

**SKEENA-QUEEN CHARLOTTE REGIONAL DISTRICT  
REGULAR BOARD MEETING AGENDA  
100 1<sup>st</sup> Avenue East, Prince Rupert, BC  
Friday, September 13, 2013  
7:00 p.m.**

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**1. CALL TO ORDER**

**2. CONSIDERATION OF AGENDA (additions/deletions)**

**3. BOARD MINUTES & BUSINESS ARISING FROM MINUTES**

3.1	Minutes of the Regular Meeting of the Skeena-Queen Charlotte Regional District (SQCRD) Board held August 9, 2013	Pg 1-9
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**4. STANDING COMMITTEE/COMMISSION MINUTES – BUSINESS ARISING**

4.1	Moresby Island Management Committee – Minutes of the May 9, 2013 Meeting	Pg 10-13
4.2	Electoral Area Advisory Committee – Minutes of the June 13, 2013 Meeting	Pg 14-16

**5. DELEGATIONS**

5.1	Northern Health – Doug Quibbell, Northwest Manager, Public Health Protection and Debby Peng, Environmental Health Officer	
5.2	Northern Development Initiative Trust: <ul style="list-style-type: none"><li>• NDIT Funding Programs – Janine North, Chief Executive Officer</li><li>• Draft Communications Plan – Joel McKay, Director Communications (Refer to Item 8.5 of Agenda Package)</li></ul>	

**6. FINANCE**

6.1	J. Musgrave, Administrative Assistant - Cheques payable over \$5,000 for July and August, 2013	Pg 17-18
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**7. CORRESPONDENCE**

7.1	Brian Denton – Winter Maintenance Highway 16	Pg 19
7.2	District of Stewart – Ambulance Services in Rural BC	Pg 20
7.3	Municipal Insurance Association – Voting Delegate at UBCM	Pg 21

7.4	Northwest Regional Hospital District – Regional Growth Strategy	Pg 22
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## 8. REPORTS / RESOLUTIONS

8.1	L. Neville, Haida Gwaii Regional Recreation Coordinator – July 2013 Recreation Programs	Pg 23-26
8.2	J. Fraser, Deputy Corporate Officer – Scheduled Meetings at UBCM Convention	Pg 27-28
8.3	Joan Merrick, Chief Administrative Officer – Multi-Materials BC Packing and Printed Paper Financial Incentives	Pg 29-35
8.4	J. Merrick, Chief Administrative Officer – Proposed Amendments to Travel Policy	Pg 36-39
8.5	J. Merrick, CAO – Draft Regional District Engagement Plan	Pg 40-52

## 9. BYLAWS

9.1	Rural Graham Island Community Advisory Committees Repealing Bylaw	Pg 53
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## 10. LAND REFERRALS / PLANNING *(Voting restricted to Electoral Area Directors)*

10.1	License of Occupation for Commercial Purposes Referral No. 65424008 on Naden Harbour – Peregrine Lodge	Pg 54-68
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## 11. NEW BUSINESS

11.1	Directors' Reports	-----
11.2	Province of BC - Land Tenure Agreement (Islands Solid Waste site)  <b><u>Recommendation:</u></b> That the Chair and Chief Administrative Officer be authorized to sign the Land Tenure Agreement with the Province of BC for the waste disposal site on Haida Gwaii.	Pg 69-72
11.3	Old Massett Band – Grant Application for NDIT Funding	Pg 73-74

## 12. OLD BUSINESS

12.1	Strategic Priorities 2013/14 – September Review	Pg 75-81
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**13. PUBLIC INPUT****14. IN-CAMERA**

None.	
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**15. ADJOURNMENT****NEXT MEETING:**

**SQCRD Board Meeting at Haida House in Tlell (Haida Gwaii)  
Friday, October 18<sup>th</sup>, 2013 at 7:00 p.m.**



## SKEENA-QUEEN CHARLOTTE REGIONAL DISTRICT

### MINUTES

of the Regular Meeting of the Board of Directors of the Skeena-Queen Charlotte Regional District (SQCRD) held at the Regional District office in Prince Rupert on Friday, August 9, 2013.

### PRESENT

Chair	B. Pages, Village of Masset	<b><u>PRIOR TO ADOPTION</u></b>
Vice Chair	D. Nobels, Electoral Area A	
Directors	A. Ashley, City of Prince Rupert – via teleconference G. Garon, Alternate, City of Prince Rupert D. Franzen, District of Port Edward I. Gould, Village of Port Clements C. Kulesha, Village of Queen Charlotte K. Bergman, Electoral Area C E. Putterill, Electoral Area E – via teleconference	
Regrets:	N. Kinney, City of Prince Rupert M. Racz, Electoral Area D	
Staff:	J. Merrick, Chief Administrative Officer J. Robb, Treasurer J. Fraser, Deputy Corporate Officer T. Des Champ, Superintendent of Waste Management	
Public:	0	
Media:	1	

**1. CALL TO ORDER** 7:00 pm

### **2. AGENDA**

- 2.1 MOVED by Director Nobels, SECONDED by Director Gould, that the agenda be adopted as amended, with the addition of the following items:
- 4.2 Moresby Island Management Committee – May 9, 2013 Regular Meeting Minutes;
  - 7.5 Village of Queen Charlotte – Small Community Grant Indexing;
  - 7.6 Union of BC Municipalities – Rail Safety Initiative; and
  - 7.7 UBCM – Federal Addition to Reserve Policy.

**290-2013**

**CARRIED**

### 3. MINUTES & BUSINESS ARISING FROM MINUTES

#### 3.1 SQCRD Regular Board Meeting – June 22, 2013 Minutes

MOVED by Director Gould, SECONDED by Director Nobels, that the minutes of the June 22, 2013 SQCRD Regular Board meeting be adopted as adopted, with the following amendments:

- 4.1 Islands Area Advisory Committee – October 11, 2011 Minutes
  - Replace the word “approved” with “received”.
- 4.2 Electoral Area Advisory Committee – February 28, 2013 Minutes
  - Replace the word “approved” with “received”.
- 4.4 Moresby Island Management Committee (MIMC) – Minutes of the March 7, 2013 Committee Meeting
  - Replace the word “approved” with “received”.
- 4.5 MIMC – Minutes of the April 11, 2013 Committee Meeting
  - Replace the word “approved” with “received”.
- 8.2 Sandspit Water Update
  - Amend the resolution to read:

“AND THAT, once grant funding is received, staff report back to the Board regarding the hiring of a qualified engineer to perform a feasibility study *on a nanofiltration system for Sandspit water.*”

**291-2013**

**CARRIED**

### 4. STANDING COMMITTEE/COMMISSION MINUTES – BUSINESS ARISING

#### 4.1 Haida Gwaii Regional Recreation Commission – June 6, 2013 Annual General Meeting (AGM) Minutes

MOVED by Director Nobels, SECONDED by Director Franzen, that the minutes of the June 6, 2013 Haida Gwaii Regional Recreation Commission Annual General Meeting be received as presented.

**292-2013**

**CARRIED**

#### 4.2 Moresby Island Management Committee – May 9, 2013 Regular Meeting Minutes

MOVED by Director Putterill, SECONDED by Director Gould, that the minutes of the May 9, 2013 Moresby Island Management Committee Meeting be received as presented.

**293-2013**

**CARRIED**

### 5. DELEGATIONS

None.

**6. FINANCE**

- 6.1 J. Musgrave, Administrative Assistant - Cheques Payable over \$5,000 for June, 2013

MOVED by Director Nobels, SECONDED by Director Franzen, that the staff report on Cheques Payable over \$5,000 issued by the Skeena-Queen Charlotte Regional District for June, 2013 be received and filed.

**294-2013**

**CARRIED**

**7. CORRESPONDENCE**

- 7.1 Environmental Assessment Office – Environmental Assessment for proposed Pacific Northwest LNG Project

MOVED by Director Franzen, SECONDED by Alternate Director Garon, that the correspondence from the Environmental Assessment Office regarding the Environmental Assessment for proposed Pacific Northwest LNG Project be received and filed.

**295-2013**

**CARRIED**

- 7.2 Northern BC Tourism Association – 2013 Regional Meeting

MOVED by Director Kulesha, SECONDED by Director Nobels, that the correspondence from the Northern BC Tourism Association regarding the 2013 Regional Meeting be received.

**296-2013**

**CARRIED**

- 7.3 Minister of Fisheries and Oceans – Amendments to the *Fisheries Act*

MOVED by Director Franzen, SECONDED by Alternate Director Garon, that the correspondence from the Minister of Fisheries and Oceans regarding the amendments to the *Fisheries Act* be received and filed.

**297-2013**

**CARRIED**

- 7.4 Ministry of Transportation and Infrastructure – Responses to Regional District Concerns

MOVED by Director Nobels, SECONDED by Director Franzen, that the correspondence from the Ministry of Transportation regarding the Responses to the Regional District's Concerns be received.

**298-2013**

**CARRIED**

MOVED by Director Putterill, SECONDED by Director Nobels, that staff be directed to write to Lori Wiedeman of the Minister of Transportation regarding the following:

- Dodge Cove Gravel and Ditching, and
- Oona and Hunt's Inlet Brushing and Ditching

The Board would like to be given a specific time frame as to when these communities can expect this work to be done.

- Winter Road Conditions Between Prince Rupert and Terrace

The Board felt the response did not adequately resolve its concerns. The winter road conditions between Prince Rupert and Terrace are not being adequately maintained for driving safety.

**299-2013**

**CARRIED**

MOVED by Director Kulesha, SECONDED by Alternate Director Garon, that staff schedule a meeting with the Ministry of Transportation and Infrastructure at the 2013 UBCM Convention to address the inadequate winter road maintenance being done on Highway 16 between Prince Rupert and Terrace.

**300-2013**

**CARRIED**

- 7.5 Village of Queen Charlotte – Small Community Grant Indexing

MOVED by Director Nobels, SECONDED by Alternate Director Garon, that the correspondence from the Village of Queen Charlotte regarding the Small Community Grant Indexing be received.

**301-2013**

**CARRIED**

- 7.6 Union of BC Municipalities – Rail Safety Initiative

MOVED by Director Putterill, SECONDED by Director Nobels, that the correspondence from the Union of BC Municipalities regarding Rail Safety Initiative be received.

**302-2013**

**CARRIED**

- 7.7 Union of BC Municipalities – Federal Addition to Reserve Policy

MOVED by Alternate Director Garon, SECONDED by Director Franzen, that the correspondence from the Union of BC Municipalities regarding the Federal Additions to Reserve Policy be received and filed.

**303-2013**

**CARRIED**

## **8. REPORTS – RESOLUTIONS**

- 8.1 L. Neville, Haida Gwaii Regional Recreation Coordinator – Monthly Programs Report

MOVED by Director Franzen, SECONDED by Director Kulesha, that the staff report entitled “Monthly Programs Report” be received and filed.

**304-2013**

**CARRIED**

- 8.2 J. Fraser, Deputy Corporate Officer – 2013 UBCM Convention Update

MOVED by Director Putterill, SECONDED by Director Nobels, that the staff report entitled “2013 UBCM Convention Update” be received;

AND THAT staff request meetings at the 2013 UBCM Convention with the appropriate ministries to address the following Board Strategic Priorities:

1. Regional Leadership and Advocacy on:
  - a. Rising cost of travelling on BC Ferries, as well as other transportation costs and expenses impacting all the communities on the North Coast;
  - b. Revenue sharing for the communities based on the natural resources being extracted from the area
2. Emergency Planning and Preparedness;
3. Governance Structure for Sandspit; and
4. Water Quality in Sandspit.

**305-2013**

**CARRIED**

- 8.3 J. Merrick, Chief Administrative Officer – Community to Community Forum (Mainland)

MOVED by Director Nobels, SECONDED by Alternate Director Garon, that the staff report entitled “Community to Community Forum (Mainland)” be received.

**306-2013**

**CARRIED**

THAT the Regional District agree to participate in the October 8<sup>th</sup> and 9<sup>th</sup>, 2013 Forum contingent on the travel costs to Hartley Bay being covered by the \$2,500 contribution;

AND THAT the agenda include the following topics:

1. Challenges of handling various proposed liquid natural gas projects; and
2. Potential revenue sharing for the communities.

**307-2013**

**CARRIED**

- 8.4 T. Des Champ, Superintendent of Waste Management – Multi-Materials BC Stewardship Program

MOVED by Alternate Director Garon , SECONDED by Director Ashley, that the staff report entitled “Multi-Materials BC Stewardship Program” be received;

AND THAT the report be referred to the September 13<sup>th</sup> Regional District Board meeting, pending more information from staff and clarification from the City of Prince Rupert on Council’s plans for future recycling.

**308-2013**

**CARRIED**

*Directors Bergman and Nobels opposed.*



- 8.5 J. Merrick, Chief Administrative Officer – Update on Status of Proposed Boundary Expansion

MOVED by Director Nobels, SECONDED by Director Franzen, that the Board receives the staff report entitled “Update on status of Proposed Boundary Expansion by the City of Prince Rupert” for information.

**309-2013**

**CARRIED**

- 8.6 J. Merrick, Chief Administrative Officer – Jungle Beach Long-term Management Plan

MOVED by Director Gould, SECONDED by Director Kulesha, that the staff report “Jungle Beach – Strategies for Long-Term Management” be received;

AND THAT the Board writes to the Ministry of Environment (BC Parks) to request the Ministry consider taking over the maintenance of Jungle Beach.

**310-2013**

**CARRIED**

*Director Putterill opposed.*

- 8.7 J. Merrick, Chief Administrative Officer – Draft Board Policy – *Establishing Regional District Services*

MOVED by Director Nobels, SECONDED by Director Gould, that the draft policy entitled “Establishing Regional District Services” be received;

AND THAT the policy be adopted as presented.

**311-2013**

**CARRIED**

*Director Putterill opposed.*

- 8.8 J. Merrick, Chief Administrative Officer – Draft Board Policy – *Approval for the Use of UBCM Community Works Fund and Northern Development Initiative Trust Funds Policy*

MOVED by Director Nobels, SECONDED by Director Gould, that the draft policy entitled “Approval for the Use of UBCM Community Works Fund and Northern Development Initiative Trust Funds” be received;

AND THAT the policy be adopted as presented.

**312-2013**

**CARRIED**

*Director Putterill opposed.*

- 8.9 J. Robb, Treasurer – Support Service Allocation – Sandspit Water

MOVED by Director Gould, SECONDED by Alternate Director Garon, that the staff report entitled “Support Service Allocation – Sandspit Water” be received.

**313-2013**

**CARRIED**

**9. BYLAWS**

None.

**10. LAND REFERRALS/PLANNING**

- 10.1 Two Crown Land Licenses of Occupation Applications for Waterpower – Investigative Phase purposes. Referral No. 64869573-008 by Van Inlet Hydro Corp.

MOVED by Director Putterill, SECONDED by Director Nobels, that Two Crown Land License of Occupation Applications for Waterpower, Referral No. 64869573-008 by Van Inlet Hydro Corp be received;

AND THAT staff be directed to respond to the Province of BC that the Board is “not opposed” to the applications and has the following recommendations:

1. That the proposed environmental studies to be undertaken in the summer of 2015 be comprehensive in nature and scope, incorporating environmental, visual and recreational aspects that would be required for forest harvesting under the Haida Gwaii Forest Stewardship Plan; and applying to the transmission corridor over both land and marine areas, as well as the two water power generation sites, and to the area that would be flooded by the proposed dam structure;
2. That the applicant take into account the Province’s own guidelines for streamside protection in assessing the sites for the purpose of preparing developments plans – i.e. the *Land Development Guidelines for the Protection of Aquatic Habitat*, prepared by the Ministry of Environments, Lands and Parks and Department of Fisheries and Oceans (1992), including a 30-metre Streamside Protection and Enhancement Area (SPEA).
3. That the applicant be requested to confirm requirements for authorization under the *Utilities Commission Act*, and advise the Regional District of such authorization so as to ascertain a need for any rezoning.
4. That the applicant be requested to confirm the requirements for approval of the Agricultural Land Commission.
5. That, with respect to the proposed location of the transmission corridor in the vicinity of the Yaguun Gandlaay Conservancy, the Province confirm that the transmission corridor is not subject to the *Protected Areas of British Columbia Act (SBC 2000)* and the *Park Act*.

**314-2013**

**CARRIED**

- 10.2 Lax- kw’alaams and Metlakatla – Proposed Addition of Lands to Reserve

MOVED by Director Nobels, SECONDED by Director Putterill, that the Aboriginal Affairs and Northern Development Canada’s referral of Lax- kw’alaams and Metlakatla’s request to add additional land to their respective reserve land bases be received;

AND THAT the Chief Administrative Officer be authorized to sign, on the Board’s behalf, acknowledgement there are no concerns with the proposed addition of lands to the Lax- kw’alaams and Metlakatla reserve land bases.

**315-2013**

**CARRIED**

**11. NEW BUSINESS****11.1 Directors' Reports - Verbal**

MOVED by Director Nobels, SECONDED by Director Franzen, that the following verbal Directors' reports be received:

Director Nobels – Electoral Area A:

- Marine Planning Advisory Committee – September 26<sup>th</sup>, 2013 is the next meeting and it will be where the actual work will start being done regarding zoning and designating usages.
- Ground Fish Development Association – Update on developments was provided.

Director Putterill – Electoral Area E:

- BC Ferries Advisory Group – The Province has issued an RFP for the next consultation process whereas it wants to cut services on minor and Northern routes and wants the cuts in place by late Spring 2014. BC Ferries is planning to eliminate the “overheight” ferry charge and has provided 3 options on how to replace this revenue. The Advisory group has proposed a fourth option which would be to charge vehicles by the “foot”.

Director Franzen – District of Port Edward:

- The District has just completed its Official Community Plan and bylaws.

Director Gould – Village of Port Clements:

- 2014 marks the 100<sup>th</sup> anniversary of the Village and commemorative celebrations will begin in January next year.

Director Kulesha – Village of Queen Charlotte:

- The official ground breaking ceremony was held for the new Queen Charlotte/Haida Gwaii Hospital on July 30, 2013. The Medical Clinic will be opening in the City Centre building on Monday, August 12<sup>th</sup>.

**316-2013****CARRIED****11.2 Prince Rupert Gas Transmission Project and Pacific Northwest LNG**

MOVED by Director Gould, SECONDED by Alternate Director Garon, that the correspondence received from the Prince Rupert Gas Transmission Project be received;

AND THAT, with respect to their request to provide the Board with an update on the proposed LNG project, staff be directed to advise them of their availability to meet with them for a dinner meeting at the UBCM Convention on Thursday, September 19<sup>th</sup> as a recommended date or, alternatively, at the October 18<sup>th</sup> meeting on Haida Gwaii.

**317-2013****CARRIED**

**11.3 Land Tenure Agreement for Skidegate Transfer Station Road**

MOVED by Alternate Director Garon, SECONDED by Director Nobels, that the Chair and Corporate Officer be authorized to sign the Land Tenure Agreement with the Province of BC for the Skidegate Transfer Station site road.

**318-2013****CARRIED****12. OLD BUSINESS****12.1 Board Strategic Priorities July/August Review**

No resolution made.

**13. PUBLIC INPUT**

There was one question from the public.

**14. IN-CAMERA**

THAT the public be excluded from the meeting according to Section 90(1)(a) and (k) of the *Community Charter* – “personal information about an identifiable individual...” and “negotiations and related discussions respecting the proposed provision...”

**15. ADJOURNMENT**

MOVED by Alternate Director Garon, SECONDED by Director Franzen, that the meeting be adjourned at 9:10 p.m.

**319-2013****CARRIED**

Approved and adopted:

Certified correct:

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Barry Pages  
Chair

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Joan Merrick  
Chief Administrative Officer



**Minutes of the Moresby Island Management Committee Regular Meeting held on  
Thursday May 9, 2013 at 7:00 p.m.**

Members Present: Evan Putterill (Chair)  
Heron Wier  
Kristi Schmitz  
Carole Bowler  
Gord Usher  
Stanley Hovde

Members Absent: Emmy O’Gorman (with regrets)

Staff: Deena Wilson, Administrative Clerk  
Bob Prudhomme, Water System Operator

Public: Alex Rinfret, The Observer  
Bob Ells  
Gail Henry

1. CALL TO ORDER at 7:05 pm
2. APPROVAL OF AGENDA

MOVED by Carol Bowler, SECONDED by Heron Wier THAT the agenda be approved as presented.

CARRIED 2013-041

3. DELEGATES – none
4. RISE & REPORT – none
5. PUBLIC INPUT

There were no comments from the public.

6. BUSINESS

6.1 Water Regulations

MIMC will meet in late May to further discuss.

## 6.2 GFCT Forestry Committee Update

Chair Putterill provided an update that the committee had met to discuss the management of GFCT allocations, and that most of the community reps agreed that a committee composed of community appointed reps under the GTCF board of trustees is the option that we should proceed with.

## 6.3 Proposed Meeting Format Change

MOVED by Heron Wier, SECONDED by Carole Bowler to change the meeting format whereas the reports section is for written reports and minutes only and verbal reports / updates will be presented and discussed at the end of the meeting if there is time.

CARRIED 2013-042

## 6.4 Loggers Sports Day

MOVED by Kristi Schmitz, SECONDED by Carole Bowler that MIMC continue to provide administrative support for Loggers Sports Day and that we will ask the regular LSD volunteers to advise us of a date as soon as possible.

CARRIED 2013-043

## 7. FUAL May 2013

MOVED by Heron Wier, SECONDED by Kristi Schmitz THAT the May 2013 FUAL be received as presented.

CARRIED 2013-044

MOVED by Kristi Schmitz, SECONDED by Carole Bowler that the chair contact the District Manager, Transportation, Skeena District Region, to request that Playground Zone signs be put up on Park Road at Beach so that people entering Beach in either direction are aware that they are in a playground zone.

CARRIED 2013-045

Action Item: Kristi Schmitz and staff will look into a Speedboard for Sandspit.

## 8. REPORTS

### 8.1 Water System Operator's Report

#### 8.1.1 Water System Operator's Report May 2013

MOVED by Heron Wier, SECONDED by Carole Bowler THAT the Water System Operator's Report for April 2013 be received as presented.

CARRIED 2013-046

#### 8.1.2 Sandspit Water and Sewer Board

## 8.2 Gwaii Trust Director's Report

Kristi Schmitz informed the board that the Food Security Program application deadline has passed but no date is set yet for allocation; and that Gwaii Trust has started discussions on their 2014 budget.

## 8.3 Electoral Area Director's Report

8.3.1 SQCRD Board Meeting Summary April 2013

8.3.2 SQCRD Board Meeting Minutes April 2013 - prior to adoption

MOVED by Carole Bowler, SECONDED by Stanley Hovde to receive and file 8.3.1 - 8.3.2 the Electoral Area Director's Reports.

CARRIED 2013-047

## 8.4 Sandspit Recreation Committee Report

8.4.1 Sandspit Recreation Committee Meeting Minutes April 30, 2013

MOVED by Kristi Schmitz, SECONDED by Stan Hovde to receive and file Sandspit Recreation Committee Minutes.

CARRIED 2013-048

## 8.5 Sandspit Community Hall Committee Report

8.5.1 Sandspit Community Hall Meeting Minutes April 2013

MOVED by Stanley Hovde, SECONDED by Heron Wier to receive and file the Community Hall Meeting Minutes April 2013.

CARRIED 2013-049

## 8.6 QCI Recreation Report - none

## 8.7 Sandspit Emergency Preparedness Program Report – none

## 8.8 Community Futures Report - none

## 8.9 Sandspit Harbour Society Report - none

## 8.10 Sandspit Community Society Report

Evan Putterill reported that the Society will meet in late May or early June.

## 9. CORRESPONDENCE

(outgoing correspondence on basecamp)

10. APPROVAL OF PREVIOUS MINUTES

10.1 MIMC April 11, 2013 Meeting Minutes

MOVED by Heron Wier, SECONDED by Gord Usher THAT the Minutes from the April 11, 2013 Regular MIMC Meeting be adopted, as presented.

CARRIED 2013-050

11. UPCOMING DATES

11.1 Regular MIMC Meeting Thursday August 1, 2013

12. PUBLIC INPUT

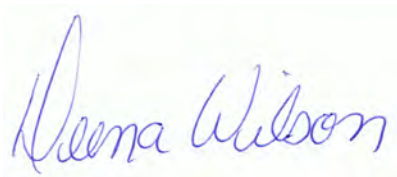
There was no public input.

13. ADJOURNMENT

MOVED by Carole Bowler to adjourn the meeting at 8:20 pm.

Certified Correct

Approved & Adopted



Deena Wilson, Administrative Clerk



Evan Putterill, Chair





**SKEENA-QUEEN CHARLOTTE REGIONAL DISTRICT**

**MINUTES**

of the Electoral Area Advisory Committee meeting held at the Regional District office in Prince Rupert on June 13, 2013.

**PRESENT**

**PRIOR TO ADOPTION**

Chair: Des Nobels, Electoral Area A

Directors: Karl Bergman, Electoral Area C  
Michael Racz, Electoral Area D (*via teleconference*)  
Evan Putterill, Electoral Area E (*via teleconference*)

Staff: Joan Merrick, Chief Administrative Officer  
Joanne Fraser, Deputy Corporate Officer

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**1. CALL TO ORDER** 12:05 p.m.

**2. CONSIDERATION OF AGENDA** (additions/deletions)

2.1 MOVED by Director Putterill, SECONDED by Director Racz that the agenda be adopted as presented.

**016-2013**

**CARRIED**

**3. MINUTES**

3.1 February 28, 2013 Electoral Area Advisory Committee Meeting

MOVED by Director Putterill, SECONDED by Director Bergman that the minutes of the February 28, 2013 Electoral Area Advisory Committee meeting be adopted as presented.

**017-2013**

**CARRIED**

**4. REPORTS**

4.1 Northern Development Initiative Trust – Funding Options

MOVED by Director Putterill, SECONDED by Director Racz, that the staff report entitled “Northern Development Initiatives Trust – Funding Options” be received;

AND THAT staff write to NDIT with the recommendation that earnings in the Cross Regional Fund should roll over annually for each community to accumulate for spending in future years.

**018-2013**

**CARRIED**

MOVED by Director Racz, SECONDED by Director Putterill, that staff draft a policy on how the Regional District shall approve grant funding requests for its Northern Development Initiative Trust and Gas Tax funding allotments.

**019-2013**

**CARRIED**

MOVED by Director Racz, SECONDED by Director Putterill, that Northern Development Initiative Trust (NDIT) be invited to the Regional District's September Board meeting to provide updated information on the changes to the NDIT funding model.

**020-2013**

**CARRIED**

4.2 Updating on Mapping Project

MOVED by Director Racz, SECONDED by Director Bergman, that the verbal report from staff regarding the update on the mapping project be received.

**021-2013**

**CARRIED**

4.3 UBCM Travel Arrangements

MOVED by Director Putterill, SECONDED by Director Racz, that staff provide a report to the August Board meeting on alternative dinner arrangements to the regularly-scheduled banquet for Directors at the 2013 UBCM Convention in Vancouver.

**022-2013**

**CARRIED**

**5. OLD BUSINESS**

None.

**6. OLD BUSINESS**

None.

**7. ADJOURNMENT**

MOVED by Director Racz, SECONDED by Director Bergman, that the meeting be adjourned at 12:50 p.m.

**023-2013**

**CARRIED**

Approved & Adopted:

Certified correct:

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Des Nobels, Chair

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Joan Merrick, CAO

**Skeena-Queen Charlotte Regional District  
Cheques payable over \$5,000 - JULY, 2013**

<b>Payable To</b>	<b>Date</b>	<b>Amount</b>	<b>Purpose</b>
Big Red Enterprises Ltd.	3-Jul	\$15,443.01	June, 2013 Garbage Collection Contract
Dodge Cove Improvement District	3-Jul	\$56,059.08	Repay funds for water system (MRIF)
Skeena-Queen Charlotte Regional Hospital District	3-Jul	\$9,701.47	GIL paid to SQCRD in error by CoPR
Lax Kwalaams Holdings Ltd	11-Jul	\$18,501.27	Jan-July, 2013 SQCRD Rent
Vancouver Island Regional Library	24-Jul	\$9,673.00	3rd Quarter Tax Assessment
Municipal Pension Plan	12-Jul	\$5,345.79	PP14-2013 MPP Remittance
Receiver General	11-Jul	\$9,717.48	Payroll Remittance (PP14-2013)
Receiver General	25-Jul	\$11,114.87	Payroll Remittance (PP15-2013)
Municipal Pension Plan	26-Jul	\$5,362.19	PP15-2013 MPP Remittance
CUETS Financial	14-Jul	\$5,538.56	SQCRD June Credit Card Transactions

**TOTAL CHEQUES OVER \$5,000:        \$146,456.72**

**Skeena-Queen Charlotte Regional District**  
**Cheques payable over \$5,000 - AUGUST, 2013**

<b>Payable To</b>	<b>Date</b>	<b>Amount</b>	<b>Purpose</b>
Big Red Enterprises Ltd.	16-Aug	\$15,249.69	July, 2013 Garbage Collection Contract
Prince Rupert Historical Society (NP Cannery)	16-Aug	\$40,000.00	2013 Annual Grant In Aid
Prince Rupert Archives	16-Aug	\$35,900.00	2013 Annual Grant In Aid
Prince Rupert Public Library	16-Aug	\$5,000.00	2013 Annual Grant In Aid
SCS Steel Contrainer Systems Inc.	28-Aug	\$27,602.97	2 New Roll-Off Bins (Port Clements Landfill)
Receiver General	8-Aug	\$9,335.73	PP16-2013 MPP Remittance
Municipal Pension Plan	21-Aug	\$5,388.84	Payroll Remittance (PP16-2013)
CUETS Financial	21-Aug	\$5,492.11	SQCRD July Credit Card Transactions
Municipal Pension Plan	29-Aug	\$5,412.98	PP17-2013 MPP Remittance
Receiver General	29-Aug	\$10,887.00	Payroll Remittance (PP17-2013)

**TOTAL CHEQUES OVER \$5,000:      \$160,269.32**

RECEIVED

ITEM 7.1

AUG 29 2013

August 26, 2013

SKEENA-QUEEN CHARLOTTE  
REGIONAL DISTRICT

To: Board of Directors

Skeena-Queen Charlotte Regional District

VIA E-MAIL

Mayor and Councillors  
District of Port Edward

Dear SQCRD and District of Port Edward

Re: Winter Maintenance Highway 16

I was pleased to read in the Northern View where both the SQCRD and the District of Port Edward are protesting the standard of winter maintenance undertaken by Nechako Northcoast Construction. This is a subject I have been protesting for many years now as have a few individuals from the Terrace area. We welcome your participation in this life threatening situation.

Whereas O'Brien Road and Bridge Maintenance pride themselves on the standards to which they maintain the highway, this has certainly not been the case with Nechako Northcoast. Over the past few years I have written the Ministers responsible, including the Premier of the Province, several letters on this matter and have a file filled with e-mails and photographs documenting my complaints. I have also read extensively on the contractual obligations of Highway Maintenance Contractors and am confident that what has been allowed to take place over the years has been very wrong and has put the lives of those using the highways at unnecessary and unacceptable risk.

I am available at any time should you wish to discuss this matter more fully. In the meantime, I can only encourage you to continue with your objections for the safety of the general public.

Yours very truly,



Brian Denton  
2134 Graham Avenue  
Prince Rupert, BC V8J 1C8  
Phone: (250) 624-9404  
E-Mail: snow@citytel.net



## DISTRICT OF STEWART

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Canada's Most Northerly Ice-Free Port

August 14, 2013

Mayor & Councils  
B.C. Municipalities

Re: AMBULANCE SERVICES RESOLUTION

The District of Stewart has submitted the attached resolution for consideration at the 2013 UBCM Convention. The District Council would appreciate your support of this resolution.

By way of background, the District of Stewart is currently facing an unacceptable level of ambulance service. It is not out of the ordinary to see us with no ambulance for periods of three to five days in a row. The nearest backup is some two to four hours away – if it is not tied up on another call. Emergency helicopter response is an hour and a half away in Prince Rupert and is only available in daylight hours. In winter, our one highway access is subject to closure from avalanches. We understand that much of rural BC is facing similar circumstances.

The District has had several meetings with BC Ambulance Services senior staff and has received nothing but stonewalling and being blamed for not attracting enough “volunteers”. Two of our three part time paramedics recently resigned because of stress and lack of support from the Ambulance Authority. Our only other paramedic is rarely available because of work in the resource industry out of town. The Ambulance Authority is currently bringing in outside help but usually they are only available from Monday to Thursday less the travel time from and to their home base.

It is the District of Stewart's view that the model being used to provide rural ambulance service is unworkable and needs to change. Poor salaries and on call compensation, plus a too heavy reliance on “volunteers” combined with excessive standards and training requirements are making it difficult to attract staff in small communities. Thus the resolution is advocating a change to the service delivery model and adequate funding from the province to implement a new model.

Thank you for your consideration in this regard.

Jim Kincaid  
Interim Chief Administrative Officer

### Email received from Municipal Insurance Association of BC

Date: August 12, 2013

Re: MIABC Voting Delegate

The 26th Annual General Meeting of the Subscribers of the Municipal Insurance Association of British Columbia is scheduled to take place at 3 PM on Tuesday, September 17th, 2013 in the MacKenzie Room, Fairmont Waterfront Hotel, Vancouver. This year, for the first time, the MIABC will be hosting a reception following the AGM in the Waterfront Ballroom, Fairmont Waterfront Hotel, until 6pm.

At the AGM, there will be two resolutions. The first will expand the definition of "Insured Party". The second will allow the MIABC to offer property and other insurance coverages. There will also be an election for one director at large for a two year position. Interested candidates should contact Director Glenn McLaughlin, Chair of the Nominating Committee, c/o the MIABC office.

In accordance with Article 6.13 of the Reciprocal Agreement, the following Delegate and two Alternates have been registered with the MIABC to vote your interests. Any change to this information shall require a resolution of Council/Board to be forwarded to the MIABC by September 4th, 2013. Also, to improve communications, can you please provide us with e-mail addresses for the delegate and alternates at your earliest convenience?

Voting Delegate: Director Karl Bergman

Email address: [sawmillcrk@gmail.com](mailto:sawmillcrk@gmail.com)

Alternate #1:

Email address:

Alternate #2:

Email address:

Regards,  
Marisa Newton





RECEIVED

AUG 26 2013

SKEENA-QUEEN CHARLOTTE  
REGIONAL DISTRICT

August 20, 2013

Barry Pages, Chair  
Skeena Queen Charlotte Regional District  
100-1<sup>st</sup> Avenue East  
Prince Rupert, BC V8J 1A6

Dear Chair Pages:

**Need for a Regional Growth Strategy**

At the August 9, 2013 Northwest Regional Hospital District Board Meeting a motion was made to request that the three regional districts represented, along with the Nisga'a Nation, met together to develop a regional growth strategy.

We are all dealing with the same issues and need to be prepared to speak as one voice to ensure that the necessities of north western BC are met. Health care needs are only one part of the overall strategy required. All types of infrastructure, along with the environment will be affected as development progresses in our communities.

We invite each group to discuss this request and determine their willingness to be involved in such a strategic planning group. There is opportunity to learn from other regions that have experienced similar periods of growth. As a group there is a need to look at the cost of such a study and also the cost of not forming such an alliance. The NWRHD Board would be willing to cooperate in such an endeavor.

Sincerely,

The North West Regional Hospital District Executive and Board

Stoney Stoltenberg, Chair

Carol Kulesha, Vice Chair

Bruce Bidgood, Vice Chair



## **Haida Gwaii Recreation Coordinator's Report**

**Month End: July 2013**

**Submitted By: Lucy Neville**

The HG Recreation Commission has three categories, from June to September, that our programs fall into; Registered Programs, Movies and Community Events. We also assist in obtaining rental spaces and advertising help for community members.

### **Registered Programs**

**Weight Room Orientations** –Angela Gross held an orientation at the **Queen Charlotte** weight room on July 18<sup>th</sup> at 7 pm, with 2 participants in attendance.

**Bike Re-Psych Repair Workshops** – the bicycle crew has held weekly Wednesday sessions throughout the month of August from the mobile trailer; in addition, they have moved throughout Haida Gwaii for all-island events, and have provided repair and rehab services in **Masset**, **Port Clements**, **Queen Charlotte** and **Sandspit** throughout July. Workshop participation in each community averaged 28 people.

**Beginner Flow Yoga** – with a nod to summer travels, this program, run by HG Rec instructor Chandra Bailey, wrapped up mid-July after another successful round of introductory vinyasa flow yoga in **Masset** at the HG Re, with a total of 35 participants.

**Intermediate Flow Yoga** – the lengthen-and-strengthen intermediate class concluded mid-July with instructor Chandra Bailey at the HG Rec building in **Masset**, with a total of 21 participants throughout the month of July.

**Beginner Bellydance** – there is an explosion of tummy-flaunting and hip-swaying in **Masset**! HG Rec instructor Denise Legare has continued this intro to the art of bellydance at the HG Rec building in **Masset** throughout July; the course runs each Wednesday from 7-8 pm and had a total of 28 participants.

**Everyday Stretch** - Registered Massage Therapist (RMT) Kim Goetzinger is continuing her spectacularly taught introduction to easy, informed stretching at her clinic in **Skidegate** each Friday from 6:30 – 7:30; this program had 7 triathletes attending throughout July, with a hiatus from July 26<sup>th</sup> – August 2<sup>nd</sup>.

**2013 Summer Program** – the 30<sup>th</sup> annual Summer Day Camp began July 2<sup>nd</sup> in **Queen Charlotte**. This program runs throughout July and August, with camp held in each of the communities: **Queen Charlotte, Port Clements, Sandspit** and **Masset**. Summer staff Kye Borserio, Ileah Mattice and Reina Fennell designed each location's camp schedule to include the key elements of fun, education, activity and culture, and have expanded on previous years' programs to incorporate Haida regalia-making, Haida dancing, cedar weaving, ornithology and biodiversity of of Haida Gwaii, body-based art creation, and a broader network of on-island organization inclusion such as the Tluu Xaada Naay dance group, Masset and Queen Charlotte RCMP, Rugby Canada, .

### Specialists

Penny Richardson – experiential arts  
Jenny Cross – Haida culture (singing, dancing and history)  
Terry Mitchell – BC Ambulance  
Jason Alsop – totem tour, culture and history  
Kevin O'Donnell – Dept. Of Fisheries and Oceans  
Josina Davis – art and biodiversity  
Sgt. Hromadnik – QC RCMP  
Sgt. Martin – Masset RCMP  
Margo Hearne – ornithology and biology

### Tours

K'aay Centre / Haida Museum  
Port Clements Museum  
Gore Brook Hike  
Port Clements Intertidal Walk  
QC Fire Department

### **Queen Charlotte**

Week 1 - **30**

Week 2 - **32**

### **Port Clements**

Week 1 – **27**

Week 2 – **25**

July 2013 Summer Program Total: **114**

### **Drop In Programs** – *closed until September 16<sup>th</sup>*

Haida Gwaii Rec. provides insurance and First Aid to all volunteers willing to run drop in programs throughout the school year at all island schools. Volunteers collect twoonies to cover

the School District 50 rental fee, and are charged per course for any incurred equipment damages. To register a sport for drop-in, a valid and current First Aid certificate is required. All drop-in programs were closed at School District locations as of June 21<sup>st</sup>, with closure as of May 31<sup>st</sup> at QCSS.

### **Events and Affiliated Programs**

#### **Ride to Conquer Enbridge**

Our Bike Re-Psych program, with major motivation and t-shirt creation skills from Ryan Barber, hosted a bicycle ride from Queen Charlotte to Masset on Saturday, July 6<sup>th</sup>. Riding a total of 113 kms, 37 riders and support teams used sweat, wheels and a lot of endurance to show their opposition to Enbridge's proposed Northern Gateway pipeline. Two Bike Re-Psych mechanics helped riders prep bikes before the trip, and had a booth for repairs open next to the Ground coffee shop in Masset at the finish line.

#### **Windy Bay Canoe Journey**

In preparation for the August 15<sup>th</sup> Legacy Pole Raising in Gwaii Haanas, HG Rec has teamed up with the Old Massett Youth Program to help their team of paddlers prepare for a 5-day journey from Sandspit to Windy Bay. HG Rec and ASSI coordinators worked with OMYP coordinator Harmony Williams and Recreation Worker Kiefer Collison to assist in designing training programs for the 22 youth and adults who will be creating history as they paddle a Haida canoe to help raise the first pole in Gwaii Haanas in 130 years.

#### **Sandspit Logger Sports Day**

Building on the 2012 festival, Haida Gwaii Rec has continued its tradition of providing free all-island transportation for Haida Gwaii residents to attend the Sandspit Logger Sports Day. With planned stops in Masset, Old Massett, Port Clements, Tlell, Queen Charlotte and Skidegate, the van also covered ferry fares for its passengers and a return ride. Summer Program Leaders Kye Borserio and Ileah Mattice provided children and youth games at the festival, with a total of 57 participants in the event and transport.

**Total July 2013 participants in HG Rec programs/events: 351**

***Total July 2012 participants in HG Rec programs/events: 345***

### **Upcoming Summer Classes**

**Movie** – This August, HG Rec will be showing 'The Croods' (rated G) throughout Haida Gwaii in Masset, Queen Charlotte, Port Clements and Sandspit.

**BOAT Exam** – the updated Transport Canada-approved BOAT exams will continue to be offered in Masset, Queen Charlotte and Port Clements upon request.

#### **Agate Man Mini-Triathlon**

Reviving a Haida Gwaii-created triathlon that ran yearly from 1992-1995, the Agate Man Mini-

Triathlon is gearing up for an August 5<sup>th</sup> kick-off, with the markers in place at Pure Lake and Transport Canada endorsements for road delays. The triathlon runs between Pure Lake and Masset with the traditional swim, bike run categories. This endeavor is multi-party, and includes donations and support from Delmas Co-op, artist Ben Davidson, TLC Automotive, Haida Gwaii Discovery Tours and Langara Fishing Lodge. Chair Peter Lake is currently working with the HG Rec Coordinator to muster up volunteers and inspire athletes to compete.

### **Haida Gwaii: the Men's Health – Injury Prevention Champions / Open Water Wisdom**

Building on the Open Water Wisdom program with Red Cross, Haida Gwaii Recreation has partnered with Northern Health Men's Health Champion Michael McQuade to design and implement a series of workshops across Haida Gwaii regarding water safety and awareness. The information sessions will be specifically targeting open water safety and injury prevention on and around the water.

### **Summer Program**

Throughout July and August, the much-anticipated Haida Gwaii Rec Summer Program will be hosted in **Queen Charlotte, Port Clements, Masset and Sandspit**, for two weeks in each location. A dynamic collection of specialists, from Gwaii Haanas to the Fire Dept to Sea Kayaking, as well as an ambitious and inspired Summer Program staff, promise to make this year's camps even better than the last.

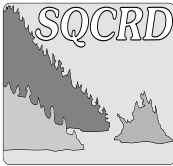
### **Additional Projects and Reporting**

#### **New Horizons Grant**

In collaboration with the Village of Queen Charlotte and CAO Peter Weeber, the Queen Charlotte Seniors Association, and School District 50, Haida Gwaii, the HG Rec Coordinator submitted a proposal to Service Canada to implement the "Listen and Learn - Intergenerational Engagement & Involvement on Haida Gwaii" program, which aims to strengthen relationships and peer mentorship between elders and youth, via a series of workshops and reciprocal education sessions.

**Lucy Neville**

***Haida Gwaii Recreation Coordinator***



## STAFF REPORT

**DATE:** September 13<sup>th</sup>, 2013

**FROM:** Joanne Fraser, Deputy Corporate Officer

**SUBJECT:** Scheduled Meetings at UBCM Convention

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### Recommendation:

**THAT** the Board receives the staff report “Scheduled Meetings at UBCM Convention”;

**AND THAT** all Board members be designated to attend the following meetings at UBCM (still to be confirmed), with the Director listed appointed as the main spokesperson to the issue:

1. Ministry of Transportation & Infrastructure - Rising cost of travelling on BC Ferries (*Director Putterill*);
2. Premier - Revenue sharing for communities based on extraction of natural resources (*Chair Pages*);
3. Ministry of Transportation & Infrastructure - Unacceptable winter driving conditions on Highway 16 between Prince Rupert and Terrace (*Director Nobels / Director Franzen*);
4. Minister of Community, Sport & Cultural Development - Status and importance of the Infrastructure Planning Grant application submitted for a feasibility study for the Sandspit water system (*Director Putterill*);
5. Ministry of Health - Provincial stance on disinfection by-products in drinking water and non-compliance with the Canadian Drinking Water Guidelines (*Director Putterill*);
6. Minister of Community, Sport & Cultural Development - Follow-up on discussions regarding the incorporation of Sandspit (*Director Putterill*);
7. Minister of Justice - Urgent need for a funding program to replace the discontinued federal Joint Emergency Preparedness Program (*Director Putterill*);
8. Chris Hauff, Director of Network BC - Connectivity issues on Haida Gwaii (*Chair Pages*)

**AND FURTHER THAT** Director Putterill be appointed to speak to the following resolution at the UBCM Convention, if required:

### Coastal Ferries: Fiscal Fairness & Long-term Strategy Res. No. 287-2013

**WHEREAS** the Union of BC Municipalities (UBCM) has requested that the Province abandons any plans to increase fares and/or reduce core ferry service levels, as such actions would have irreparable negative impacts on the economic well-being of Coastal British Columbia;

**AND WHEREAS the UBCM has called on the Province to implement legislation that recognizes our coastal ferry services as essential extensions of our public highway system and ensures fiscal fairness between BC's terrestrial and marine highway systems;**

**AND WHEREAS the UBCM has requested that the Province develops a ferry services strategy that supports the sustainability of island economies and the coastal ferry service;**

**AND WHEREAS over the past year the Province has (a) failed to implement a ferry services strategy, (b) allowed the rapid escalation of ferry fares, and (c) began to implement a plan to slash services to ferry dependent communities;**

**THEREFORE BE IT RESOLVED that UBCM continues to lobby the Province to:**

- 1. Work co-operatively with coastal communities on implementing a long term strategy for the ferry system that supports the strengthening and sustainability of island economies and the coastal ferry service;**
- 2. Implement legislation that recognizes the ferry system as an extension of our highway system and ensures fiscal fairness between the marine and terrestrial components of our highway system; and**
- 3. Freeze ferry fares and service levels at 2013 levels until such time as the legislation and strategy are implemented.**

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**Background:**

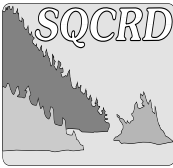
As requested by the Board, staff has requested meetings with various ministries at the 2013 UBCM Convention. Confirmation dates and times of these meetings will be communicated to Directors once they have been received by staff.

The Board submitted one resolution to UBCM concerning Coastal Ferries: Fiscal Fairness & Long-term Strategy.

**Discussion:**

Staff is recommending that:

- all Regional District Directors be designated to attend the scheduled meetings and appointing a Director to be the main spokesperson for each; and
- appoint Director Putterill to speak to the resolution on coastal ferries, if required.



## STAFF REPORT

**DATE:** September 13, 2013

**FROM:** Joan Merrick, Chief Administrative Officer

**SUBJECT:** Multi Material BC – Packaging and Printed Paper Financial Incentives

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### Recommendation:

**THAT the Board receives the staff report “Multi Material BC – Packaging and Printed Paper Financial Incentives”;**

**AND THAT in regard to Mainland Recycling, the Board accept the offer from Multi Material BC for the depot collection financial incentive;**

**AND THAT in regard to Island Solid Waste, the Board accept the offer from Multi Material BC for the depot collection financial incentive;**

**AND FURTHER THAT the Chair and Corporate Officer be authorized to sign the respective agreements with Multi Material BC.**

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### Background:

Multi Material BC (MMBC) is offering collection incentives to allow those collectors currently providing residential packaging and printed paper (PPP) collection services. The incentives are subject to the terms and conditions set by MMBC and designed to assist MMBC in meeting its obligations under the new PPP regulations.

In short, those local governments that currently provide curbside garbage collection can choose to implement curbside recycling collection of PPP material, and those local governments that currently offer depot collection can choose to continue to offer depot collection with a financial incentive for residential PPP materials.

At the August 9<sup>th</sup> Board meeting, staff provided a report regarding the financial incentives and recommended that the Regional District elect to continue depot collection with the financial incentive from MMBC.

Given the uncertainty at the time as to what the City of Prince Rupert was going to propose regarding curbside collection, the Board passed the following motion:

*THAT the report be referred to the September 13th Regional District Board meeting, pending more information from staff and clarification from the City of Prince Rupert on Council’s plans for future recycling.*



## **Discussion:**

In mid-June, MMBC sent out letters of offer to local governments regarding the new financial incentive programs for either curbside or depot collection of PPP's. Local governments were given until September 16<sup>th</sup> to respond if they wished to enter into an agreement with MMBC for the incentive program. This September 16<sup>th</sup> deadline is based on MMBC's commitment with the producers to have the program implemented by May 2014. Staff contacted MMBC to request an extension but was denied.

Just as there are two separate services for Island Solid Waste and Mainland Recycling, there are two separate set of issues regarding the implementation of the PPP program.

### **Islands Solid Waste (ISW)**

The Regional District has been offered an annual curbside collection incentive of \$36 per household for single stream (co-mingled) collection or \$39 per household for multi-stream (partially separated). It is also being offered \$80+ per tonne for materials collected at the depot if there is no curbside collection. This amount is reduced to \$60+ per tonne if there is curbside collection. If ISW also bales the material, the incentive goes up to \$100+ per tonne for either option. Based on 101.25 metric tonnes (135,000 kgs of PPP materials processed in 2012; assuming 25% from commercial), that would equate to \$10,125 in additional revenue for ISW.

The second benefit in being a PPP depot is that MMBC will assume responsibility for shipping all PPP materials off Island which is estimated to be a cost saving of \$14,000. This would result in a total net financial benefit of \$24,125 (\$15 per household cost saving).

However, if the Regional District opts for curbside collection, they would receive an annual subsidy of between \$32 and \$36 per household. The estimated cost of bi-weekly single stream curbside collection would be \$54 per household, plus the cost of bins / bags and administration. After the subsidy, the additional cost per household would likely be in the range of \$25 annually.

Assuming that the Regional District is contracted to process the materials collected curbside, then there would be an additional \$15,000+ in labour for sorting (based on 21 man hours biweekly). This additional cost would reduce the net financial gain of electing for the depot incentive to less than \$10,000 (\$6.25 per household cost saving).

Another factor to consider is the continued cost to operate the existing drop-off locations. It has been demonstrated that in areas with curbside collection, there is still a need for drop off locations. Although the volumes collected at the drop-offs may be reduced, the cost of managing them still remains.

In summary, there is a financial gain by opting to continue the existing depot-based recycling program. The amount of the incentive offered for switching to curbside collection is not enough to offset the cost of offering such a program. Should the Regional District decide to offer curbside collection of recycling materials, user fees would need to be raised by up to \$25 per year to cover the cost.

One way to offset the additional cost of curbside collection would be to decrease garbage pickup from weekly to bi-weekly. This could reduce the cost of garbage collection by around \$77,000 annually or \$48 per household. However, moving to garbage pick-up every second week has numerous issues including the need for public education / support, enforcing limits on the amount of garbage that will be collected, odours, and garbage being spread by animals or carelessness and illegal dumping. Staff does not recommend this option.

### **Mainland (Regional) Recycling**

The City of Prince Rupert and District of Port Edward have been offered the financial incentive for curbside collection as they currently provide garbage collection services. The Regional District, in relation to Mainland Recycling, has been offered a financial incentive for depot collection of PPP material.

The recycling depot currently processes many PPP products and relies on the commodity price to help offset the cost of processing those materials. The depot is also responsible for shipping the products once they are baled. With the Recycling Operations Manager on indefinite leave, staff does not have exact calculations for the financial impacts of the incentive; however, in prior discussions with Tim Des Champ, the Regional District can anticipate a significant financial benefit by opting for the enhancement offer.

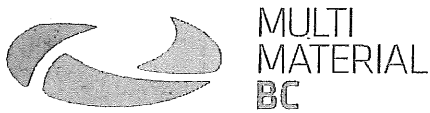
In addition to receiving an incentive of between \$100 and \$330 per metric tonne for baled product, MMBC would also assume responsibility for shipping costs of residential PPP products. The incentive per tonne plus the elimination of shipping costs for residential PPP products would provide a significant reduction to the current taxation subsidy the depot currently receives.

At the time of writing this report, the City of Prince Rupert had not decided on whether they would accept the curbside collection option being offered by MMBC. Should the City opt for moving to curbside, there is a significant disadvantage to the Regional District as there is no guarantee that the Regional District would be contracted to process the materials collected by the City. The Regional District will have to compete in a RFP process for post collection services. The RFP competition will likely involve “large scale” waste handling companies which may or may not contract with the Regional District to process materials for them. In addition, it is likely that any materials collected curbside would be co-mingled which would then require additional capacity to sort compared to the multi-stream collection system that exists at the depot currently.

Staff is recommending that the Regional District accept the offer for the financial incentive for depot collection.

### **Acceptance of Offer**

Staff must complete the forms supplied by MMBC and return them by September 16<sup>th</sup>. Once MMBC receives the forms, they will draft a contract to be signed by the Chair and Corporate Officer.



July 11, 2013

Skeena-Queen Charlotte Regional District  
100-1st Avenue Prince Rupert  
British Columbia V8J 1A6

Attention: Mr. Tim Deschamps  
Solid Waste Manager

Dear Mr. Deschamps:

**RE: Collection of Packaging and Printed Paper from Residents**

Multi-Material British Columbia (MMBC) is preparing to implement the Packaging and Printed Paper (PPP) Stewardship Plan in May 2014. As set out in the approved Plan, MMBC is offering incentives for the collection of PPP from residents. This letter sets out the offer from MMBC to the Unincorporated Areas of Skeena-Queen Charlotte Regional District to provide collection of PPP from residents.

Notwithstanding the use of the word "offer" in this letter, this letter is only intended to describe the general terms of a contemplated transaction and to allow you to indicate your interest and to provide MMBC with the requested information. Neither this letter, nor your response to this letter, creates or is intended to create any legally binding or enforceable obligation or relationship. This letter is not an offer to enter into either a bidding contract or a contract to carry out the contemplated transaction.

The consummation of any transaction remains subject to the successful execution by you and MMBC of a definitive written agreement covering the engagement. MMBC will not be obligated in any manner to you until such a definitive written agreement has been signed by you and MMBC, and MMBC will have no obligation to enter into such a definitive written agreement; to otherwise consummate a transaction; or to conduct or continue discussions or negotiations.

MMBC provides no representations or warranties of any kind in connection with this letter, whether express or implied, including as to the completeness or accuracy of any material included or referenced herein. MMBC assumes no liability in respect of the transaction being discussed or for any errors or omissions. MMBC reserves the right, in its sole discretion, at any time and for any reason, to modify or supplement materials referenced in this letter (including the proposed form of agreement).

MMBC has developed a list of PPP to be collected from residents at curbside and multi-family buildings and at depots. Of particular note:

- All types of printed papers are included except hard and soft cover books;
- All types of paper packaging are included except waxed corrugated cardboard;
- All types of steel and aluminum packaging (including aerosol containers) except paint containers and gas cylinders;
- Glass containers are to be separated from all other;

- PET # 1, HDPE # 2, PVC # 3 and most types of LDPE # 4, PP # 5 and PS # 6 containers are included;
- HDPE # 2 and LDPE # 4 film packaging is to be accepted at depots only; and
- PS # 6 foam packaging is to be accepted at depots only.

Please review the Packaging and Printed Paper to be Collected from Households and at Depots available on the MMBC website.

### Curbside Collection

We have recently been informed that the Skeena-Queen Charlotte Regional District was providing curbside collection of garbage to the Village of Port Clements, Village of Masset and Village of Queen Charlotte as of November 19, 2012. If you were providing these services, MMBC is offering the Skeena-Queen Charlotte Regional District a collection incentive, subject to certain terms and conditions, to implement curbside collection of PPP to residents of these Villages after May 2014.

The curbside collection incentive is comprised of:

- An amount per year for each household<sup>1</sup> served based on the household density of your service area and the number of streams collected<sup>2</sup> to collect a specified list of PPP<sup>3</sup>;
- An amount per tonne for collection of glass segregated from all other PPP; and
- A performance bonus if the quantity of PPP collected per household per year reaches certain thresholds.

These curbside collection financial incentives are set out in the following tables.

Curbside Collection Financial Incentive	
Single-stream - curbside PPP excluding glass	\$/Curbside Household per Year
>2 households per hectare	\$32.00
0.2 to 2 households per hectare	\$34.00
<0.2 households per hectare	\$36.00
Multi-stream - curbside fibres and containers excluding glass	\$/Curbside Household per Year
>2 households per hectare	\$35.00
0.2 to 2 households per hectare	\$37.00
<0.2 households per hectare	\$39.00
Glass collected in a separate stream (not commingled)	\$/Tonne
	\$80

<sup>1</sup> A household is a self-contained dwelling unit providing living accommodation to one or more people where the resident delivers PPP to the curb for collection.

<sup>2</sup> Single-stream or multi-stream.

<sup>3</sup> Refer to PPP to be Collected from Households and Depots posted on the MMBC website. Note that glass may not be commingled in single-stream collection or with containers in multi-stream collection.

<b>Curbside Collection Performance Bonus</b>				
PPP Collected per Curbside Household Per Year	180 - 199 Kilograms	200 - 219 Kilograms	220 - 239 Kilograms	> 240 Kilograms
Performance Bonus	<b>\$ per Curbside Household per year</b>			
	\$1.00	\$2.00	\$3.00	\$4.00

Should the Skeena-Queen Charlotte Regional District wish to provide PPP curbside collection services to the households that were receiving garbage collection services in November 2012, please complete Sections 1, 2 and 3 of the MMBC Collection Financial Incentives – Collector Response posted on the MMBC website and submit the form electronically to [forms@multimaterialbc.ca](mailto:forms@multimaterialbc.ca) prior to **September 16, 2013**.

Should the Skeena-Queen Charlotte Regional District wish to decline the curbside collection incentive, please complete Section 1 and questions 1 and 2 of Section 2 of the MMBC Collection Financial Incentives – Collector Response posted on the MMBC website and submit this form electronically to [forms@multimaterialbc.ca](mailto:forms@multimaterialbc.ca) prior to **September 16, 2013**.

#### **Terms and Conditions**

MMBC's terms and conditions are set out in a sample Master Services Agreement with schedules that include a Statement of Work for each type of collection service available. A sample of the form of agreement that MMBC expects the Skeena-Queen Charlotte Regional District to sign in order to receive the collection incentives described above is available for your review on the MMBC website (see Service Providers). As noted above, MMBC reserves the right to modify or supplement this form of agreement, and the relevant schedules will need to be populated with the information provided in the MMBC Collection Financial Incentives – Collector Response submitted by the Skeena-Queen Charlotte Regional District, and as agreed upon by MMBC, before MMBC may present a finalized copy of the agreement to the Skeena-Queen Charlotte Regional District for its execution. By indicating your interest in accepting the offer described in this letter, the Skeena-Queen Charlotte Regional District acknowledges that it has reviewed, and agrees to, the form of agreement.

#### **Resident Education and Service Administration**

Should the Skeena-Queen Charlotte Regional District accept the collection incentives described above, it would also be eligible for the associated top up payment set out in the following tables.

Resident Education Top Up	Households Used to Calculate Top Up	By Service	If also Contracted to Operate Depot
		\$/HH/year	\$/HH/year
Curbside collection	Curbside households	\$0.75	\$0.25

Service Administration Top Up	Households Used to Calculate Top Up	\$/HH/year
Curbside collection	Curbside households	\$2.50

We look forward to receiving your response prior to September 16, 2013.

If you have questions or if we can be of any assistance as you consider the collection financial incentives, please contact MMBC by:

- Emailing [info@multimaterialbc.ca](mailto:info@multimaterialbc.ca);
- Calling MMBC at (604) 620-7540; or
- Calling Maura Walker, a member of the consulting team providing support to MMBC during implementation of the PPP Stewardship Plan, at (250) 597-7997.

Sincerely,  
Multi-Material British Columbia



Allen Langdon  
Chair



## Skeena-Queen Charlotte Regional District

### BOARD POLICY

*(Proposed Amendments – Page 2 shown in italics and bold.)*

<b>Title:</b>	Directors – Reimbursement of Travel and Other Expenses
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#### 1. PURPOSE

To establish guidelines for the reimbursement of expenses incurred by Directors while traveling on Regional District business.

#### 2. POLICY

The Skeena-Queen Charlotte Regional District will provide reimbursement for reasonable out-of-pocket transportation, accommodation, food and other expenses, while traveling on Regional District business, in accordance with the attached Schedule of Allowable Expenses.

#### 3. SCOPE

This policy applies to all Directors of the Regional District while on authorized travel including:

- 3.1 Regional District Board meetings;
- 3.2 Regional District Committee meetings;
- 3.3 Regional District Public Hearings;
- 3.4 Regional Hospital District Board meetings;
- 3.5 Union of BC Municipalities annual convention for Electoral Area Directors;
- 3.6 North Central Local Government Association annual convention for Electoral Area Directors;
- 3.7 Travel to a meeting of any agency or organization for a Director appointed by the Board as a representative to that agency or organization (Board-Appointed Representative); and
- 3.8 Any travel approved by resolution of the Board.

#### 4. DEFINITIONS

*“Authorized Travel”* is the travel identified within the Director Remuneration Bylaw as “authorized” or is otherwise approved by resolution of the Board and subject to available funding within the approved Financial Plan.

*“Director”* means both Directors and Alternate Directors

*“Out of Pocket”* means those expenses requiring an outlay of funds.

*“Regional District”* is the Skeena-Queen Charlotte Regional District.

## 5. RESPONSIBILITY:

- 5.1. Directors are responsible for ensuring that travel is authorized and that expenses are claimed in a timely manner and consistent with this policy.
- 5.2. The Treasurer is responsible for administering this policy.
- 5.3. The Chief Administrative Officer is responsible for reviewing and approving Directors expense claims in a manner consistent with this policy, the Schedule of Allowable Expenses and the Travel Expense Procedures
- 5.4. Where a Director is entitled to claim for reimbursement from another organization the amount claimed from the Regional District must be reduced by that amount, or;

Where the Regional District is entitled to claim for a portion of the travel costs from another organization, the Director must notify the Regional District of any recovery to be made from the third party.

- 5.5. ***Directors are responsible for ensuring the most cost-effective and cost-efficient mode of travel is used, including booking air travel in advance to avoid premium rates.***
- 5.6. ***Whenever possible, Directors will travel the day of the meeting; however, when necessary, the Regional District will reimburse for accommodation and pay the per diem for the day before and day after the meeting and/or convention.***
- 5.7. ***When staff assistance is required to make travel arrangements, Directors are responsible to provide staff with adequate notice.***

## 6. PROCEDURES:

This policy will be managed in conjunction with the Finance Procedures for Travel Expenses Claims

## 7. REFERENCES:

- Director Remuneration Bylaw
- Expense Claim Form

Approval Date:	September 21, 2012	Resolution No.	326-2012
1. Amendment		Resolution No.	



### **Schedule of Allowable Expenses**

#### **Transportation:**

The most economical mode of transportation is to be used, unless there is a specific practical reason to choose otherwise; i.e. flying may be preferable to driving long distances.

1. Travel by Private Vehicle – reimbursed at a per kilometer rate, based on the “Reasonable Per-Kilometre Allowance” rate as set by the Canada Revenue Agency.
2. Ferry – at actual cost and may include the cost of an onboard cabin when traveling overnight on the ferry.
3. Air Transportation – at actual cost, not to exceed regular economy fare
4. Parking and Taxis – at actual cost
5. Car Rental – at actual cost, where its use is deemed necessary.

#### **Accommodation:**

6. Commercial Accommodation – at actual cost.
7. Private Accommodation - \$30 per night

#### **Food:**

8. Per Diem - where the travel requires an overnight stay, a per diem, including the cost of incidentals and gratuities, of \$80.00 **per night** may be claimed. Incidentals include items such as coffee, water, use of cellphone, laundry, etc.
9. Meal Allowance – the following rates, including gratuities, will apply where use of the Per Diem rate is not applicable and meals were required:  

Breakfast	\$15.00;	Lunch	\$20.00;	Dinner	\$35.00
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10. Where meals are paid for as part of a registration fee or otherwise provided, the per diem for those meals must be deducted from the per diem.

#### **Other Expenses:**

11. Conference fees – at actual cost
12. Course Registration and Materials – at actual cost
13. Telephone or Facsimile charges – at actual cost

#### **Partner Participation:**

When traveling with a Director to an authorized conference or event, the following will apply:

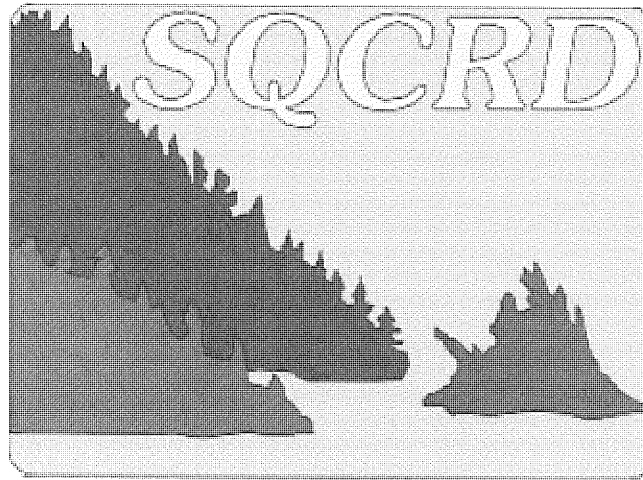
14. Banquets –Regional District will cover the cost for a Director’s partner to attend the banquet
15. Other costs –Regional District will not cover other costs for partners including food, transportation and participation in partner events.

**Exclusions:**

The following expenditures will not be reimbursed by the Regional District:

1. When transportation is otherwise provided and a Director chooses to travel by alternate means;
2. Travel Insurance;
3. Personal telephone calls;
4. Liquor; and
5. Fines or penalties related to personal misconduct ie: traffic violations.

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**Skeena-Queen Charlotte Regional District**  
**2013/2014 Engagement Plan**

## Introduction

In 2013, the Skeena-Queen Charlotte Regional District recognized the need for a communications plan to more effectively engage with the residents it serves. As a key service delivery agent for an area with more than 19,000 residents, the Regional District (RD) believes that proactive stakeholder engagement is one of the most effective ways to communicate regional initiatives to residents and key stakeholder groups, foster an atmosphere of community collaboration and ensure an open and transparent democratic process.

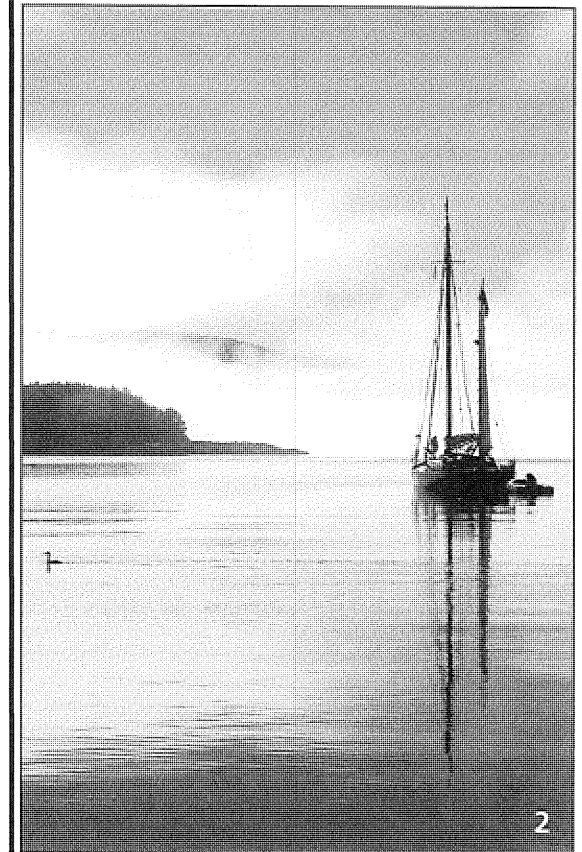
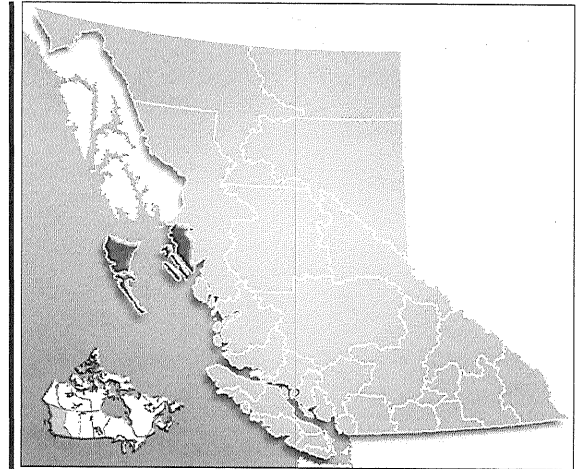
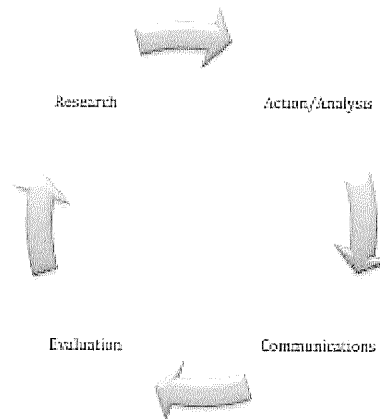
For that reason, Regional District staff engaged Northern Development Initiative Trust to provide capacity and expertise to develop a basic communications plan for the Skeena-Queen Charlotte Regional District.

This plan is designed to provide staff members with a basic outline of the RD's approach to communications, key messages, internal and external communications protocols and objectives and key metrics for evaluation of these initiatives. It is assumed the RD will not hire a full-time communications staff member in the near future. As a result, this plan has been designed to "jump-start" communications initiatives in the RD, which can be carried out with existing staff resources, and, where possible, via additional capacity provided by Northern Development.

## Approach to Communications

The RACE (Research, Action/Analysis, Communications, Evaluation) approach fosters an environment of proactive communications, whereby the RD is able to examine its key audiences (publics) and initiatives, garner information to inform its communications initiatives and processes, implement those initiatives and processes and then evaluate the effectiveness of them.

**This approach should be used to achieve each objective outlined in this communications plan.**



## Regional District Objectives

- Providing region-wide services
- Providing sub-regional services where residents of a municipality and residents in areas outside the municipality benefit from the service such as recycling on Haida Gwaii
- Acting as the general local government for the electoral areas and providing local services to unincorporated communities within the electoral areas, such as the water service in Sandspit
- Working collaboratively with member municipalities, First Nations and key stakeholder groups to address and advocate for areas of concern

## Strategic Priorities 2013/2014

The following Strategic Priorities were outlined by the Board in April 2013. This plan should be used to help achieve the communications components for each of these priorities.

1. Regional Leadership and Advocacy
2. Emergency Planning and Preparedness
3. Recycling on Haida Gwaii
4. Governance Structure for Sandspit
5. Water Quality in Sandspit

## Communications Objectives

In May 2013, senior Regional District (RD) staff met with Northern Development for a half-day communications planning session that identified a number of communications objectives to pursue. The objectives identified were based on staff observations. More research is needed to identify and prioritize further communications objectives, both internally and externally.

Regardless, the objectives outlined here have been repositioned as outcome-oriented goals. This aligns with the RD's goal to more proactively engage with residents, foster an atmosphere of community collaboration and ensure an open and transparent democratic process. The outcome-oriented nature of these goals also dovetails well with the RD's general key messages, which are outlined on page seven, and the methods to evaluate the success of these objectives found later in this plan. The RACE formula explained on page two should be followed to achieve each of these objectives. It should also be noted that this is NOT a comprehensive list of communications objectives, merely a starting point.

## Internal Outcomes and Objectives

- ***Improve the efficiency of internal information flow to reduce staff time and costs.*** Conduct a comprehensive internal communications audit, which includes an audit of staff and Board perceptions regarding current communications (survey), and an inventory of communication tools, documents and an assessment of brand consistency. The survey should also include representatives from Islands Solid Waste, Regional Recycling and Haida Gwaii Regional Recreation
- ***Improve the efficiency of internal information flow to reduce staff time and costs.*** Using the information garnered from the communications surveys and audit, update or build written protocols for how information will be shared internally, within departments, cross-departments, the Board, staff, etc. with regard to specific projects, daily tasks, reports to the Board and media or residential issues
- ***Improve the efficiency of internal information flow to reduce staff time and costs.*** Assess the current digital and paper filing system for maximum efficiency. Reduce redundancies, update documents to match communications (messaging/branding) templates. Inform staff members of the location of the updated documents. Dispose of old, out-dated or unnecessary files
- ***Ensure flow of information from the Regional District to residents is maximized, consistent and accurate.*** Ensure all senior staff have a thorough understanding of information sharing and communications protocols. This should also apply to Board members (Use the communications toolbox on page 11 to determine the best tools to use to ensure staff understand and are held accountable to the communications protocols)
- ***Ensure a constant and consistent flow of relevant information among staff to increase efficiency and reduce staff time and costs.*** Establish consistent dates and frequency of meetings between department staff, departments and senior staff, and post-board meeting briefings. Continue to rotate meetings throughout Regional District communities.
- ***Ensure all directors have the relevant and up-to-date information about on-going Regional District issues.*** As part of survey, develop protocols for sharing information to all directors (e.g. Reading File and distribution of all agendas).

## Internal Outcomes and Objectives continued...

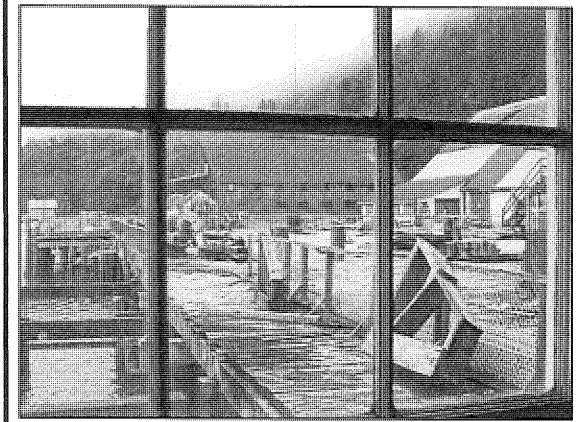
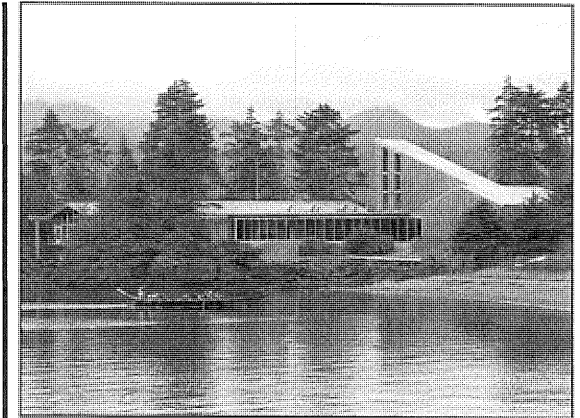
- *Ensure a constant and consistent flow of relevant information to the Board to increase efficiency and reduce staff time and costs, and maximize the flow of consistent information from the Regional District to residents.* All inbound and out bound communication to and from Board members should be shared with every other Board member to maximize communications amongst Board members, inform them about relevant issues and ensure parity of knowledge in spite of geographic distances between representatives
- *Increase Board and community knowledge about the ongoing state of the Regional District's finances with an effort to improve understanding of new costs and services.* Provide more frequent finance information to the Board, including regular variance reporting.

## External Outcomes and Objectives

- *Determine the quality of the Regional District's communications efforts externally in an effort to improve engagement with residents.* Engage residents with a survey (print, online or both) to determine the quality and effectiveness of the RD's current communications tools and efforts. Use the results from the internal audit and external survey to inform a comprehensive update to external communications tools
- *Maximize engagement with residents and Regional District service users in all areas.* Adopt an external communications policy that places an emphasis on face-to-face and verbal communications, where possible, between residents and staff and Board members. Strengthen that policy with a strong digital offering in terms of an intuitive, well-designed and accessible website that residents, service users and visitors can access in an effort to bridge the geographic gap between different area regions. Use the RACE approach to communications outlined in this document to achieve each communications objective
- *Maximize engagement with residents and Regional District service users in all areas.* Build protocols for issuing news releases and engaging with media (see the 'how to create messages' diagram on page seven, external and media relations protocols on page nine and the 'is it news?' flow-chart on pages nine and 10)

## External Outcomes and Objectives continued...

- ***Empower communities to take a lead on emergency management.*** Use updated external communications policies, protocols and tools to engage residents across the RD's service area in a conversation about locally-led emergency management practices. Find expert speakers and use local expertise and leadership to facilitate sessions to determine a new framework for communicating across the region in the event of an emergency. Update the Emergency Response Plans for the RD. Identify local representatives to take a lead on emergency management in each community or area. Develop a communications system using digital, mobile, radio and other technologies to share information in the event of an emergency. Develop an 'emergency' check-list to be given to local representatives. Consider developing a social media account for emergency messaging purposes
- ***Maximize understanding and use of the Regional District's recycling program.*** Use updated external communications policies, protocols and tools to develop a strategy to engage residents about the Regional District's existing recycling program. Identify knowledge gaps and use communications tools to inform residents and service users and gather feedback about the program
- ***Improve the level of communication and engagement between the Regional District and Sandspit with regard to Sandspit's governance structure and water quality.*** Use updated internal and external communications policies, protocols and tools to re-engage with Sandspit regarding its governance structure and relationship with the Regional District on a go-forward basis. Engage with local representatives and area residents about water quality issues. Develop a communications strategy for addressing both governance and water quality issues in Sandspit
- ***Increase regional access to government and agency funding to support development.*** Develop a strategy to communicate to area communities that the Regional District has a grant writer available to help raise funds for certain projects



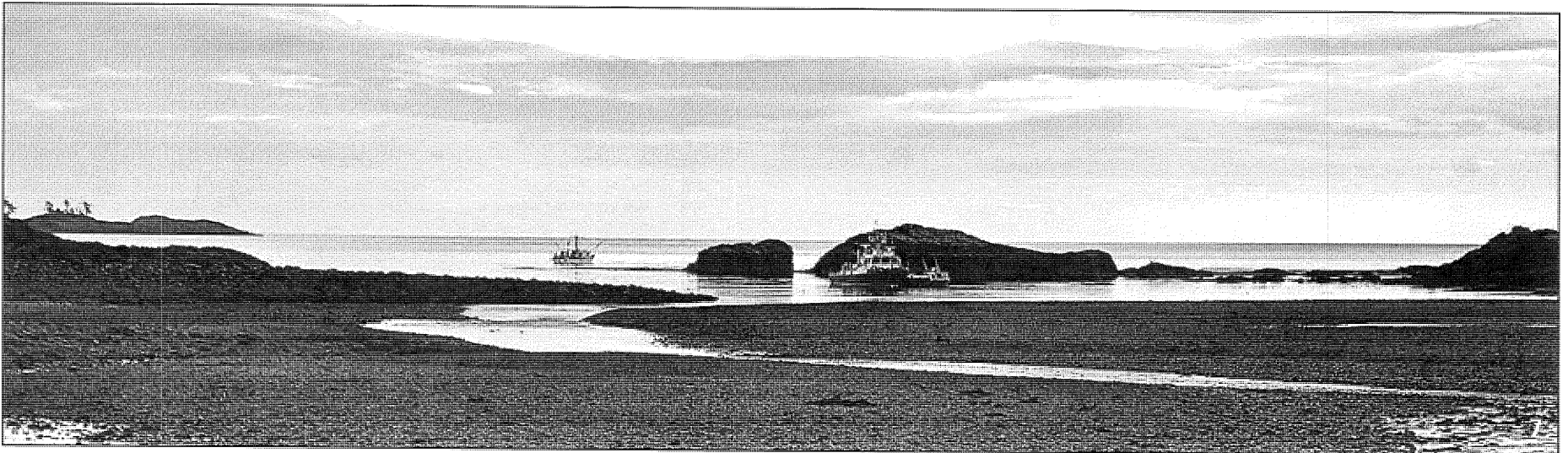
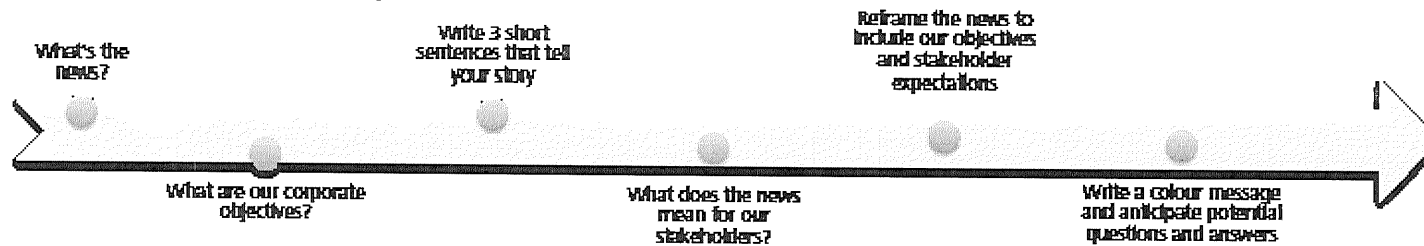


## General Key Messages

The following is a list of key messages that staff should utilize and communicate to stakeholders at any and all opportunities. The word 'we' should always be used in place of 'I' in any and all external communications on behalf of the Skeena-Queen Charlotte Regional District.

- The RD's role is to provide region-wide services
- The RD also provides sub-regional services where residents of a municipality and residents in areas outside the municipality benefit from services such as recycling on Haida Gwaii
- The RD also acts as the general local government for the electoral areas and provides local services to unincorporated communities within the electoral areas, such as the water service in Sandspit
- The RD works collaboratively with member municipalities, First Nations and key stakeholder groups to address and advocate for areas of concern

## How to Create Messages that Work

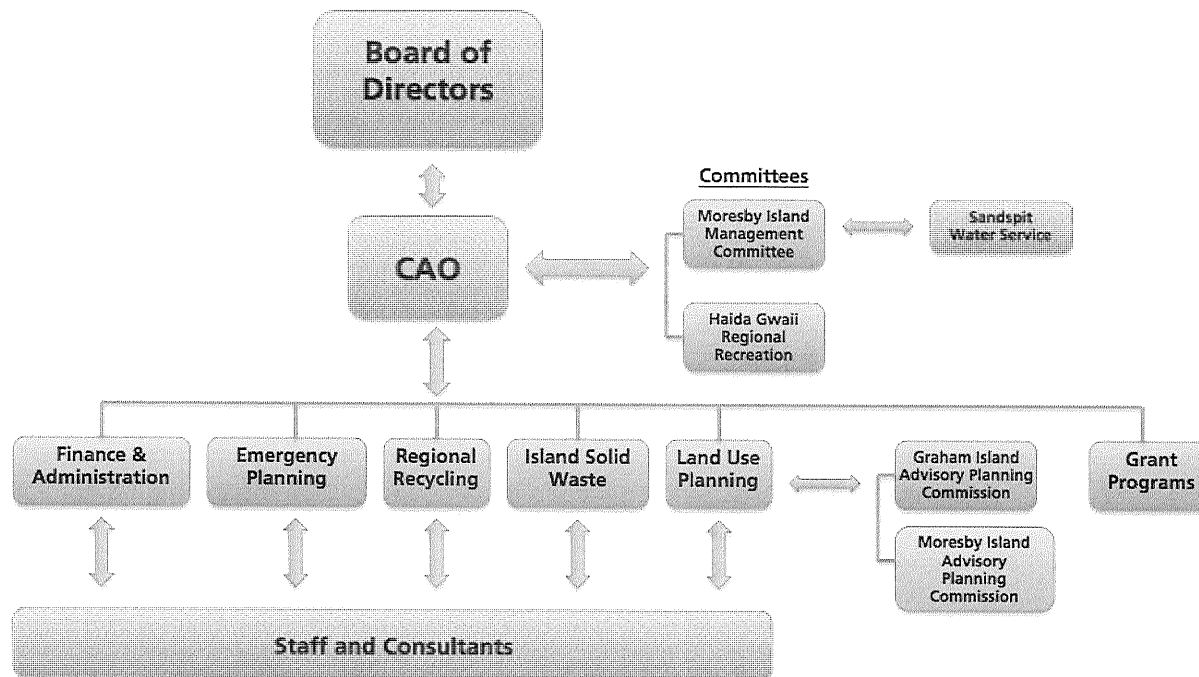
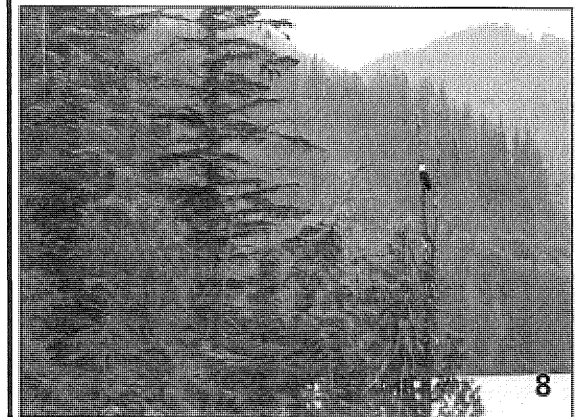
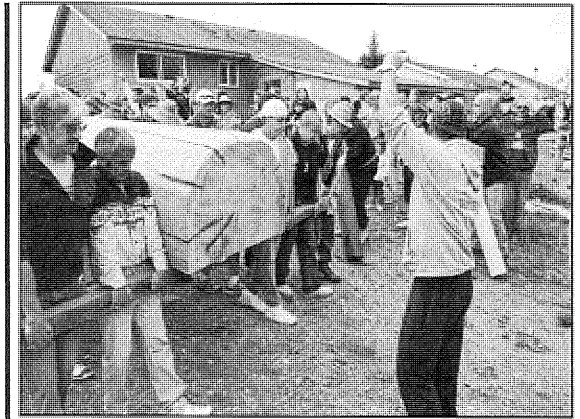


## Regional District Communications Protocols

The following section outlines the Regional District's basic communications protocols. These protocols are designed to help staff members share information internally and externally in a proactive and constructive manner. Without protocols, information sharing can become disjointed, inefficient and unproductive, which can create undue risks for an organization and result in significant costs.

## Internal Communications Protocols

The following protocol outlines the basic flow of information internally. Note that although information flows downward from the Board through the CAO, it is disseminated among the Regional District's departments in an effort to keep employees informed and engaged. It is also sometimes the case that information will flow from the board directly to departments, in some cases bypassing the Chief Administrative Officer (CAO) and administration. In this case, communication responses to board requests should be forwarded through the CAO's office.



## External Communications Protocols

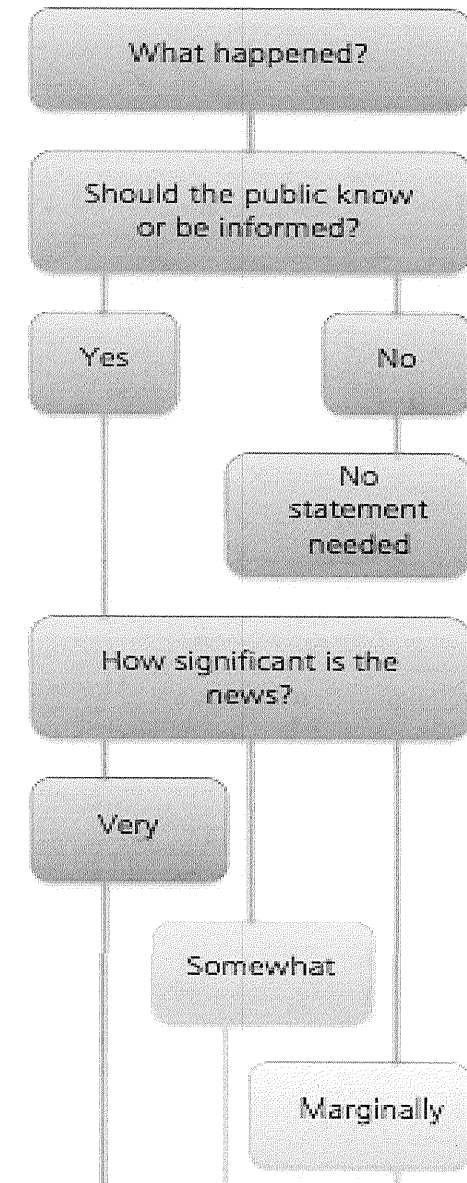
An external communications protocol outlines the general flow of information to key stakeholders from the Regional District. A comprehensive list of these stakeholders is outlined on page 10. Similar to the internal flow of information, all information flows through the CAO's office before being disseminated publicly. This is especially important for public consumption of information. Consistency and repetition are keys to success in communications, and this protocol ensures that all information that is publicly disclosed to residents and media is first vetted by the CAO's office.



## Media Relations Protocol

Similar to the external communications protocol, all media engagement will be directed through the CAO's office to ensure consistency of messaging and reduce the risk of misinformation entering the public realm. The Board Chair will be the primary spokesperson for the Regional District. Other Directors may be selected on a 'per issue' basis. The CAO will be the primary spokesperson on behalf of Regional District processes and staff, except when delegated to specific staff members in the absence of the CAO or because a staff member has specific knowledge of an issue in the media (e.g.: economic development, solid waste, emergency services, etc.). Staff will select from the communications toolbox on page 11 when disclosing information publicly. The 'Is it News?' checklist (right) should be used to help the Board Chair and staff determine the type of response needed to disclose information to the media.

### Is it News?



Continued on next page...

## Target Audiences

The following list outlines the key audiences (publics) that the Regional District should target in order to accomplish its goal to achieve proactive stakeholder relations and foster an atmosphere of community collaboration.

Where possible, specific groups have been identified that have an existing unique and important relationship with the Regional District, and should be targeted to achieve better engagement.

Internal Audiences	External Audiences
Regional District Staff	Residents of the Regional District
Regional District Board Members	Service users in the Regional District
Regional District-established committees and commissions	Member Municipalities - City of Prince Rupert, District of Port Edward, Village of Queen Charlotte, Village of Port Clements, Village of Masset
	Electoral Areas - A, C, D and E
	Area First Nations - Port Simpson, Metlakatla, Kitkatla, Hartley Bay, Skidegate, Old Massett
	District media (Northern View News, The Observer, CBC)
	Provincial and federal government agencies

## Is it News?

It's worth a news release, perhaps a press conference

It's probably worth a press release and a website update

It's probably worth a social media announcement, and maybe a website update

Tip: An item is newsworthy if it affects a large body of people, represents a significant policy change or shift, involves a significant amount of money or is unique or novel.

## Communications Toolbox

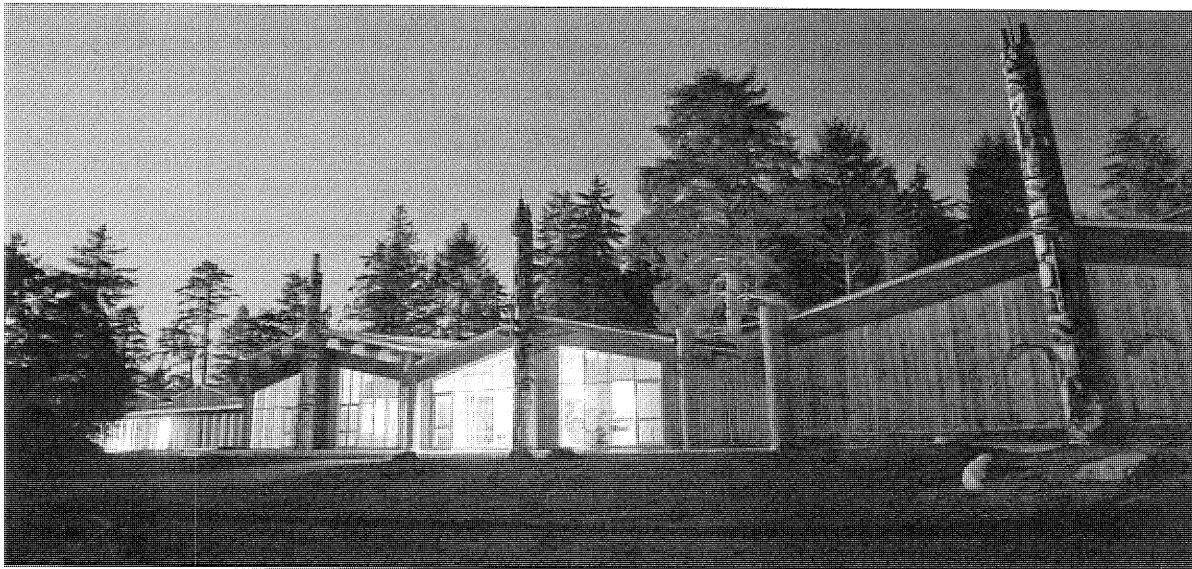
The following list outlines the various communications tools the Regional District (RD) could use to achieve its goal of proactive stakeholder engagement. This list should be used in tandem with the RD's communications objectives, protocols and target audiences. When used together, these items allow the RD to follow a simple 'check-list' process to achieve its engagement goals. It should be noted, however, that poor cell phone coverage and slow Internet bandwidth on Haida Gwaii will impact the RD's ability to effectively communicate with the stakeholders it serves. With that in mind, the Regional District will likely have to use multiple communications tools to achieve maximum stakeholder engagement in the areas it serves, and, where possible, rely on face-to-face meetings and verbal contact.

News releases, press conferences	Annual report
Regional District website	Photos and video
Board meetings	Backgrounders, FAQ sheets, media kits
Mail outs	Newsletters
Advertising	Inter-government meetings
Signs and plaques	Brochures
One-on-one contact via email and telephone	Speeches
Open houses and public meetings	Workshops
Presentations	

## Engagement Checklist

The following checklist is designed to help the municipality carry out its engagement objectives.

1. What is your communications objective?
2. Why?
3. How does it line up with your corporate objectives?
4. What outcome do you hope this objective will help you achieve?
5. Is it an internal or external objective?
6. What information do you have to relay?
7. What are your key messages?
8. Have you reviewed your protocols?
9. What audiences will you target?
10. What communications tools will you use?
11. What's your timeline?
12. How will you evaluate the success of this objective?



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## Communications Tactics Timeline

The following table outlines how the Regional District (RD) can assign a timeline and specific tactics to effectively achieve an outcome-oriented communications objective. The table follows the basic RACE approach to communications outlined on page two. Working backward from the desired outcome, RD staff are able to separate each part of the strategy into an achievable tactic with a specific timeline. This table should be used in tandem the RD's objectives, protocols, target audiences, toolbox and evaluation methods (page 13).

**Timing Disclaimer:** Given ongoing staff capacity constraints, the communications objectives outlined in this report will be pursued on an ongoing basis. It is not expected that all of these objectives will be achieved in 2013/2014.



Objective	Research	Action/Analysis	Communications	Evaluation	Outcome
A comprehensive audit of internal communications among staff and board members should be conducted to assess the quality, consistency and efficiency of information flow among employees	Month/Year: The research component of this objective will include staff meetings and an anonymous staff survey that will gauge current staff satisfaction with internal communications	Month/Year: The results of the survey will be shared with staff and used to create a comprehensive 'to-do' list to improve internal information flow, efficiency and consistency	Month/Year: The 'to-do' list will be broken down into departments and assigned to appropriate staff members to carry out	Month/Year: After the tasks have been completed, staff will be surveyed six months and one year after the implementation of the 'to-do' list items to assess improvement of internal information flow	Improve quality, consistency and efficiency of internal information flow among staff members to reduce staff time and costs
Specific Objective	Timeline - Tactic	Timeline - Tactic	Timeline - Tactic	Timeline - Tactic	Desired Outcome
Specific Objective	Timeline - Tactic	Timeline - Tactic	Timeline - Tactic	Timeline - Tactic	Desired Outcome



## Communications Evaluation Methods

This page outlines a number of ways in which the Regional District can evaluate the success of its outcome-oriented communications objectives. Following the RACE approach to effective communications, evaluation is a key component of an effective engagement strategy – without asking ‘how did we do?’ it’s impossible for us to gauge whether we achieved the outcome we had originally envisioned. Additionally, the evaluation stage of communications provides staff with important research results that help inform future communications objectives. In this way, the RACE approach to communications becomes cyclical until the desired outcome is reached. The following table outlines a number of ways in which the Regional District can measure the success of its objectives. Not every possible measurement has been included.

Internal and external communications surveys that gather information from stakeholders about the perception of RD operations	Total number of website visits
Cost reductions related to communications efforts	Average duration of website visits
Feedback forms and comment boxes can be used to measure the number of positive or negative incoming comments	Source of website traffic
The number of news releases issued	Total website conversions (people who have filled out a form, survey or paid a bill online)
The number of media stories about the Regional District	Total number of newsletter subscribers
Total positive and negative media hits	A reduction in written and verbal complaints, internally and externally
Number of media outlets in which stories appear	

