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NOV 29 2016

Central Coast Regional District

November 24, 2016

Alison Sayers  
Chair, Central Coast Regional District  
626 Cliff St., Box 186  
Bella Coola, B.C.  
V0T 1C0

Dear Alison,

**Re: Invitation to the Central Coast Regional District to participate on MaPP Regional and Central Coast Marine Plan Implementation Advisory Committees**

The Marine Plan Partnership (MaPP) is a collaborative process for implementing marine plans for the coastal and marine areas of four sub-regions in British Columbia: Haida Gwaii, the North Coast, the Central Coast, and North Vancouver Island. MaPP is a government-to-government partnership between the Province of British Columbia and 17 First Nations represented by the Coastal First Nations-Great Bear Initiative (CFN-GBI), the North Coast-Skeena First Nations Stewardship Society (NCSFNSS), Central Coast Indigenous Resource Alliance (CCIRA), Council of Haida Nation (CHN), and the Nanwakolas Council (collectively the 'MaPP Partners').

The four MaPP sub-regional marine plans were approved in 2015, and provide recommendations for key areas of marine management. The plans inform decisions regarding the sustainable economic development and stewardship of the coastal and marine environments of the North Pacific Coast. During the collaborative planning phase, marine stakeholders and local government representatives, including a representative from the Central Coast Regional District (CCRD), provided valuable input and advice to the process via advisory committees at the regional and sub-regional scales. Further information about the planning phase of the MaPP initiative may be found on the website at: <http://www.mappocean.org/>

With the completion of the four sub-regional marine plans and the Regional Action Framework (RAF), the MaPP partners have turned their full attention to implementation.

This letter is a formal request to the CCRD Board of Directors to nominate an individual who is willing to represent you on the Regional and Central Coast advisory committees being established to support MaPP implementation. We also request nomination of an alternate for your representative when he/she is unable to participate in meetings.

Continued engagement by the CCRD is considered invaluable for MaPP implementation activities, especially given the links between MaPP implementation actions and the economic development and

Board Meeting  
DEC 07 2016  
CCRD ITEM C(9)

advocacy mandates of the CCRD. Many implementation strategies aim to improve health and well-being for constituents of the CCRD.

The Central Coast Marine Plan includes the following implementation priorities that relate most closely to the CCRD mandate of economic development:

- **Economy and Communities.** Sub-regional work is planned to review infrastructure requirements for marine economic development opportunities and address priority gaps in cooperation with relevant First Nations and Crown agencies, industry and stakeholders.
- **Climate Change Adaptation and Mitigation.** Regional (RAF) and sub-regional work is planned to explore the impacts and potential risk mitigation activities associated with storms, sea level rise and increased rainstorms on coastal communities, their infrastructure, and livelihoods. Preparing for these impacts over the next few decades will avoid costly interventions and repair of damages in the future.
- **Tourism and Recreation.** Sub-regional work is planned to conduct tourism and recreation feasibility assessments to evaluate opportunities for growth of this sector and identify strategies to mitigate factors that limit development. Additional work includes development of a strategic coastal and marine tourism plan for the Central Coast that improves capacity building, product development and marketing initiatives.
- **Marine Fisheries Economy.** Sub-regional work is planned to increase restoration for fish populations and habitat enhancements, reduce ecological and cultural impacts from sport fishing lodges/untenured vessels, and increase opportunities in seafood processing and other value-added activities. Work is planned to increase the financial viability of shellfish and marine plant aquaculture by, for example, offering skills development and training to enable local residents to be employable in the sector.

The RAF includes the following actions that relate most closely to the CCRD mandate of economic development:

- **Regional Economy and Infrastructure:**
  - Confirming specific gaps in regional and coastal community marine infrastructure and services and initiating actions to address them;
  - Enhancing regional collaboration and improving local economic benefits related to shellfish aquaculture and fisheries; and

- o Enhancing collaboration between the sub-regions to attract and better integrate new and emerging industries that are consistent with provincial government and First Nations economic priorities.

Overall, sub-regional implementation strategies and regional implementation actions in these work areas focus on improving the financial viability of activities and emerging sectors, and encouraging local economic development and participation in the workforce. We believe there are many opportunities for synergies, information sharing and collaboration in these areas of work with the mutual goal of improving economic opportunities and well-being.

In addition to the work areas outlined above, other regional and sub-regional work with obvious opportunities to collaborate include:

- EBM Indicators and Monitoring: The MaPP region is developing an EBM indicator monitoring program and monitoring on the Central Coast has started this season. For example, human well-being indicators such as regional wealth, participation in the workforce and local seafood harvesting are under development. The data collected through MaPP’s EBM monitoring efforts may provide valuable information for the CCRD.
- Marine Pollution and Emergency Management: MaPP sub-regional marine plans and the RAF have a number of action items related to marine pollution and marine incident management including spill response. CCRD involvement will build capacity and help ensure that effective geographic response plans and strategies are developed.
- All spatial recommendations in the Central Coast Marine Plan provide policy guidance intended to inform B.C. and First Nations decision making on uses and activities in the area. The appropriate policy and legal instruments for achieving PMZ and SMZ objectives will be determined during the implementation phase. In addition management direction for marine protection is intended to complement ongoing efforts to design a Marine Protected Area network in the Northern Shelf Bioregion (<http://mpanetwork.ca/bcnorthernshelf/>).

Input from the CCRD on all MaPP work areas outlined above will be key to promoting consistency and reducing redundancy between the implementation of MaPP actions and strategies and local government mandates, priorities and programs.

To support MaPP implementation, we anticipate that Regional and Central Coast advisory committees members will be asked to participate in two meetings a year, with at least one in-person meeting for each advisory committee. Preparation needs for both committees are considered much less intensive as compared to the planning phase. Funding will be available for travel costs to attend meetings. At this time, a support fund to cover member administrative costs is not available.

We would like to acknowledge and thank you for your contributions to the development of the RAF and the Central Coast Marine Plan, and we hope that the CCRD is able to participate in the implementation of the plans that you and others helped shape. If you have any further questions about MaPP and/or the



advisory committee roles and responsibilities, please do not hesitate to contact Gord McGee (gord.mcgee@gmail.com) or Karen Topelko (Karen.Topelko@gov.bc.ca). We look forward to your response.

Best regards,



Karen Topelko, Sr. Marine Resource Specialist  
BC Ministry of Forests, Lands and Natural Resource Operations



Gord McGee, Marine Use Planner  
Central Coast Indigenous Resource Alliance

cc: MaPP Secretariat: Kristin Worsley, Steve Diggon, John Bones

Page 45+46 N/A

# CENTRAL COAST MARINE PLAN IMPLEMENTATION ADVISORY COMMITTEE TERMS OF REFERENCE

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Final Draft

November 1, 2016

Notes:



Marine Plan Partnership for the North Pacific Coast

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**CONTEXT**

The Marine Plan Partnership for the North Pacific Coast (MaPP) is a partnership between the Province of British Columbia (BC) and 17 member First Nations. Through MaPP, marine plans were developed and approved for the Central Coast, Haida Gwaii, North Coast and North Vancouver Island sub-regions. A broader Regional Action Framework was developed and approved at the regional scale.

The MaPP partners are currently implementing the four sub-regional marine plans and the Regional Action Framework. Implementation preparations formally commenced in May 2015 for the Central Coast plan area [shown in Appendix 1]. Implementation agreements, signed by the partners in August 2016, confirm the intention of the Parties to jointly implement the Central Coast marine plan; describe the roles and responsibilities of the Parties, and; identify general implementation priorities, structures and mechanisms. Available online at [www.mappocean.org](http://www.mappocean.org), the agreement remains in effect for 5 years from the date of signing.

The Central Coast Marine Plan benefitted from robust engagement of a standing Marine Plan Advisory Committee comprised of members representing marine sectors/interests and local government. A continued role for stakeholders and local governments in the implementation phase will be important for success, and MaPP partners will continue to use the advisory committee model. Priorities identified in the Central Coast Marine Plan will guide implementation for the first five years, and include outcomes around the following themes:

- Governance
- Monitoring and Enforcement
- Economy and Communities
- Cumulative Effects Assessment
- Pollution
- Tenured Activities
- Traditional, Cultural and Heritage Resources
- Tourism and Recreation

**PURPOSE OF THE COMMITTEE**

The general role of the Marine Plan Implementation Advisory Committee (MPIAC) is to provide advice and feedback on Marine Plan implementation activities in the Central Coast sub-region using the individual and collective knowledge and skills of members. Specific responsibilities include:

- a) Review and provide timely feedback and advice on select implementation products and activities, draft reports and studies;
- b) Review and provide timely feedback and advice on plan interpretation issues, plan variance proposals and plan amendments that may arise from time to time as a result of implementation;
- c) Review timing, purpose and mechanisms for engaging the general public on implementation activities;



Marine Plan Implementation Advisory Committee Terms of Reference

- d) Promote and participate in public meetings held to solicit input on implementation activities, as appropriate;
- e) Contribute, as appropriate, to other related marine initiatives and proposals in the Plan Area.

The role and responsibilities of the MPIAC do not include provision of advice on process design or public communications, unless specifically requested by the Technical Team co-chairs.

**MEMBERSHIP**

The MPIAC will be comprised of representatives of key marine sectors/interests in the Central Coast Marine Plan Plan Area (Table 1). Preferably, members will be residents and/or work in the Central Coast sub-region. Each sector/interest/government represented is to identify one member and one alternate.

Alternate representatives for sectors/interests may attend MPIAC meetings but may participate in meeting discussions only when they are acting as the representative.

**TABLE 1: PROPOSED MPIAC REPRESENTATION**

Marine Conservation	Recreational Fishery Service Providers
Commercial Fishery Harvesters	Harbour Authority
Commercial Fishery Processors	Renewable Energy
Local Government (Central Coast Regional District)	Commercial Tourism
Marine Academia	Public Recreation
Finfish Aquaculture	Coastal Forestry
Shellfish Aquaculture	Marine Transportation and Carriers
Others (as nominated and appointed)	

**MEMBER RESPONSIBILITIES**

MPIAC members and alternates will:

- a) Collaborate with other MPIAC members to provide advice on implementation products and activities, as well as on other specific responsibilities outlined in the "Purpose of the Committee" section of this Terms of Reference.
- b) Make best efforts to keep sectors or colleagues with similar interests informed of the role of the MPIAC and plan implementation progress;





## Marine Plan Implementation Advisory Committee Terms of Reference

- c) Develop advice that considers relevant government policies and programs, the perspectives of other MPIAC members, and supporting data and documentation;
- d) Abide by the Operating Principles established for MPIAC meetings as outlined in this document;
- e) Make best efforts to attend and participate in meetings of the MPIAC;
- f) Advise the Central Coast Technical Team co-chairs if unable to attend a meeting, and ensure the designated alternate is available for the meeting.

## OPERATING PRINCIPLES

The MPIAC members and alternates will adhere to the following operating principles:

- **Accountability:** Commit to being accountable and to upholding the provisions of these terms of reference.
- **Respect:** Respect each other's authorities and mandates. Members and alternates will treat each other in a respectful and professional manner.
- **Collaboration:** Commit to a process in which recommendations that impact outcomes, timelines, and products are made jointly by the members. Support shared learning.
- **Trust:** Commit to being open and transparent with each other.
- **Communication:** Commit to keeping other MPIAC members informed of the identification, development, and management of documents that influence plan implementation.
- **Informed Decision Making:** Make recommendations based on the best available information.
- **Effectiveness:** Commit to providing advice and feedback in a timely manner.

## MEETING PROCEDURES

A minimum of two meetings will be held per year, with additional meetings scheduled as needed, based on MaPP sub-regional requirements. Meetings may be in person or by teleconference and/or webinar. Meetings will be scheduled as required.

Meetings will be co-chaired by the Sub-regional Technical Team co-chairs, one First Nation and one Province of BC representative. The co-chairs may choose to engage independent facilitation for meetings if considered appropriate. The role of the co-chairs is to:

- a) Provide good meeting management, including adherence to agendas and timelines;
- b) Enforce adherence to the Operating Principles;
- c) Encourage all perspectives to be expressed on a topic, and provide clarification of the members' views for discussion purposes; and
- d) Provide closure to discussion topics and agenda items, by ensuring clarity on topics being discussed, summarizing advice heard, and acknowledging key points.



Marine Plan Implementation Advisory Committee Terms of Reference

Upon invitation, other individuals may attend MPIAC meetings to present information and products and address questions on specific topics.

The Sub-regional Technical Team co-chairs will be responsible for building agendas, preparing background materials and presentations, selecting venues, and attending to other meeting details. The co-chairs will seek to ensure meeting agendas and review materials are circulated two weeks in advance of a meeting to provide adequate review time, unless otherwise arranged with a majority of MPIAC members.

The Sub-regional Technical Team co-chairs will prepare a general meeting summary. The summary will identify discussion items and key advice given. Summaries will be circulated within two weeks after the meeting and members provided a minimum of five business days to review and comment before posting to the Central Coast sub-region Marine Plan page of the MaPP website (mappocean.org).

An advice log will be maintained to capture advice received at each meeting on the topic presented, and through subsequent written input. The advice log will also document action taken or intended for advice received. Advice logs will be distributed to MPIAC members for review prior to meetings.

Dropbox, an online file sharing and storage cloud, will be used for sharing relevant documents.

Online polls will be used to plan meeting dates and coordinate member availability in advance of meetings.

MPIAC meetings are not intended to be public meetings, and will not be advertised. However, notice of meetings will be posted on the Central Coast sub-region page of the MaPP website and the public are welcome to attend the meetings. Public observers will be asked to identify themselves and will be expected to adhere to meeting procedures and to refrain from entering discussions without approval of the co-chairs.

**FUNDING**

MaPP will provide funding to MPIAC members to cover travel, meal, and accommodation expenses for meeting participation, consistent with MaPP's Financial Guidelines.

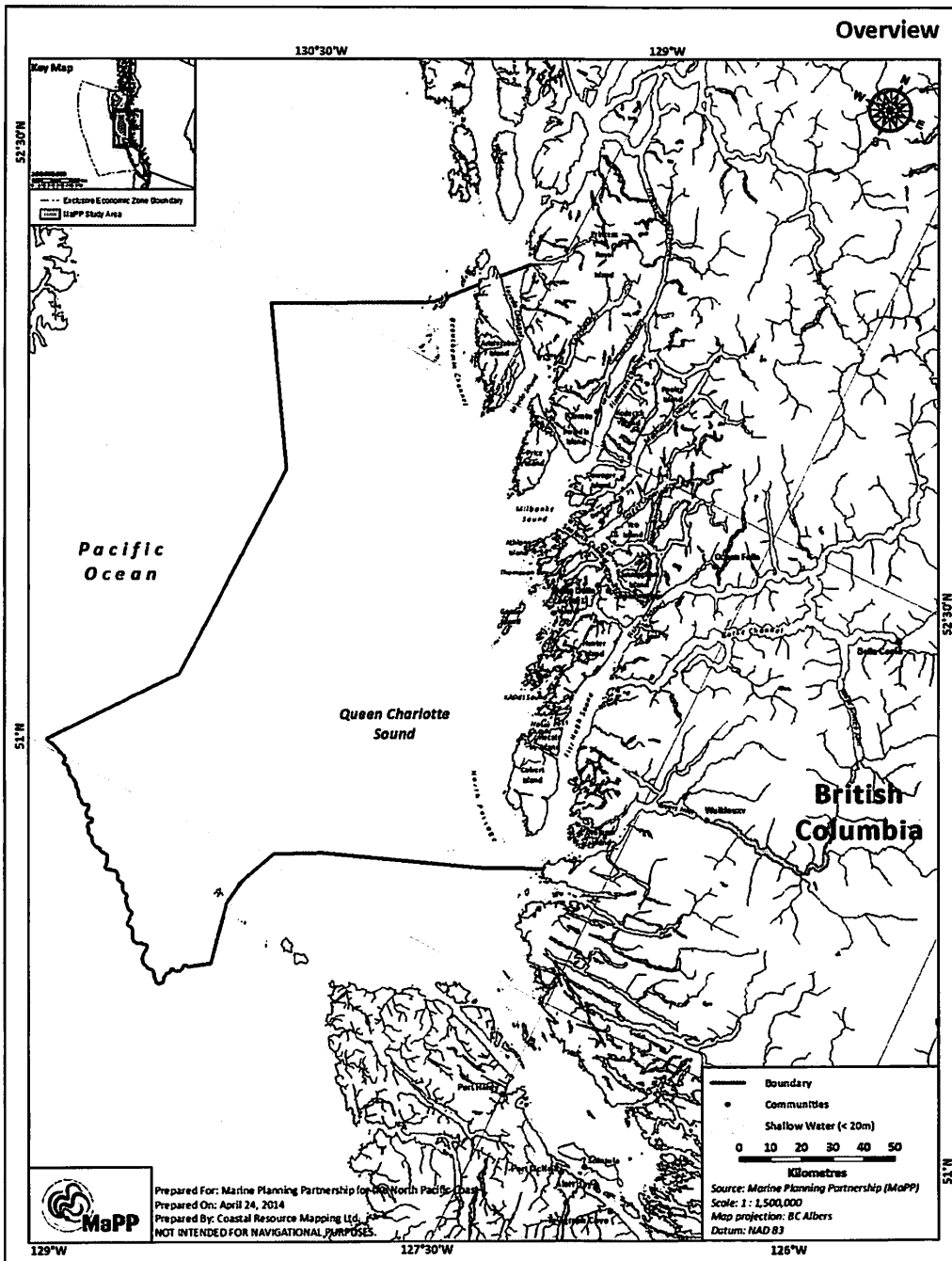
Funding will be provided to cover travel, meal and accommodation expenses for alternates when they are substituting for their member, and (if funding is available) expenses for attendance at meetings where their member is present.

Where considered necessary, and if funds permit, the Co-chairs will consider requests by MPIAC members for additional funding to facilitate review of draft materials by others within a sector or area of interest represented by an MPIAC member.

All expense claim forms and original receipts must be submitted within 15 business days of the meeting end date, or they will not be accepted. Expense claims will be reimbursed within 30 days of receipt.



### APPENDIX 1: MAP OF CENTRAL COAST MARINE PLAN AREA





# CENTRAL COAST REGIONAL DISTRICT

DATE: November 30, 2016

TO: Darla Blake, CAO

CC: Chair Alison Sayers and Directors

FROM: Community Economic Development Officer, Tanis Shedden

SUBJECT: **NDIT GRANT APPLICATION**

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## RECOMMENDATION

**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.**

## BACKGROUND

Northern Development Initiative Trust's application process requires all applicants submit the complete application to a municipality or regional district with the request for a resolution to support.

Furthermore NDIT's application process states the following:

"The municipality or regional district determines whether it will provide a resolution of support for the funding request from the appropriate account. The resolution of support must clearly state the amount of the funds requested, whether the request is for a grant, loan, or combination grant/loan, and the appropriate regional development account from which the funds will be provided."

The following project summary describes the project being proposed by Heiltsuk Tribal Council.

Respectfully Submitted

Tanis Shedden  
Community Economic Development Officer

Board Meeting  
DEC 07 2016  
CCRD ITEM C(h)

## **Project Description**

Heiltsuk Tribal Council will undertake a thorough business case analysis of an Energy Efficiency & Heat Pump retrofit program across Bella Bella residences. This analysis will explore the potential for a home Energy Efficiency & Heat Pump Retrofit program to provide significant local cost savings and ongoing local employment opportunities, as well as return on investment for Heiltsuk Tribal Council or other funding partners.

If the investment analysis shows a positive case for this project, Heiltsuk Economic Development Corporation will build partnerships and assemble multiple sources of funding to initiate energy efficiency retrofits and replace diesel furnaces with heat pumps across a significant portion of the community's 360 dwellings. This project holds the potential to massively expand the disposable income of Bella Bella residents by reducing their basic heating expenses. For example, each heat pump retrofit is expected to save residents \$11,500-\$32,500 in heating expenses over the project lifetime. If half of Bella Bella homes participated in this kind of project, the community would see cost savings in the range of \$2 Million to \$5.9 Million over 15 years, after accounting for payback of installation costs.

These cost savings would allow residents to save, invest, or spend this new disposable income in the local economy, providing for significant indirect employment benefits. If spent locally, these cost savings would lead to an additional multiplier effect on local spending. The estimated impact of these indirect benefits and employment opportunities will be studied as part of the business case analysis.



## CENTRAL COAST REGIONAL DISTRICT

**DATE:** November 30, 2016  
**TO:** Darla Blake, CAO  
**CC:** Chair Alison Sayers and Board of Directors  
**FROM:** Donna Mikkelson, CFO  
**SUBJECT:** Financial Plan Report

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**RECOMMENDATION:**

**THAT the financial plan report dated November 30, 2016 be received.**

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**Tidbits:**

General inflationary costs are in the order of 2.1% according to Stats Canada's Consumer Price Index (CPI) for British Columbia (for the 12 month period ended Oct 2016).

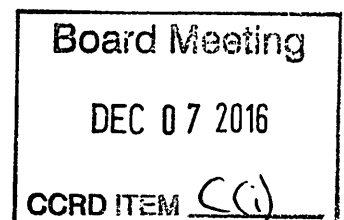
Carry forward surplus amounts are unknown. They will be adjusted at the next presentation in February based on near accurate estimates prior to the year-end audit.

Municipal Pension Plan employer contributions have been reduced in 2017 from 11.67% to 10.71%

Liability insurance through the Municipal Insurance Association has been reduced by \$2,000.

**Attachments:**

1. Strategic Priorities
2. Apportioned Administration
3. Asset Replacement Fund
4. Community Works Fund
5. Tax Levy



## **BOARD STRATEGIC PRIORITIES**

At the November meeting of the board, directors determined the regional district's priority goals for 2017:

- |                            |               |
|----------------------------|---------------|
| 1. Bella Coola Airport     | 40% weighting |
| 2. Swimming Pool           | 35% weighting |
| 3. Official Community Plan | 25% weighting |

### Bella Coola Airport

The Airport Master Plan is scheduled to be completed December 31, 2016. Since the final recommendations are unknown at the time of this presentation, staff have moved forward with what has already been deemed the highest priority for this function. In 2017, the financial plan will focus on the Flightway Clearing Project.

Applications for grant funding have been submitted to Northern Development Initiative Trust (NDI) and to the BC Air Access Program. At this early stage, the total project is estimated to cost \$350,000.

General operation and maintenance costs will remain at or near current levels. Once complete, the flightway clearing will provide opportunities for additional revenue through increased usage of the runway.

### Swimming Pool

A plan has been developed to address the most critical issue at the facility in 2017. Some design work related to the mechanical system will be completed (\$17,000) and the liner will be replaced (\$100,000). Funding for these initiatives will be derived from the Community Works Fund.

A Strategic Priorities Fund grant application to provide for the replacement of the pool tank and the mechanical system will be submitted in 2017 at an estimated cost \$2,000,000.

General operation and maintenance costs are in line with actual expenditures, pursuant to the directives of the Pool Commission. Capital works include the replacement of the chimneys on the heaters (\$2,000) and a new pool cover (\$5,000). Revenue projections are also in line with 2016, although the tax levy has been increased marginally as well.

### Official Community Plan (OCP)

The update of the Official Community Plan will proceed in 2017 with the assistance of grant funding from Vancouver Coastal Health and the Rural Dividend. With an economic development component built in, the total project cost will be approximately \$89,000 and will include provision for mapping/GIS support from the Caribou Regional District.

This process will take 18-24 months to complete.

**PRELIMINARY  
APPORTIONED ADMINISTRATION**

The regional district's policy on administration cost recovery from services (F-5) notes that the definition of administration costs include general liability insurance, budget preparation, financial audit services, and board and staff involvement in the delivery of the service. Those costs are charged against general operations, and a portion of those costs are then allocated to each function or service.

The policy provides that in conjunction with the preparation of the annual budget each year, the board is to be provided with a schedule of administration charges to services, as follows:

Function/Service	2016	2017
Airport – Denny Island	895	985
Airport – Bella Coola	22,000	24,200
Community Works Fund	3,000	
Economic Development	13,365	13,365
Emergency Management	29,000	29,000
Feasibility Studies		
Fire Protection	2,200	2,420
Grant in Aid		
House Numbering	3,428	2,109
Parks & Recreation – Bella Coola	2,787	3,066
Planning (Land Use)	22,000	24,200
Recreation – Denny Island	567	567
Regional Library	1,500	1,500
Solid Waste Management	56,226	61,848
Street lights	954	954
Swimming Pool	7,700	8,470
Waterworks – Bella Coola	15,000	15,000
<b>Total</b>	<b>180,622</b>	<b>187,684</b>

At this stage, the apportioned administration charges to individual functions or services will increase by approximately 4%. These charges are a constant source of contention in budget development as attempts are made to provide fair and balanced charges to the services, while recognizing that these costs reduce opportunities to expend money on other (more desirable) initiatives.

Expenses for general operations may exceed \$840,000 in 2017 (2016 projection was \$789,000) with staffing being the largest component. With that in mind, it is easy to see that the actual costs apportioned to the individual services represents less than 25% of the overall administrative cost. More work needs to be done in this area to properly reflect the costs associated with delivery of services.



**PRELIMINARY  
ASSET REPLACEMENT FUND (ARF)**

The board of directors have adopted bylaws that provide for setting aside annual operating funds for the purposes of replacing assets. At this early stage, estimates provided below reflect amounts set aside in 2014, 2015 and 2016.

To date, the costs of the ARF are only a starting point. The continuation of our asset management planning programs will assist the regional district in presenting figures which are based on the remaining useful life of our assets, as well as estimated costs for replacing them. This process may alter the final figures for 2017.

Function/Service	Accumulated to Dec 2016	2017 Provision	Projected Balance at Dec 2017
General Operations	10,358	3,500	13,858
Airport – Denny Island	589	285	874
Airport – Bella Coola	12,000	6,000	18,000
Community Works Fund	n/a	n/a	
Economic Development	n/a	n/a	
Emergency Management	n/a	n/a	
Feasibility Studies	n/a	n/a	
Fire Protection	8,000	4,000	12,000
Grant in Aid	n/a	n/a	
House Numbering	n/a	n/a	
Parks & Recreation – Bella Coola	2,802	1,400	4,202
Planning (Land Use)	n/a	n/a	
Recreation – Denny Island	890	445	1,335
Regional Library	n/a	n/a	
Solid Waste Management	17,804	9,424	27,228
Street lights	n/a	n/a	
Swimming Pool	10,924	5,400	16,324
Waterworks – Bella Coola*	0	0	
<b>Total</b>	<b>63,367</b>	<b>30,454</b>	<b>93,821</b>

\*\*Note: Bella Coola Waterworks service area has not established an asset replacement fund since this will be covered by a parcel tax which will be levied only on those benefitting properties. It is expected that 2017 will be the last year in which parcel taxes are collected at the current rate (\$475 plus 5.25% fee for surveyor of taxes) in order to have the funds required to pay out the loan through the Municipal Finance Authority in 2022. Depending on the outcomes of the condition assessments, the current parcel tax will be reduced in 2018 and in subsequent years.

**PRELIMINARY  
COMMUNITY WORKS FUND (CWF)**

	2017 \$000	2018. \$000	2019 \$000	2020 \$000	2021 \$000
<b>Board Priority #1</b> <b>Bella Coola Airport (\$173,785 total)</b>					
- Accessibility design		7.0			
- Terminal expansion design				41.8	
- Infrastructure Development (local contribution)					125.0
<b>Board Priority #2</b> <b>Swimming Pool (\$263,785 total)</b>					
- Design for mechanical system	17.0				
- Liner replacement	100.0				
- Mechanical system (grant in 2018)		Plan B			
- Portion pool tank reno/design			146.8		
<b>Asset Management Planning (\$40,000 total)</b>					
- Gap analysis and improvement plan	10.0				
- Advance AM per above		10.0	10.0	10.0	
<b>Solid Waste Management (\$235,780 total)</b>					
- Plan approval	15.0				
- Landfill conformance review	17.2				
- Transfer site fencing including site preparation & landscaping	53.5				
- Composting Infrastructure (skid steer)				75.0	
- Composting infrastructure (building)					50.0
- Composting Infrastructure (used chipper)					25.0
<b>Denny Island Water (\$299,965 total)</b>					
- Engineering Design in conj SD49	30.0				
- Tie in to SD49 **Plan A** Potential distribution expansion		220.0	30.0	20.0	
<b>Snootli Arena/Rink (\$60,000 total)</b>					
- Electrical shed			10.0		
- Facility upgrade				50.0	
	<b>242.7</b>	<b>237.0</b>	<b>196.8</b>	<b>196.8</b>	<b>200.0</b>

**PRELIMINARY TAX LEVY**

Function/Service	2016 Actual	2017 Preliminary	\$ Variance	% increase
General Operations	314,668	340,961	26,293	8.0%
Airport – Denny Island	7,785	7,785		
Airport – Bella Coola	0	?		
Economic Development	22,500	22,500		
Emergency Management	24,775	25,891	1,116	4.3%
Feasibility Studies	10,000	10,000		
Fire Protection	21,500	21,500		
Grant in Aid	15,000	15,180	180	1.2%
House Numbering	2,109	2,109		
Parks & Recreation – Bella Coola	17,772	18,527	755	4.2%
Planning (Land Use)	37,150	37,150		
Recreation – Denny Island	4,000	4,000		
Regional Library	54,755	59,258	4,503	8.2%
Solid Waste Management	94,239	96,123	1,884	2.0%
Street lights	13,800	13,661	(139)	-1.0%
Swimming Pool	53,000	54,000	1,000	1.9%
**Waterworks – Bella Coola**	0	0		
<b>Total</b>	<b>693,053</b>	<b>728,645</b>	<b>35,592</b>	<b>5.1%</b>

\*\*denotes parcel tax for service area only – not included in general levy.

	Area A	Area B	Area C	Area D	Area E
Average residential property value – 2016 assessments	104,802	279,225	150,126	123,678	66,720
Average CCRD portion of tax bill - 2017	\$269	\$680	\$581	\$475	\$250
Average CCRD portion of tax bill - 2016	\$253	\$637	\$554	\$452	\$238
<b>Increase per residence</b>	<b>\$84</b>	<b>\$43</b>	<b>\$27</b>	<b>\$23</b>	<b>\$12</b>

Of note are the anticipated increases to the tax levy for:

- General operations (8% increase over last year) It is proposed that payroll expenses (salaries and benefits) be increased by approximately 8% to accommodate additional resources for a portion of 2017.
- Vancouver Island Regional Library (8.2% higher than last year). The regional district has no direct control over the increase imposed by the VIRL. At the October meeting of the board, the VIRL budget was presented showing an overall 4.25% increase to reflect the needs of their facilities master plan, new budget requests and net operations.
- Emergency Management increases are projected to fill a vacancy for a deputy coordinator position
- Parks and Recreation for Bella Coola is increased to accommodate inflationary increases in operating and maintenance costs. It is hoped that additional revenue for facility rental will cover some of the increased costs.

Respectfully Submitted,



Donna Mikkelson, CFO



**CENTRAL COAST REGIONAL DISTRICT**

DATE: November 30, 2016  
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 November 30, 2016 be received.  
THAT a letter of support be sent to Cariboo Chilcotin Coast Tourism Association in support of their Great Bear Project application to Destination BC's Co-operative Marketing Program.

**EXECUTIVE SUMMARY**

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

The CEDO worked with the Transportation Land Use Coordinator and the Public Works Manager to put together a grant to NDIT for the Bella Coola Airport Development project in 2017. Additional grants for the project are being pursued through the BC Air Access Program with a due date of mid-December.

An application has been submitted to NDIT's Capacity Building Program for the Community Economic Development Officer position in 2017.

An application has been submitted to NDIT's Love Northern BC Marketing Initiatives Program for funds to support Love Central Coast BC in 2017.

**Destination BC/Cariboo Chilcotin Coast Tourism Association/ Bella Coola Valley Tourism**

Destination Development for the Central Coast region has been initiated by Cariboo Chilcotin Coast Tourism Association and Destination BC. The process began with a workshop on September 21, 2016. A second workshop was held in the Bella Coola Valley on November 3, 2016. Each of these sessions was also accompanied with a webinar form workshop that was available at a different time and date to accommodate the broadest set of community members and their schedules. The following are anticipated timelines for public reporting and continued engagement:

Board Meeting  
DEC 07 2016  
CCRD ITEM        (j)

- Situational Analysis – January 2017
- Bella Coola Valley workshop – January 2017
- Final Report – April 2017

Co-operative Marketing Program 2017/2018

Attached is a summary of the initiative that Bella Coola Valley Tourism is intending to join in 2017 – it is spearheaded by CCCTA in partnership with Tourism Prince Rupert, Spirit Bear Lodge, Klemtu, BC, Bella Coola Valley Tourism, West Chilcotin Tourism Association Owikeno/Duncanby Lodge, Rivers Inlet BC.

The Cariboo Chilcotin Coast Tourism Association is requesting a letter of support from the Central Coast Regional District in support of their efforts. There are no budgetary considerations at this time.

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

DATE: November 30, 2016

TO: Darla Blake, Chief Administrative Officer  
 CC: Chair Alison Sayers and Directors

FROM: Tanis Shedden, Community Economic Development Officer

SUBJECT: CCRD Community Economic Development Operating Plan 2016-2019

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## EXECUTIVE SUMMARY

An updated Economic Development Plan was a priority of the CCRD for 2016. The CEDO has reviewed the previous operating plan extensively and researched different models to move this priority forward.

## RECOMMENDATION

THAT the CCRD Community Economic Development Operating Plan 2016-2019 be adopted.

## BACKGROUND

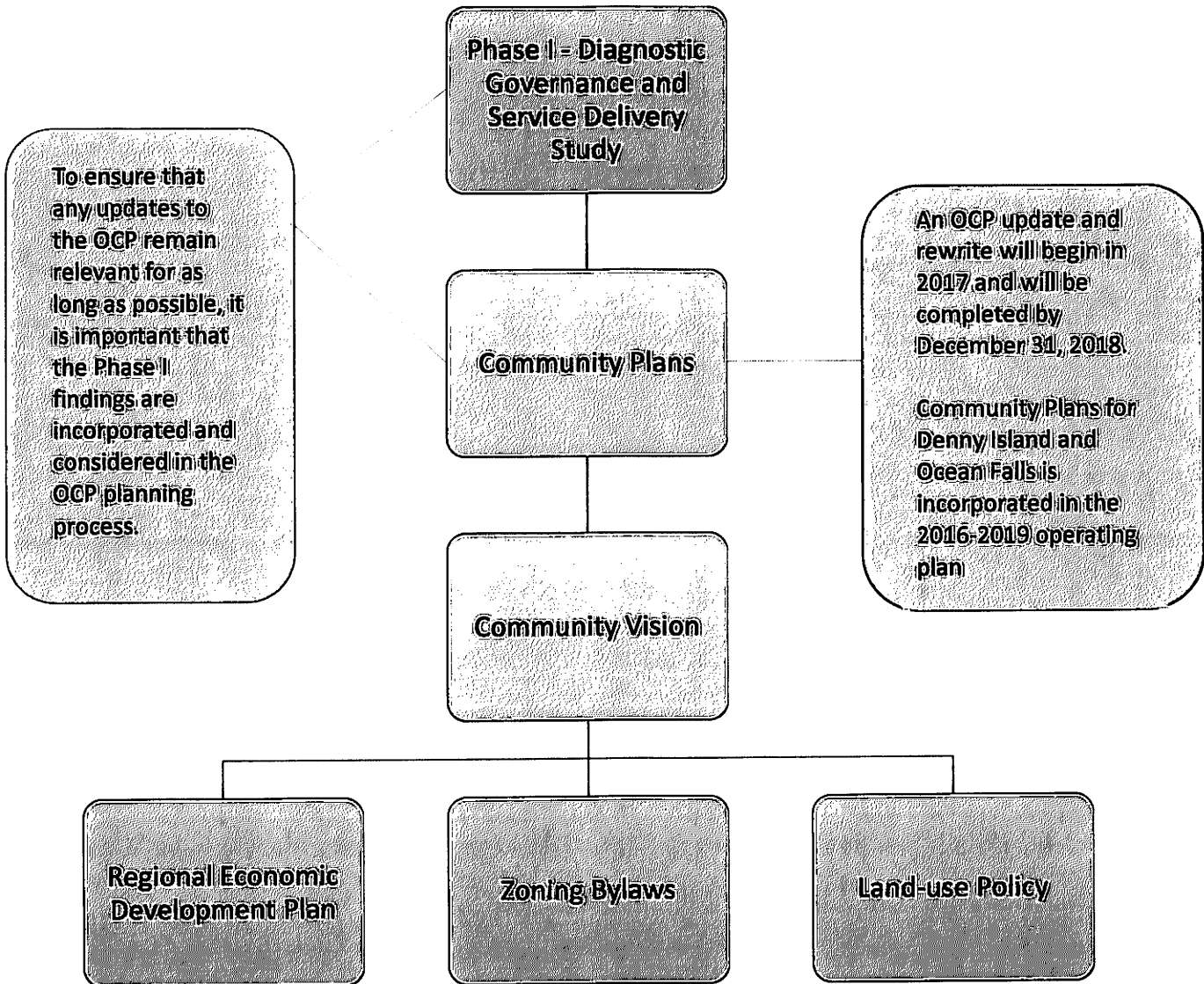
The 2016-2019 Community Economic Development Operating Plan was designed to direct the general operations of the CCRD Economic Development services function. The goal is to ensure the document aligns with the organizations mandate and within the framework of the CCRD's direct decision making capacity. The incorporation of relationship building objectives is to ensure that the CCRD is taking steps to create the necessary foundation to create a collective regional economic development strategy that has all local governments and communities at the table.

**EDAC 16-11-03 M/S Hamilton/Hallam** the EDAC recommends that the CCRD endorse the CCRD Economic Development Operating Plan 2016-2019.

**CARRIED**

The following diagram was presented to the board of directors at their June 2016 meeting. It highlights the importance of community planning and visioning as a foundation for economic development planning.

Board Meeting  
 DEC 07 2016  
 CCRD ITEM C(K)



**BUDGET/FINANCIAL IMPLICATIONS**

Within current approved budget: Yes  
Requires further budget considerations: No

**STRATEGIC PLAN**

Goal 1 Effective Planning & Implementation

- 1.2 Provide land use planning & implementation that is responsive to the community
  - 1.2.1 Conduct thorough review of land use planning
  - 1.2.2 Complete a comprehensive review of land use planning

1.3 Ensure we constantly pursue timely, realistic & achievable economic development programming

1.3.2 Prepare and implement a multiyear economic development strategy

**DISCUSSION**

The format for the plan was designed to be goal-oriented and measurable.

There are substantial economic development questions and initiatives that need to be addressed, however, to ensure that CCRD staff time and resources are understood and used effectively the plan is focused on building the foundation *within* the CCRD to meet the regional communities' economic development needs.

The multi-year operating plan incorporates initiatives that are inter-departmental and community driven. For some initiatives, specifically strategies 4.1 and 4.2, the economic development components will be developed as the strategy is implemented.

**CONCLUSION**

The following CCRD Community Economic Development Operating Plan 2016-2019 is designed to be achievable and progressively built-upon. There are substantial economic development issues that need to be addressed across the region and this plan will ensure that CCRD time and resources are used effectively and capacity is being built to tackle the larger issues that require region wide consensus and support.

Respectfully Submitted



Tanis Shedden

# CCRD Community Economic Development Operating Plan 2016-2019

## CCRD Vision

**An inclusive, resilient & sustainable group of communities thriving within a locally influenced, safe, healthy and natural environment.**

The Economic Development Plan for the Central Coast Regional District was identified as a strategic priority in the CCRD integrated strategic plan 2015-2019.

## Executive Summary

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

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

The Community Economic Development Officer (CEDO) supports community economic development through research, government liaison, communications and marketing. A clear set of community priorities is essential to ensure that the Economic Development Services function of the Central Coast Regional District is working towards the future that is envisioned by the local residents.

This CCRD Economic Development Operating Plan is a multi-year strategy created to identify the role CCRD administration can play within its Economic Development Service to support regional economic and community development efforts. The plans focus areas are derived from the October 2014 collaborative meeting, input from the Economic Development Advisory Committee, regular engagement with local, regional, and provincial organizations, regular engagement with members of the public, and an Economic Development Building Blocks Workshop held October 2016.

## The top five priorities for CCRD Economic Development Services

1. Work with local First Nations and the distinct unincorporated areas to develop a foundation for a coordinated and diversified economy.
2. Support the development of a vibrant local entrepreneurial ecosystem through the CCRD's relationships with regional, provincial, and federal agencies.
3. Support the empowerment of the local community by facilitating the coordination of community efforts to build local capacity to implement economic development plans and initiatives.
4. Leverage local government capacity to develop policy and bylaws to support the revival of a resilient local economy.
5. Work with organized community groups to help them lobby for support and connect with resources that are available through senior levels of government and various foundations to meet their community and economic development objectives.

This document is built on the broad themes from the SWOT 2015, Economic Development Advisory Committee, engagement with community members, and consultation with economic development professionals. Engagement session occurred in October 2014 and October 2016. Business leaders and service organizations provided detailed input regarding the development of specific strategies in their areas of expertise.

## Key linkages with other Central Coast Regional District documents

### **The Integrated Strategic Plan 2015-2019**

The Central Coast Regional District Integrated Strategic Plan was adopted in December 2014. The document is used to guide the priorities and work of the Central Coast Regional District.

Strategic goals, objectives, and strategies that the economic development plan aligns with:

- The review and update of the Economic Development Plan is a strategic priority.
- Provide land use planning and implementation that is responsive to the community.
- Ensure we constantly pursue timely, realistic and achievable economic development programming.
- Continually strengthen intergovernmental relationships.
- Collaborate with community-based organizations for mutual-benefit.
- Foster effective governance.

### **The Bella Coola Valley Official Community Plan 1998**

Official Community Plans answer the questions related to how a community envisions the physical space around them. The Bella Coola Valley Official Community Plan provides the vision and objectives for the physical aspects of an economy, including; location of residential areas and business activities, coordination of various land-use objectives (ie – agriculture, tourism, preservation, etc.), economic

clustering, and identification of opportunities for harmonization between the Central Coast Regional District and Nuxalk Nation.

**Note:** *The CCRD economic development operating plan 2016-2018 incorporates a section supporting the review and update of the Bella Coola Valley Official Community Plan. Economic Development initiatives that involve rezoning, infrastructure developments, and incentivizing specific use of property takes community consensus, as well as public and political will to move forward. An updated Official Community Plan will ensure that the decisions of the community, with regards to economic development initiatives are supported by the CCRD's regular operations. As an example, the following actions require official community planning; subdivision of properties in the ALR to support resident attraction and additional tourism accommodation, development of a business core, community beautification initiatives, lobbying for age appropriate infrastructure (what age demographics does the community envision for itself in the long-run), development of recreation and education facilities, etc.*

## Economic development objectives and strategies

There are 5 objectives for economic development in the Central Coast Regional District. Strategies have been developed for each of the objectives. Long-term priorities will require community engagement, research, inter-departmental and inter-organizational alignment before they can be successfully implemented. They will not be completed during the term of this economic development plan, but will be a constant ongoing process.

### **1. Work with local First Nations and the distinct unincorporated areas to develop a foundation for a coordinated and diversified economy.**

The CCRD Board of Directors are striving to operate on many of the principles that were put forward by the Truth and Reconciliation Commission in November 2015. Given the current demographics that indicate that over 65% of the Central Coast population is First Nations, it is crucial that the CCRD work to identify common priorities with the Heiltsuk Nation, Nuxalk Nation and Wuikinuxv Nation. Furthermore, given the unique geographical considerations that the unincorporated communities of the Central Coast Regional District face, a clear vision and understanding of the varying needs and priorities will need to be established and communicated in an ongoing manner.

### **Key Strategies**

- 1.1** Maintain open lines of communication and facilitate information sharing between the CCRD and Heiltsuk Nation, Nuxalk Nation and Wuikinuxv Nation and their respective development corporations.
  - 1.2** Explore the viability of establishing a Memorandum of Understanding between the Central Coast Regional District and each of the local First Nations.
  - 1.3** Pursue and develop government to government agreements as opportunities arise.
  - 1.4** Structure annual community priority engagement sessions with local organizations looking to improve their capacity to implement short-term initiatives. Use these sessions to inform the 'Community Economic Development Delivery Plan'.
- 2. Support the development of a vibrant local entrepreneurial ecosystem through its relationships with regional, provincial, and federal agencies.**

Community economic development works to develop local economies by encouraging local business ownership and a strong entrepreneurial network. Research has demonstrated that local ownership and local decision making results in more money being re-invested in the local economy and promotes the development of a knowledgeable and skilled local labour force. The intent is to create community stability that is less susceptible to external economic shocks.

**Key Strategies**

- 2.1 Continue championing Love Central Coast BC to promote local businesses through social media, events, and community and regional marketing initiatives.
- 2.2 Continue to pursue Business Walks and one-on-one business engagement exercises. Use the feedback to inform land-use planning reviews, policy/by-law development, and create a foundation for future economic development planning.
- 2.3 Connect entrepreneurs with community, regional, and provincial business development resources through either direct engagement with the CEDO, CCRD website, or referrals to appropriate agencies.
- 3. **Support the empowerment of the local community by facilitating the coordination of community efforts to build local capacity to implement economic development plans and initiatives.**

The CCRD Board of Directors has indicated that the mandated Economic Development Service is to facilitate community-based economic development initiatives. This has resulted in the support in principle of the ‘Community Economic Development Delivery Plan’. The ‘Community Economic Development Delivery Plan’ will be negotiated via an engagement process with local organizations carrying out economic development work. Recommendations are made through the Economic Development Advisory Committee.

**Key Strategies**

- 3.1 Structure a community engagement session annually with local organizations to determine objectives and projects that can be incorporated in the ‘Community Economic Development Delivery Plan’.
- 3.2 Apply for a contract grant writer through the Northern Development Initiative Trust Grant Writer Support program. Indicate the initiatives the Grant Writer will support in the ‘Community Economic Development Delivery Plan’.
- 3.3 Report annually using the Province of BC’s performance measurement toolkit on the initiatives that are adopted in the ‘Community Economic Development Delivery Plan’.
- 3.4 Annually produce a list of operational societies, charities, and not-for-profits and their respective operational mandates to ensure resources, programs, and funding opportunities reach the appropriate organizations.
- 4. **Leverage local government capacity to develop policy and bylaws to support the revival of a resilient local economy.**

The Central Coast Regional District has the ability, subject to internal capacity limitations, to develop policies and bylaws that can act as a foundation to support the economic transition and development that is currently happening across the region. Economic development concerns, such as; housing, existence of a business core, industry development, airport infrastructure, etc. can be supported by regional district policies and bylaws.

**Key Strategies**

**4.1** Update the Bella Coola Valley Official Community Plan to ensure consideration is given to the multifaceted diversified nature of the new economy and addresses a community vision, housing density, business core, industry, agricultural land reserve, etc.

**4.2** For unincorporated communities that fall out of the Bella Coola Valley Official Community Plan area, work with residents to produce a community plan that reflects the vision of the respective unique community.

**4.3** Research the impact a social procurement policy would have on the Central Coast Regional District’s economic development priorities and its related documents. If deemed viable, develop a social procurement policy that supports the Central Coast Regional Districts economic and community development priorities.

**5. Work with organized community groups to help them lobby for support and connect with resources that are available through senior levels of government and various foundations to meet their respective economic development initiatives.**

There is ongoing concern regarding service provision throughout the Central Coast region. Many service gaps in the region are filled by local not-for-profit organizations. Working with these organizations to support their efforts to successfully plan for and carry out economic development initiatives will ensure the CCRD is leveraging its capacity and mandate to facilitate long-term sustainable economic development.

**Key Strategies**

**5.1** Continue engaging with relevant stakeholders (the Province/Federal Governments, BC Ferries, TELUS/Rogers, etc.) to advocate for increased service provision/infrastructure development in the Central Coast region.

**5.2** Encourage and advocate for planning and endorsement of recreational activities in future CCRD strategic priorities, community plans, and service budgets.

**5.3** Work with the Bella Coola Harbour Authority to better understand and support emerging infrastructure needs to meet increasing commercial, recreational, and tourism demand.



## Performance measurements and outcomes

<b>Priority 1 - Work with local First Nations and the distinct unincorporated areas to develop a foundation for a coordinated and diversified economy.</b>		
<b>Strategy</b>	<b>Performance Measures</b>	<b>Outcomes</b>
1.1 Maintain open lines of communication.	<p>Number of direct communications exchanged with local First Nations and their affiliates.</p> <p>Number of EDAC meetings attended by Nuxalk Nation Development Corporation and Heiltsuk Economic Development Corporation representatives.</p>	<p>Improved communication</p> <p>Enhanced working relationships</p> <p>Identification of collaborative opportunities.</p> <p>Increased number of collaborative initiatives.</p>
1.2 Establish Memorandum of Understandings	<p>Memorandum of Understanding between Nuxalk Nation and CCRD, Heiltsuk Nation and CCRD, and Wuikinuxv Nation and CCRD.</p> <p><i>Note: These relationships take time. It is anticipated that in the 2016-2018 timeframe that all the proposed MOU's will not be moved through to completion.</i></p>	<p>Clearly defined operating relationship.</p> <p>Enhanced lobbying capacity.</p>
1.3 Government to government agreements	<p>Implementation of VCH Healthy Communities Collaboration Agreement (2016-2019).</p> <p>Negotiation of VCH Healthy Communities Collaboration Agreement (2020-2023).</p>	<p>Incorporation of health objectives in the Bella Coola Valley Official Community Plan.</p> <p>Improved access to population health statistics.</p> <p>Restructure of objectives to reflect vision in community plans.</p>
1.4 Negotiate Community Economic Development Delivery Plan	Annual publication of the 'Community Economic Development Delivery Plan'.	Annual CCRD deliverables to community organizations are clear and implementable.

<b>Priority 2 – Support the development of vibrant local entrepreneurial ecosystem through its relationship with regional, provincial, and federal agencies.</b>		
<b>Strategy</b>	<b>Performance Measures</b>	<b>Outcomes</b>
2.1 Love Central Coast BC	Number of new businesses registered for Love Central Coast BC	Increased awareness of local businesses and services
2.2 Business Walks/Engagement	Number of businesses approached with Business Walks questionnaire	Improved communication between CCRD and the business community
2.3 Connect entrepreneurs with business development resources	<p>Number of scheduled in-person business development meetings with CEDO</p> <p>Number of referrals to agencies (community futures, WorkBC, etc.)</p> <p>Number of direct links to business development resources on the CCRD website</p>	Increased number of entrepreneurial ventures started in the region.

<b>Priority 3 – Support the empowerment of the local community by facilitating the coordination of community efforts to build local capacity to implement economic development plans and initiatives.</b>		
<b>Strategy</b>	<b>Performance Measures</b>	<b>Outcomes</b>
3.1 Community engagement session	Schedule 2 community engagement sessions annually (one for project ideas/one for follow-up)	Community organizations successfully implement and report on community economic development initiatives
3.2 Contract Grant Writer	Submit application to NDIT	More grant funds are received in the Central Coast Region
3.3 Province of BC performance measurement toolkit	Number of completed performance measurement toolkits	<p>Consistent use of economic development indicators</p> <p>Measureable and comparable outcomes from the implementation of community economic development initiatives that receive CCRD support</p>
3.4 List of community based organizations	Publication of list annually	Organizations are linked with more resources to successfully act on their mandates

<b>Priority 4 - Leverage local government capacity to develop policy and bylaws to support the revival of a resilient local economy.</b>		
<b>Strategy</b>	<b>Performance Measures</b>	<b>Outcomes</b>
4.1 Bella Coola Valley Official Community Plan	Adoption of a Bella Coola Valley Community Plan 2018	Development of effective and efficient land-use bylaws and incentives in the Bella Coola Valley  Foundation to build an Economic Development Strategy
4.2 Unincorporated Community Plans	Establishment of community plans in Denny Island and Ocean Falls	CCRD support provided in a strategic manner to Denny Island and Ocean Falls
4.3 Social Procurement Policy	Report out to CCRD Board of Directors on social procurement opportunities  Adoption of a CCRD Social Procurement Policy	Board decision on the establishment of a social procurement policy for the CCRD  Improved communication and implementation of social development goals of the Central Coast Regional District

<b>Priority 5 - Work with organized community groups to help them lobby for support and connect with resources that are available through senior levels of government and various foundations to meet their respective economic development initiatives.</b>		
<b>Strategy</b>	<b>Performance Measures</b>	<b>Outcomes</b>
5.1 Increased service provision	Establishment of regional service provision/infrastructure development priorities for 2017-2020	Open lines of communication with relevant stakeholders  Development of clear long-run economic and community advocacy goals
5.2 Endorsement of recreational activities	Number of CCRD plans that encompass and support community recreational priorities	Continued progress to meeting community development objectives  Central Coast Regional District communities become a more desirable place to live
5.3 Bella Coola Harbour Authority	Quarterly meetings between CCRD administration and Bella Coola Harbour administration	Identification of strategic opportunities for alignment between the CCRD and Bella Coola Harbour Authority  Clear parameters for the role the CCRD can play in future BCHA strategic plans

## Appendix A – Community Economic Development Delivery Plan

The ‘Community Economic Development Delivery Plan’ was supported in principle by the EDAC. The following resolution was passed and received by the CCRD Board of Directors at their regularly scheduled meeting on April 14, 2016.

*“EDAC 16-03-04 M/S Hart/Santos that the EDAC supports the draft Community Economic Development Delivery Plan in principle.*

**CARRIED”**

The ‘Community Economic Development Delivery Plan’ is designed to be negotiated and written on an annual basis, the rationale for the strategy is highlighted in the plan. The following plan is incorporated in the CCRD Economic Development Operating Plan as an example of the framework that the Community Economic Development Delivery Plan will follow.

# Community Economic Development Delivery Plan Framework

## Department Services

The Central Coast Regional District Economic Development service was established in 2011 through Bylaw No. 411. The service was created to support economic development in all electoral areas of the Central Coast region. Previously, the Economic Development Operating Plan 2005-2007 and Central Coast Economic Development Commission directed the strategic actions in the Bella Coola Valley.

With the review of the previous operating plan in 2015 it is apparent that future economic development planning in the CCRD should be fluid to accommodate fluctuations in organizational, financial, and community capacity. Additionally, to ensure that strategic planning does not take place without a delivery strategy the Economic Development services will be structured to include contribution agreements with various local organizations to support their initiatives that will develop the foundation for local community economic development across the region.

## Planning

The contribution agreements will be negotiated with community members and organizations on an annual basis and be put forward to the Central Coast Regional District board of directors at the regularly scheduled February board meeting.

The contribution agreements are in a preliminary trial period and CCRD contributions, whether it is financial, staff time, or a combination will vary depending on the capacity gap that is identified between the CEDO, EDAC, and the participating organizations.

The resulting Community Economic Development Delivery Plan will supplement the CCRD Economic Development Operating Plan 2016-2019. The CCRD Economic Development Operating Plan is established for December 2016 – December 2019, pending approval from the CCRD Board of Directors.

## 2017

### Community Economic Delivery Plan Goals, Rationale, and Strategies

1. **Goal:** Fund an as-needed grant writer to enable local organizations to acquire grants to achieve their strategic priorities.  
**Rationale:** Local non-profit and charity organizations have expressed a lack of organizational capacity to pursue grant funding on a regular basis. The CCRD is in the position to leverage Northern Development Initiative Trust funding to provide community access to a grant writer.  
**Strategy:** Apply for the Northern Development Initiative Trust Grant Writing Support program. Intake occurs annually in November. If successful the CCRD contributes \$2,500 and NDIT contributes \$8,000 to the CCRD grant writer position.
  
2. **Goal:**  
**Rationale:**  
**Strategy:**
  
3. **Goal:**  
**Rationale:**  
**Strategy:**

## Overall Financial Impact

The 2016 Economic Development Services requisition will remain on par with 2015. The service has a budget of \$22,500.

Unless otherwise stated, the budget allocated to the Community Economic Development Delivery Plan is limited to that of providing partial matching funding for the contract grant writer position. Contribution Agreements may be negotiated on a case-by-case basis and will be tied to the \$5000 allocated to the CCRD for collaborative projects through NDIT’s Capacity Building program.

## Strategic Plan

### *Goal 1 Effective Planning and Implementation*

- 1.3 Ensure we constantly pursue timely, realistic & achievable economic development programing
  - 1.3.1 Ascertain/secure long-term economic development core program funding
  - 1.3.2 Prepare and implement a multiyear economic development strategy
  - 1.3.3 Prepare and implement and Economic Development Plan

### *Goal 3 An enhanced and Strengthened Region*

- 3.3 To collaborate with community-based organizations for mutual benefit

## Consultation

Consultation and engagement will align with the Central Coast Regional District 2014 Communications and Engagement Plan.

There will be continuous consultation with local community members, government agencies, organizations, and societies to determine the potential goals and priorities of the annual Community Economic Development Delivery Plan. The Community Economic Development Delivery Plan will be established by the Community Economic Development Officer and the Economic Development Advisory Committee, with final approval coming from the CCRD board of directors.

## Measuring Performance

Measurements for success will be outlined using the Province of BC performance measurement toolkit. This will allow the CCRD to create benchmarks that can be compared from year to year for the goals and priorities that are determined and implemented as a function of the Community Economic Development Delivery Plan.