perceived conflict does not exist. For the purposes of this policy, a real or perceived conflict includes a relationship with the payee as follows: a person, partnership, proprietorship or shareholder in an organization, who is a relative (child, spouse, parent, sibling, or grandparent). A real or perceived conflict also exists when payments are issued to the signatory, or to a payee of which the signatory is a partner, proprietor or shareholder.

**Date:** September 14, 1993  
**Reviewed:** March 3, 2004  
**Amended:** October 13, 2011  
**Amended:** April 10, 2014  
**Amended:** June 11, 2015



**The Coast Sustainability Trust II**

Eric van Soeren, Trustee

730 Walker's Hook Road  
Salt Spring Island, B.C. V8K 1N5

Phone: 250-537-1533

Cell: 250-526-0533

Fax: 250-537-1534

Email: [eric@vansoeren.net](mailto:eric@vansoeren.net)

[www.coastsustainabilitytrust.com](http://www.coastsustainabilitytrust.com)

January 15, 2017

Frank Johnson, Director  
Central Coast Regional District  
PO Box 52  
Denny Island, BC  
V0T 1B0

**RECEIVED**

JAN 23 2017

Central Coast Regional District

Dear Cathi McCullagh,

**Re: The Coast Sustainability Trust II (CST II) – 2016 Fourth Quarter Report**

Enclosed for your information is a copy of the CST II - 2016 Fourth Quarter Report.

Thank you for your continued support and involvement in the CST II. Please feel free to contact me if you would like to discuss anything in the report or the CST II in general.

Yours truly,

Eric van Soeren  
Trustee

encl.

Board Meeting  
FEB 09 2017  
CCRD ITEM F(a)

# The Coast Sustainability Trust II

## Report of the Trustee as of December 31, 2016

### General

The Province of British Columbia created the Coast Sustainability Trust (CST) in 2002 to mitigate the negative effects on workers, contractors and communities, including First Nations of:

1. provincial government land use decisions related to the Land and Resource Management Plan process; and
2. the implementation of Ecosystem Based Management (EBM)

in the Central Coast, North Coast, Haida Gwaii, Comox Strathcona Regional District and the Regional District of Mount Waddington. In December 2007 the CST was rolled over into the CST II.

### CST II Account Balances and Distributions

As of December 31, 2016 the CST II balances and distributions were as follows:

#### Account Balances

Community Matching Fund Account	\$1,047,632
EBM Adaptive Management Account	\$584,552
EBM Matching Fund Account	\$738,281
Landscape Reserve Planning Account	\$16,286
<b>Total available funds</b>	<b><u>\$2,386,751</u></b>

#### Distributions to beneficiaries to date

Forest Worker Severance	LRMP process	\$2,933,857
	EBM	\$2,155,976
Contractor Mitigation	LRMP process	\$10,749,764
	EBM	\$2,983,342
Community Matching Funds		\$19,437,083
EBM Adaptive Management Sub-trust		\$129,234
EBM Land Use Planning Sub-trust		\$209,068
ESAMDAP Sub-trust		\$132,486
EBM Training		\$613,648
EBMWG Sub-trust		\$1,633,855
Landscape Reserve Planning Sub-trust		\$735,000
<b>Total Distributions to beneficiaries</b>		<b><u>\$41,713,313</u></b>

**Total available funds plus distributions** **\$44,100,064**

In addition to the original \$35,000,000 given to the CST, five other sub-trusts of the CST and CST II were funded by the province. These five sub-trusts combined have received a total of \$3,373,320 from the Province of BC. Further, during 2011 the BC Forestry Revitalization Trust advanced \$2,767,714 to

the CST to help fund the mitigation of workers and contractors in Haida Gwaii that were negatively impacted by the implementation of EBM. Income to date from investments of the CST has also exceeded total administration expenses by over \$2.9 million so there was no need to use any of the capital of the CST to fund its administration. This allows approximately \$4.0 million more than originally planned to go to beneficiaries.

**Community Matching Fund Account**

When the CST Community Matching Fund started operations, the Advisory Board agreed that decisions related to specific initiatives in the communities should be made at the local level as opposed to by the broader Advisory Board. Five Regional Steering Committees (RSCs) were formed. They were the Central Coast, Comox Strathcona, Mount Waddington, the North Coast, and Haida Gwaii.

In the case of Comox Strathcona, Haida Gwaii and Mount Waddington, all the available funds have now been allocated to a variety of projects and substantially all of the funds have been or are about to be disbursed, so those RSCs have been disbanded.

In the case of the North Coast, all the available funds have also been allocated to a variety of projects, but some of those projects have not been completed. There is still a chance that the commitment for some of those funds will be withdrawn, and the funds made available for other projects.

Significant progress has been made to date with in the Central Coast RSC, but there are still some unallocated funds.

**Leverage of CST Community Matching Funds**

Each of the five RSCs were allocated \$4,100,000 to use towards developing Regional Economic Development Strategies and to support individual initiatives that fit those strategies. As of December 31, 2016, funding has been and remains approved for a total of 266 projects. An additional 35 projects were approved but were subsequently abandoned by the applicant for a variety of reasons and did not receive CST funding. The main reason for applicants abandoning their projects was an inability to source sufficient matching funds or other forms of financing.

The total commitment from the CST is \$19,769,413, for projects worth a total of \$181,003,362. On average a total of \$9.16 goes into approved projects for each \$1.00 of CST funds committed.

**Status of Community Matching Fund funding requests**

The table on the following page shows the total value of the requests for assistance, and the progress in approving funding for each of the RSCs. As of December 31, 2016, Funding Agreements have been negotiated with proponents of all of the recently approved projects.

**Types of Projects Approved for Community Matching Fund Assistance**

Regional Steering Committee	Total Project Size	Amount Requested of CST	Rejected by CST or abandoned by applicant	Amount still under consideration by CST	Number of Approved Projects	Amount approved by CST	Amount disbursed by CST
Central Coast	\$27,636,742	\$7,066,220	\$3,196,640	\$500,000	63	\$3,369,580	\$3,342,080
Comox Strathcona	\$59,593,292	\$14,249,419	\$10,149,585	\$0	47	\$4,099,833	\$4,099,833
Mount Waddington	\$114,245,547	\$10,620,075	\$6,520,075	\$0	56	\$4,100,000	\$4,078,171
North Coast	\$74,734,810	\$10,470,565	\$5,795,566	\$475,000	42	\$4,100,000	\$3,817,000
QCI Haida Gwaii	\$60,832,006	\$8,258,769	\$4,158,769	\$0	57	\$4,100,000	\$4,100,000
<b>Total:</b>	<b>\$537,042,397</b>	<b>\$50,665,047</b>	<b>\$29,820,634</b>	<b>\$975,000</b>	<b>265</b>	<b>\$19,769,413</b>	<b>\$19,437,083</b>

In order to stimulate economic activity, each RSC considers and approves projects that fit into the strategic priorities of their area or, if no formal strategic priorities have been developed, projects that clearly fall into the range of initiatives that likely would be included. The types of projects vary to some extent by the chosen strategic direction of each RSC. Following is a table that shows the type of projects approved for CST funding support:

**Types of projects approved for CST Funding**

Regional Steering Committee	Total Project Size	Amount approved by CST	Nature of Approved Project					
			Agriculture & NTFPs	Aquaculture & processing	Forestry	Infra-structure	Planning	Tourism
Central Coast	\$16,582,607	\$3,369,580	\$87,501	\$757,090	\$130,854	\$1,042,144	\$598,146	\$753,845
Comox Strathcona	\$32,987,254	\$4,099,833	\$12,500	\$1,137,000	\$0	\$824,000	\$190,500	\$1,935,833
Mount Waddington	\$41,567,183	\$4,100,000	\$91,400	\$292,111	\$15,000	\$1,652,856	\$39,500	\$2,009,133
North Coast	\$42,383,360	\$4,100,000	\$36,667	\$980,120	\$50,000	\$1,038,856	\$38,640	\$1,955,717
QCI Haida Gwaii	\$47,482,958	\$4,100,000	\$200,549	\$274,060	\$162,398	\$1,836,754	\$165,232	\$1,461,007

**Total:**                      \$181,309,052    \$19,869,413    \$428,617    \$3,440,381    \$358,252    \$6,394,610    \$1,132,018    \$8,115,535

**Percent of Approved Amounts**

2.2%                      17.4%                      1.8%                      32.3%                      5.2%                      41.1%

In the Mount Waddington and Comox Strathcona Regional Districts and on the North Coast the highest concentration of project approvals related to the enhancement of tourism opportunities, with an emphasis on eco and cultural tourism. Examples are support for the BC Ocean Boating Tourism Association, the construction or renovation of First Nations Big Houses and carving sheds, construction of First Nations owned tourist accommodation in Haida Gwaii, Kitimaat and Klemtu, support for

tourism associations on the Central Coast, Northern Vancouver Island and Haida Gwaii, production of an Art Route brochure in Haida Gwaii, assistance to the Haida in the construction of a cultural center and a totem pole carving project, assistance to the Kwakiutl First Nation of a resort upgrade, assistance to the Bella Coola Valley Museum to help make it an even better attraction, funding for self directed walking tours in Campbell River and the Comox Valley, a mountain Sports Centre and an outdoor wilderness centre at Mount Washington, bear watching operations in Phillips Arm for the Kwiakah First Nation and in the Orford River Estuary for the Homalco First Nation, and the promotion of movie film sites in northern Vancouver Island. In aggregate, 41.1% of CST funding has gone to assist tourism related projects.

Infrastructure improvements are another primary focus, and the biggest one in the Central Coast and Haida Gwaii. Some are aimed at enhancing tourism, such as adding an interpretive garden, salt water aquarium and movable webcams to the Visitor Information Centre in the Village of Queen Charlotte, creating or improving destination hiking or mountain biking trails, establishing a waterfront trail in Prince Rupert, renovation of an RV park in the Village of Queen Charlotte, construction of RV and campground facilities and an all season all weather boat ramp in Campbell River, improving the dock at Holberg and upgrading the seaplane ramp in Seal Cove, Prince Rupert and improving cruise ship terminals, docks, harbours and marinas. Other projects enhance industrial or commercial opportunities, such as an improved and expanded recycling transfer station in Prince Rupert, an industrial park in Port Alice, building a new town square in the Village of Queen Charlotte, or assistance in creating an Economic Development Zone on Quinsam Indian Reserve 12 in Campbell River. The Central Coast RSC voted to contribute \$35,000 to a Central Coast Business Enterprise and Visitor Centre, \$302,500 towards a project that provides Broadband Internet to the communities on the Central Coast, and \$400,000 to help the Oweekeno acquire road building and maintenance equipment and barge facilities that would have been lost to them on the withdrawal of Western Forest Products from their area. Funding was also approved to assist in the installation of Broadband Internet in seven Northern Vancouver Island communities. In aggregate, 32.3 % of CST funding has gone to assist infrastructure related projects.

A third focus is shellfish aquaculture and both shellfish and fin fish processing. The Comox Strathcona and Mount Waddington RSCs jointly elected to help fund a Shellfish Industry Investment Attraction Initiative promoted by the Vancouver Island Economic Developers Association (VIEDA). This was expanded to assist in attracting investment for shellfish processing. Support was given to the BC Shellfish Growers Association to help it with a business and market development initiative. The Homalco First Nation received a grant to assist in developing a scallop farming venture. The Central Coast, North Coast and Queen Charlotte Islands - Haida Gwaii RSCs agreed to support a combined North Coast – Skeena First Nations Stewardship Society and Turning Points Initiative Society application for assistance in developing a coast wide shellfish aquaculture initiative. The Central Coast RSC has also provided support to the Heiltsuk Nation Shellfish Co-operative, the Kitsoo Wild Fisheries Operation and the Bella Coola Harbour Authority Ice Plant. The North Coast RSC has provided funding to assist in performing Biotoxin studies. On Haida Gwaii, the Skidegate and the Old Massett Haida have received funding to help in training shellfish farm workers at two pre-commercial pilot projects. The Comox Strathcona RSC has also agreed to help the Komox First Nation in its plans to build a new shellfish processing facility. In aggregate, 17.4% of CST funding has gone to assist aquaculture and processing related projects.

To date, CST funding has been fairly evenly split, with 51.6 % of funding going to First Nations sponsored initiatives, and 48.4 % going to civic community sponsored initiatives. In fact, a significant number of initiatives related to shellfish aquaculture, tourism, planning and broadband internet installations were joint initiatives between First Nations and civic communities.



### Employment Impact of CST Funding

Following is a table which displays the employment impact of CST funding. The numbers are based on a combination of information submitted in the original applications, quarterly reporting as the project proceeded, and results of a survey taken of recipients of CST funding after the projects were completed. Numbers shown are actual employment or contract positions and have not been reduced to full time equivalents. Spin off jobs were not included as, especially in the case of tourism, the provision of high speed internet and long range planning, they are very difficult to estimate.

Regional Steering Committee	Full time Jobs while Project Active	Part time Jobs while Project Active	Full time Jobs when Project Completed	Part time Jobs when Project Completed
<b>Central Coast</b>	41	136	268	266
<b>Comox Strathcona</b>	84	249	202	209
<b>Mount Waddington</b>	86	268	180	222
<b>North Coast</b>	153	151	181	93
<b>Haida Gwaii</b>	217	259	100	119
<b>Total:</b>	<b>581</b>	<b>1,063</b>	<b>931</b>	<b>909</b>

### Ecosystem Based Management Matching Fund Account

The purpose of the EBM Matching fund is to help mitigate the negative impacts of the implementation of Ecosystem Based Management on forest workers, contractors and both civic and First Nations Communities in the CST operating area.

Eleven replaceable contractors and 35 employees that were identified as having been negatively impacted by the implementation of EBM on Haida Gwaii have received the mitigation for which they were eligible, with total mitigation paid out of \$5,139,318.

In addition, the CST II Advisory Board agreed that up to \$200,000 per RSC could be used to match with industry, First Nations and/or civic communities to provide training for people that want to enter the harvesting side of the forest industry. To date twenty training initiatives worth \$774,557 have been approved. Of those, approvals worth \$168,348 were abandoned, resulting in net approvals of \$616,110. Funding of \$613,648 has been disbursed. The Trustee continues to have discussions with several other contractors, First Nations and licensees that plan to develop training programs specific to the needs of their operations, and the employees they have or intend to hire.

### EBM Adaptive Management sub-trust

The goal of the EBM Adaptive Management sub trust is to invest in the Central Coast, North Coast and Haida Gwaii plan areas by:

1. funding the successful implementation and management of an Adaptive Management program that supports the goals of Ecosystem Based Management,
2. funding projects in an Annual Work Plan approved by the Joint Land and Resource Forum, and
3. investing in and supporting Adaptive Management, Ecosystem Based Management, and other specific uses as directed by the donor.

To date, five contracts totaling \$139,449 have been signed related to Ecosystem Based Management Adaptive Management on the North and Central Coast. All of those projects have been completed, and three came in under budget. Disbursements of \$129,234 have been made. The balance of the funds allocated to the EBM Adaptive Management sub-trust remains available for future projects.

### **Landscape Reserve Planning sub-trust**

The Landscape Reserve Planning (LRP) sub-trust was established in 2009 to support the First Nations represented by the Nanwakolus Council, the Coastal First Nations, and the Tsimshian Stewardship Committee in Landscape Reserve Planning. To date disbursements of \$735,000 have been made to those groups out of this fund.

### **Looking Ahead**

During the first quarter of 2017, I expect the following activity in CST II:

- Funding requests will continue to be received and evaluated by the one RSC that still has uncommitted funds.
- One of the previously approved projects in another RSC may not proceed, in which case new applications may be considered for funding
- Funding Agreements for Community Matching Fund projects will continue to be signed and further disbursements will be made.
- The EBM Adaptive Management sub-trust will enter into more contracts.
- More forest worker training programs will be developed by industry and First Nations and be funded by the CST.

Eric van Soeren

Trustee



# Regional District of Mount Waddington

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File No.: 6762.01

Sent by email

January 13, 2017

# COPY

Ana Santos, President  
Central Coast Chamber of Commerce  
Denny Island Community Development Association  
PO Box 40  
Denny Island, BC V0T 1B0

Dear Ms. Santos:

**RE: JOINING THE REGIONAL DISTRICT OF MOUNT WADDINGTON**

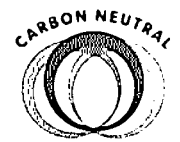
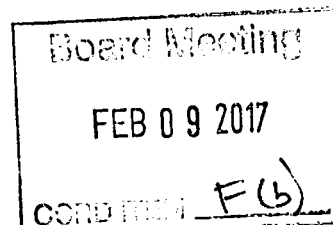
Director Rushton forwarded me your e-mail so that I could respond in my new capacity as Chair of the Board. At their December meeting, the Board considered your request to explore the option of joining the Regional District of Mount Waddington. It was agreed that it would be preferable for you to approach the Central Coast Regional District to ensure that they are supportive of any such initiative. The Board welcomes closer ties with the Central Coast and are willing to work together cooperatively with the Central Coast Regional District to address issues of mutual concern.

If you are on the North Island, I'd be pleased to meet with you to informally discuss any opportunities for improved connections between our communities, such as improved marine transportation linkages. Thank you for your interest in the Regional District of Mount Waddington.

Yours Sincerely,

Andrew Hory  
RDMW Chair

cc. Central Coast Regional District, CAO



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