



**REGIONAL DISTRICT
of Fraser-Fort George**

**REPORT ON
CORPORATE GOVERNANCE**

**As adopted by the Board of Directors
on December 16, 2004**

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1.0 EXECUTIVE SUMMARY

The Regional District of Fraser-Fort George (RDFFG) Board of Directors decided to review its corporate governance structure in March 2004 and established a Select Committee on Corporate Governance (Committee) to provide advice and recommendations. Seven directors of the Board comprised the Committee.

The *Local Government Act* (s.1) identifies the purposes of regional districts:

Recognizing that regional districts are an independent, responsible and accountable order of government within their jurisdictions, the purposes of a regional district include:

- *providing good government for its community;*
- *providing the services and other things that the board considers are necessary or desirable for all or part of its community;*
- *providing for stewardship of the public assets of its community; and*
- *fostering the current and future economic, social and environmental well being of its community.*

Positive characteristics of effective governance include an accessible and accountable structure, respect for diversity and procedural fairness.

Positive, respectful and collaborative relationships are found at the heart of the most effective Boards. Those relationships are formed through a common vision and understanding of the roles, abilities and responsibilities of participants.

The Committee's Tasks

- Review and evaluate the Board's former and current governance structures including its procedure bylaw, standing and select committees, and Committee of the Whole processes.
- Review and evaluate governance structures used by other local governments.
- Provide advice to the Board concerning the RDFFG's current governance model and recommend changes, if any.

The Desired Outcomes

- ***Enhance service delivery to traditional and non-traditional customers:***
 - Be responsive and accessible.
 - Be innovative and proactive.
 - Develop and adopt best practices.
 - Think broadly concerning the scope of potential customers.
- ***Maintain flexibility in governance:***
 - Use the inherent flexibility in the regional district system to create customized solutions.
 - Recognize the similarities and differences between communities.
- ***Seek and value local input:***
 - Obtain the views of stakeholders before finalizing corporate policy, plans and strategies.
 - Use local input as a test for corporate relevancy.
- ***Provide clarity concerning the decision making process:***
 - Design for openness and accountability.
 - Educate partners and the public about corporate processes.
- ***Promote corporate sustainability:***
 - Maintain a long-term view.
 - Recognize the immense and invaluable contribution of volunteers.
 - Support a culture of learning.
 - Encourage and reward efficiencies.
 - Seek research and development opportunities.
 - Design and implement a succession management program.

The Conclusions and Recommendations

The Committee observed that the RDIFFG can benefit from structural and process changes designed to achieve the desired outcomes.

The Committee identified specific roles recommended for the Board of Directors, Committee of the Whole, Commissions, Select Committees, Standing Committees, Local Service Committees and Special Purpose Advisory Committees. Figure 3, found on page 25, presents the Governance Structure that was recommended by the Committee.

Specific Structure recommendations were presented in Executive Summary, [Table Ex 1](#).

Specific Process recommendations were presented in Executive Summary, [Table Ex 2](#).

The Regional Board accepted the recommendations of the Select Committee on Corporate Governance, and on December 16, 2004 approved in principle all of the governance process and structure recommendations as corporate objectives.

Table Ex 1: Governance Structure Objectives

		When
A1	Make use of Committee of the Whole for Executive and Finance matters	January 2005
A2	Standing Committees Established by the Chair <ul style="list-style-type: none"> • Sub-Regional Services • Environment and Parks • 9-1-1 • Robson/Canoe Sub Regional Services 	January 2005
	Commissions <ul style="list-style-type: none"> • Bear Lake Community Commission (no change) 	
A3	<ul style="list-style-type: none"> • Recreation Commission (evaluate) 	January 2005
A4	<ul style="list-style-type: none"> • Advisory Planning Commissions (combine within new Local Service Committee mandates where practical) 	2005
A5	Continue Select Committees until their work is complete. <ul style="list-style-type: none"> • Corporate Governance • Regional Cultural Plan <hr style="border-top: 1px dashed black;"/> <ul style="list-style-type: none"> • Rural Schools (prepare a Terms of Reference) <hr style="border-top: 1px dashed black;"/> <ul style="list-style-type: none"> • Emergency Plan Preparation 	2005
A6	Develop a Board policy on the method of appointment of members to Local Service Committees.	2005
A7	Establish Local Service Committees to provide single or multiple service advice in consultation with Directors.	2005/2006
A8	Use Special Purpose Advisory Committees as required. <ul style="list-style-type: none"> • Regional Fire Training Facility Technical Committee • Solid Waste Management Plan Technical Committee • Public Safety Operations Group 	

Table Ex 2: Process Objectives

		When
B1	Develop a policy framework to assist the Chair in creating and appointing members of Standing Committees.	2005
B2	Update procedure bylaw and use consent calendar for routine matters.	2005
B3	Update policies and bylaws concerning processes and delegation of authority.	2005
B4	Design and implement a process to seek public opinion concerning Regional District services.	2005
B5	Schedule Standing Committee meetings in conjunction with regular Board meetings.	2005
B6	Ensure that Standing and Select Committee Chairs report directly to the Board on matters requiring Board action.	2005
B7	Standing Committees should evaluate options and need to obtain delegated authority from the Board.	2005
B8	Ensure that Select Committees are dissolved when assigned tasks are complete.	As required
B9	Review delegation of authority to the Bear Lake Community Commission and evaluate scope and purpose of the administrative support provided by the Regional District.	2005
B10	Evaluate Recreation Commission scope and purpose (if the Commission continues in 2005).	January 2005
B11	Determine if Advisory Planning Commissions can practically be integrated with proposed Local Service Committees in consultation with Electoral Area Directors.	2005
B12	Combine multiple Local Service advisory roles within Local Service Committees, where practical, to provide local input. Local Service Committee mandates should be clear – Local Service Committees should include the Electoral Area/Municipal Directors who represent service participants. Local Service Committees for fire/rescue services should be mandatory.	2005/2006
B13	Prepare and deliver orientation/education and training materials to newly elected officials; and routinely provide information updates to Directors on matters of governance, legislation and service delivery	2005
B14	Create role descriptions for Directors, Vice-Chair, Chair and Committee/ Commission Chairs.	2005
B15	Create role descriptions for Directors appointed to external agencies.	2005
B16	Poll Directors to determine whether they receive the appropriate tools from the Regional District, including technology access, training and equipment.	2005
B17	Inventory volunteers and quantify their respective contributions to Regional District services. Identify methods by which volunteerism may best be supported by the Regional District. Evaluate the Regional District's volunteer recognition systems.	2005
B18	Develop succession plans for officers and managers.	Begin 2005

2.0 INTRODUCTION AND BACKGROUND

Regional districts are a unique form of local government. They play significant roles in providing services to the public on a voluntary or provincially mandated basis. The extent to which those services affect citizens varies depending on the type of services provided and the method by which they are funded. In specific circumstances, regional districts may provide services within electoral areas and within municipal boundaries. Municipalities and regional districts can provide services for specifically defined areas, however, that practice is fundamental to the regional district system.

Each service area is intended to be self-funding. Those who benefit from the service pay for it. Reserve funds established with respect to a service must stand as a separate reserve fund to be used for the benefit of that service. Operating budgets must by law, be balanced.

Adapted from: A Primer on Regional Districts in British Columbia, Ministry of Community, Aboriginal and Women's Services

Regional districts have three roles and are governed by six principles:

The Roles:

- 1. Regional districts are regional government for the region.** They provide a political forum for representation of regional residents and communities providing a vehicle for the delivery of region wide services (i.e. 9-1-1, Solid Waste Management, Regional Parks). In this role, the regional district's customers are the participating communities.
- 2. Regional districts provide a political and administrative framework for sub-regional service delivery on a partnership basis through the creation of benefiting areas.** Any combination of municipalities and electoral areas can jointly decide to provide services and recover the costs from beneficiaries.
- 3. Regional districts are the local government for rural areas.** At the very least, the regional district provides community planning and land use regulation in rural areas. In addition regional districts typically provide such services as building regulation and inspection, street lighting, nuisance regulation and house numbering.

The Principles:

1. Federal:

Regional districts are a federal form of government. Rural areas have a federal relation to the region. Electoral area constituents elect their directors and receive services directly from the regional district. The federal character is the most important for understanding the unique character of regional districts. The region is a federation of municipalities and rural areas. Each constituent unit is in effect a shareholder and has a seat on the board of directors. As a consequence, regional districts are part of the municipal system, not apart from it. The regional district does not sit over municipalities with the municipal units serving the region. Rather the regional district exists to further the interests of its members.

2. Consensual:

Regional districts are for the most part consensual organizations. They generally provide services that their members and the public agree they should provide, with some legislative exceptions. This is quite different than predominately relying on statutory or direct power. It means getting things done by forging agreements and partnerships. Accordingly, extensive procedures are set out in the *Local Government Act* for obtaining elector and Board consent.

Services are delivered on a variety of scales within the boundaries of the regional district. The service area can be a single municipality or electoral area, a grouping of municipalities and electoral areas or a part of a municipality or electoral area. Services may also be provided across regional district boundaries.

3. Fiscal Equivalence:

The legislation for regional districts requires a close matching between the benefits and costs of services. The intent is that residents pay for what they receive. In practice this can mean that each service that is delivered by a regional district has a cost recovery formula. To this end, the legislation provides a wide range of cost recovery tools including taxes, charges and fees and flexibility to vary these. As well, it requires that each service be separately accounted for in the budget and accounts of the regional district. Funds raised from a service area are applied for the benefit of the service area.

4. Soft Boundary System:

Closely related is soft boundary or custom geography. Every service provided by the regional district has a defined service area, or custom boundary which attempts to match the cost recovery with the beneficiaries of the service. Whereas hard boundaries are boundaries that dominate the delivery of a jurisdiction's service portfolio, in a soft boundary system it is the natural scope of the service that dominates boundary setting.

5. Voluntary:

Regional districts are for the most part voluntary organizations that are self-organizing, providing the services their members or residents agree they should provide. However, Provincial mandates may also be imposed on regional districts.

The responsibilities of regional directors as policy makers and legislators are significant and the legal requirements affecting regional districts are complex.

3.0 PURPOSE AND OBJECTIVES

3.1 Reasons for This Work

The Regional District of Fraser-Fort George Board of Directors decided to review its corporate governance structure in March 2004 and established a Select Committee on Corporate Governance (Committee) to provide advice and recommendations. Seven directors of the Board comprised the Committee.

The tasks assigned to the Committee were:

- Review and evaluate the Board's former and current governance structures including its procedure bylaw, standing and select committees, and Committee of the Whole processes;
- Review and evaluate governance structures used by other local governments; and
- Provide advice to the Board concerning the RDFFG's current governance model and recommend changes, if any.

3.2 Desired Outcomes

The Committee has developed the following desired outcomes to guide its work. They evolved through discussion among Committee Members around the fundamental role of the Regional District, the desire to provide excellent value in the delivery of services to regional constituents, and the need to ensure continued relevance in an ever-changing world.

Table 1: Desired Outcomes of the Governance Structure Review Process

✓ Enhance service to customers.	Service to customers is our primary purpose.
✓ Recognize differences and similarities between communities and assure appropriate local input.	Provide meaningful opportunity for local input to policy, plans and strategies.
✓ Be flexible.	Adapt easily.
✓ Be responsive.	Encourage listening and promote accessibility.
✓ Be transparent.	The governance process should be open and accountable. There should be clarity in the decision-making process and outcomes.
✓ Be efficient.	Make the best use of time and resources.
✓ Be innovative.	Create a culture for innovation and best practises to succeed.
✓ Encourage and support learning.	The relative success of the organization and its people is predicated on a culture of learning for elected officials, staff and the corporation. The organization should support and participate in research and development opportunities.
✓ Promote corporate sustainability.	Take a long-term view. Elected officials, volunteers and staff are present for a relatively short period of time when considered in the context of the corporation.

4.0 GOVERNANCE FRAMEWORK FOR REGIONAL DISTRICTS

4.1 Composition and Structure

Regional districts are corporate bodies with legislated mandates. They are primarily providers of local government services to unincorporated areas and regional partners on the basis of inter-municipal cooperation. Regional districts are political clearing houses for regional issues. They are not a separate level of government.

A Board of Directors governs each regional district. Each director represents a participating area and has a fixed number of votes determined by population. All directors are elected representatives. Municipal councils appoint a certain number of directors to the Board based on population. Regional district electoral area constituents elect other directors directly to the Board. Directors are policy makers, not managers.

4.2 Obligations and Responsibilities

Regional districts are responsible for efficient delivery of services to subscribing participants. They develop short and long term planning strategies concerning service delivery. Positive characteristics of effective governance include an accessible and accountable structure, respect for diversity and procedural fairness.

Regional district directors represent the views of constituents and balance corporate (regional) interests against stakeholder (local) priorities. They must respect the organization and validity of the decision-making process and abstain from the governance process when there is a conflict of interest. Directors must honour the non-disclosure of confidential business.

The *Local Government Act* (s.1) identifies the purposes of regional districts:

Recognizing that regional districts are an independent, responsible and accountable order of government within their jurisdictions, the purposes of a regional district include:

- *providing good government for its community;*
- *providing the services and other things that the board considers are necessary or desirable for all or part of its community;*
- *providing for stewardship of the public assets of its community;*
and
- *fostering the current and future economic, social and environmental well being of its community.*

Provision of services to constituent members is a regional district's primary role. A service may be initiated internally by a Board, or externally by citizen groups or other organizations. Implementation of a service requires both participant consent and Board approval. Provincial approval may also be required.

Authority for a regional district to provide services is generally derivative rather than mandated. Participant consent is usually obtained by referendum, petition or counter-petition. Where elector assent is derived by such means, expense limitations of the proposed service must be clearly stated. Consent is the property of individual stakeholders, not a regional district.

In some circumstances a director may consent on behalf of an electoral area and similarly a Council may consent on behalf of a municipality.

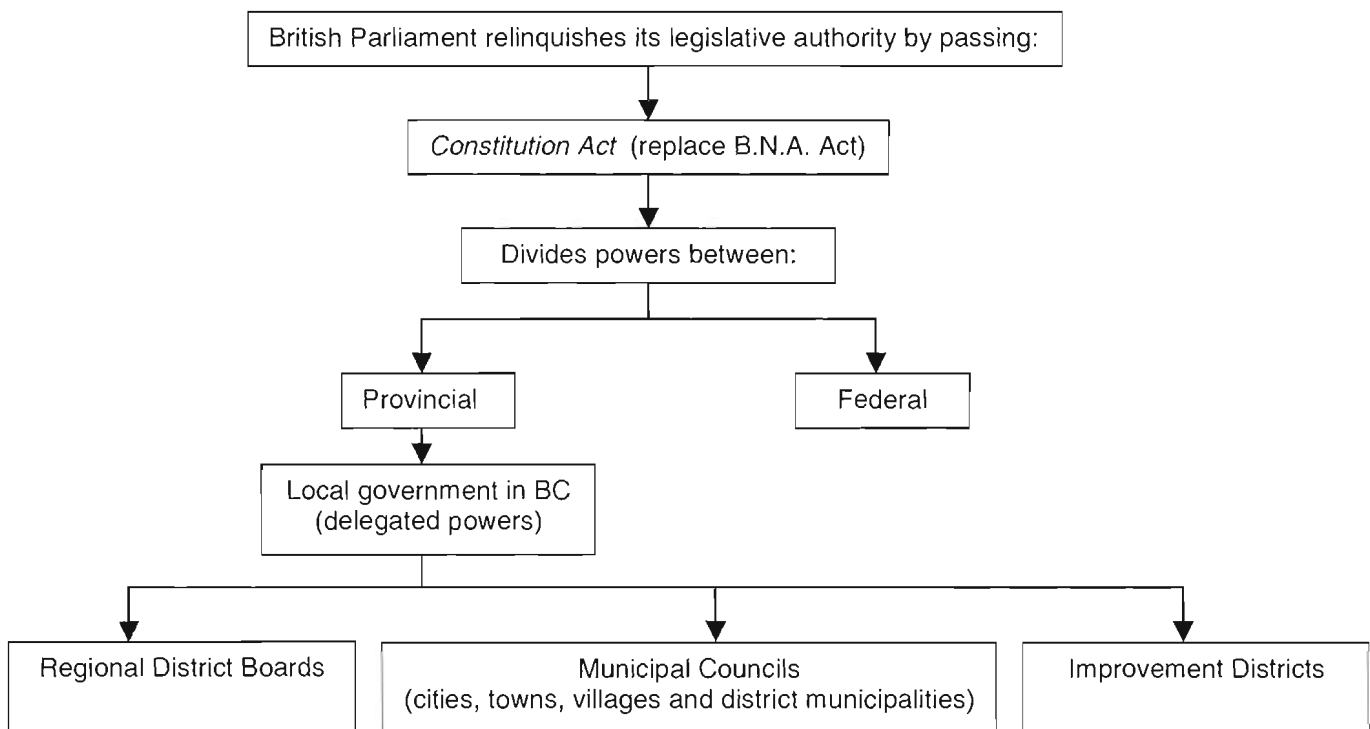
A Board must decide whether or not to approve provision of proposed services. That corporate approval is the property of the Board, not individual stakeholders. Service approval is determined by a corporate (unweighted) vote and must be by bylaw.

A regional district board may force stakeholder consent in some circumstances, such as preventing "free riders" from using a service. However, forced consent is subject to an appeal to the Province.

4.3 Legislative Context

Sections 91 and 92 of the British North America Act, which now forms part of the Canadian Constitution, divide powers and responsibilities between the federal and provincial governments. Responsibility for local government is assigned to the Provinces which, in turn, delegate power to local government through provincial legislation.

Figure 1: Legislative Context



In 1964 the *Municipal Act* was amended to authorize the incorporation of regional districts. Over the next three years 28 regional districts were incorporated covering much of BC. Regional hospital districts were also created at the same time and share the same boundaries as regional districts, but are distinct corporations.

The current legislated mandate for regional districts is found in:

- *Local Government Act*
- Community Charter
- Letters Patent and Supplementary Letters Patent

The *Local Government Act* (s. 2) defines the purposes of the Act:

- *To provide a legal framework and foundation for the establishment and continuation of local governments to represent the interests and respond to the needs of their communities;*
- *To provide local government with the powers, duties and functions necessary for fulfilling their purposes; and*
- *To provide local governments with flexibility to respond to the different needs and changing circumstances of their communities.*

4.4 Board of Directors

A regional district Board is composed of those directors who are directly elected in the Electoral Areas and those appointed by Councils of member municipalities. The Board is the governing body of a regional district corporation. The focus of the Board is on what needs to be achieved as compared to the roles of the officers and staff who manage and carry out the work of the organization.

The Board decides all matters which have not been delegated to another person or body. The regional district corporation is bound by statute and policy, and is accountable for decisions of the Board and delegated decisions.

The size of the Board can change from meeting to meeting depending on which directors are in attendance. A Board meeting is legally constituted when proper notice has been given and in the case of RDFFG, at least 8 directors are present (non 9-1-1 matters); or at least 12 directors are present (for 9-1-1 matters).

A Board may act in three ways. By:

- bylaw
- resolution
- policy adoption

Board decisions are made by resolution to adopt bylaws or policies.

4.5 Voting

Section 783 of the *Local Government Act* outlines the assignment of corporate votes and voting procedures. The legislation provides for weighted voting by directors on the Board for specified matters. Letters Patent establish the voting units and a director may not have more than 5 votes (783(5)). If upon applying the voting formula, a director has more than 5 votes, then an additional director must be appointed or elected and the votes divided between them.

Table 2: Membership and Voting – 2004 Board

DIRECTOR	REPRESENTING	NO. OF VOTES
<u>Incorporated Communities</u>		
Councillor Don Zurowski	City of Prince George	5
Councillor Don Bassermann	City of Prince George	5
Mayor Colin Kinsley	City of Prince George	5
Councillor Cliff Dezell	City of Prince George	4
Mayor Tom Briggs	District of Mackenzie	2
Mayor Jeannette Townsend	Village of Valemount	1
Mayor Mike Frazier	Village of McBride	1
<u>Electoral Areas</u>		
Director Dee Burden	(A) Salmon River & Lakes	1
Director Harvey Clark	(C) Chilako River-Nechako	1
Director Bob Headrick	(D) Tabor Lake-Stone Creek	2
Director Art Kaehn	(E) Woodpecker-Hixon	1
Director Shelley Zenzen	(F) Willow River-Upper Fraser	1
Director Betty Abbs	(G) Crooked River-Parsnip	1
Director Mike Monroe	(H) Robson Valley-Canoe	1
TOTAL NUMBER OF VOTES		31
<u>*Bulkley-Nechako Regional District</u>		
Director Jerry Peterson	(F) Vanderhoof Rural	1
<u>*Cariboo Regional District:</u>		
Councillor Mary Sjostrom	City of Quesnel	3
Mayor David Hendrixson	District of Wells	1
Director Ted Armstrong	(A) Red Bluff-Quesnel South	2
Director Andy Motherwell	(B) Quesnel West-Bouchie Lake	2
Director Rhonda Wilkins-Poulson	(C) Barlow-Barkerville	1
Director Tim Pennell	(D) Commodore Heights-McLeese Lake	1
Director Mary Glassford	(I) Narcosli-Nazko	1
Director Gerald Jolliffe	(K) East Chilcotin	1
TOTAL NUMBER OF VOTES		44
*For 9-1-1 matters only		

Corporate voting (unweighted) is utilized for such matters as service establishment or amendment, delegation of authority and land-use planning. Each director present has one vote regardless of population represented.

Stakeholder voting is done on a weighted basis unless otherwise stated by bylaw and includes service operation and administration. The number of votes assigned to each director is determined by a formula based on population. Not all directors, however, qualify to vote on every matter.

It is important to note that the Board may adjust voting rules on a service by service basis to better reflect stakeholder desires and corporate governance philosophy. An example of this is the Fire Service Coordination service which was established, at the request of the participating areas, on the basis of non-weighted stakeholder voting rights for all decisions.

4.6 Delegated Authority

4.6.1 Overview of Delegation Authority

Administrative and operational responsibilities for regional district services can be delegated to committees, commissions and persons. The legislation does not define administration and operation. However, in practice the definition of what can be delegated should be consistent with the objectives of broad corporate powers and must keep in mind those matters which cannot, by law, be delegated.

A Board should give careful consideration to its delegation of authority. Generally, a Board should retain its exclusive role to determine overall regional policy and constrain the ability of bodies with delegated authority to make decisions in such matters.

Delegation to others can assist the participants in a service by providing a forum to discuss related matters of the service. Without delegation, all issues related to the service are discussed at the regional board. This can result in frustration for those directors who are not service participants or who have limited interest in a service, as well as those who have a strong interest in particular services.

Delegation of certain services to others can assist a Board in focusing on the needs of the region as a whole. Benefits include a stronger regional identity and enhanced ability to deal with corporate or region wide matters.

Delegation can also, if done appropriately, add efficiencies to the governance process by ensuring that decisions are made at the right level within the organization, thus enhancing clarity and accountability within the governance structure.

Section 176 of the *Local Government Act* provides that a Board has the power to:

“delegate its powers, duties and functions, including those specifically established by an enactment, to its officers and employees, its committees or its members, or to other bodies established by the local government.”

4.6.2 Restrictions on Delegation

Section 191 of the *Local Government Act* provides restrictions on a Board’s ability to delegate. A Board may not delegate:

- Bylaw making. Only a Board has legislative or law-making powers even though voting on particular bylaws may be restricted to the participants in the service.
- A power or duty which is exercisable by bylaw. This includes the power to:
 - Levy taxes
 - Expropriate property
 - Acquire land
 - Appoint and remove officers
- A power or duty to suspend or terminate a local government officer or an auditor.
- A power or duty to consider an action or decision where reconsideration is mandated in statute and hold a hearing. Section 193 also contains a significant restriction on the ability of a board to delegate as it limits delegation of matters where the law requires a hearing by elected officials only. Common law requires a “hearing” before a Board when it makes certain quasi-judicial decisions even though the *Local Government Act* does not mandate a hearing.

- A power or duty established in legislation for corporate approval of another agency's decisions or actions. This includes corporate approval:
 - for service establishment;
 - to removal of land from the ALR; and
 - for an application for a liquor licence.
- Development variance permits may not be delegated in accordance with common law and Section 922(8) of the *Local Government Act*.

Section 192(1) of the *Local Government Act* provides that a local government may only delegate a power, duty or function by bylaw adopted by an affirmative vote of 2/3 of the votes cast. However, the same bylaw may be amended or repealed by a simple majority of votes cast. (LGA 192(2)).

Where a Board delegates authority, and the legislation establishes a right to have a delegated decision reconsidered by a Board, then the appeal procedures must be established by bylaw.

With respect to hearings, Section 193(1) of the *Local Government Act* provides that if a regional district is required, by law, to hold a hearing in relation to a bylaw, action or other matter, the holding of the hearing may only be delegated, either specifically, by class of hearings, or generally to one or more directors. The decision to delegate must be made by a majority of votes cast.

If only the holding of the hearing is delegated, the local government must not make a decision until the delegate report the views expressed at the hearing. That report may be oral or written.

Once a Board has delegated a power, duty or function, the delegate has responsibility to act within parameters that the Board has established. In most circumstances, this means that a Board cannot "second guess" the decisions of the delegate. There are some instances such as issuance of development permits and certain delegations to staff which, under the *Local Government Act*, the Board may reconsider. While a Board may not interfere with a delegate's decision making, it can withdraw the delegation.

There are two types of fettering of discretion. First, the courts insist that local governments cannot bind themselves in ways that preclude their ability to exercise their statutory responsibilities. Second, a regional district board cannot act in such a way as to prevent a future board from exercising its authority, except to the extent permitted by legislation. However, any decision that may be lawfully delegated to others can be fettered. A Board for example, could fetter its discretion to award contracts by delegating purchasing authority to staff.

The four main bodies to which a Board will usually delegate responsibility for the operation and administration of services are:

- Standing committees
- Commissions
- Service Management committees
- Local community commissions

4.6.3 Enhanced Flexibility for Delegation

Section 800.2 of the *Local Government Act* provides additional flexibility for regional districts to delegate the operation and administration of services. In a service establishment bylaw a Board can:

- establish the method for determining the number of votes to which a director is entitled for voting on resolutions and bylaws respecting the administration and operation of a service which can be different from the default weighted voting rules under 791(4) (b); and
- if the administration and operation of the service is delegated to a body established by the Board, provide for appointments to the body and establish voting rules for the body.

The Board should look to the advice and desire of the service participants to do so.

Special provisions for delegation and establishment of committees and commissions can be used in combination with basic authorities. A Board has enhanced opportunities to work with service participants to design and implement structures, which meet the interests of both.

4.6.4 Delegation Options and Considerations

The following table illustrates a variety of considerations for delegation of authority by the Board.

Table 3: Options for Delegation and Suggested Considerations

Level	Considerations
Regional Board	<ul style="list-style-type: none"> ✓ Board may delegate its powers, duties and functions to its committees, its members or to other bodies established by the Board. ✓ <i>Local Government Act</i> establishes restrictions on delegation including law making powers that may not be delegated. ✓ Board establishes its expectations in a delegation bylaw.
Stakeholder	<ul style="list-style-type: none"> ✓ Some or all of the directors representing the participants in a service. ✓ Service establishment bylaws establish the expectations and limitations of the service partnership. ✓ Participants in a service may be delegated responsibility as a group for decisions which relate to the administration and operation of a service. Decision making (791(4)) but not law-making.
Standing Committee	<ul style="list-style-type: none"> ✓ Section 795(2) of the <i>Local Government Act</i> provides that the Chair may establish standing committees, for matters the Chair considers would be better dealt with by committee, and may appoint persons to those committees. ✓ Persons who are not directors may be appointed to a standing committee, provided at least one member of each standing committee is a director. ✓ Decision making, but not law making powers.
Select Committee	<ul style="list-style-type: none"> ✓ Section 795(1) of the <i>Local Government Act</i> provides that a Board may appoint a select committee to consider or inquire into any matter and report its findings and opinion to the Board. ✓ A select committee is limited to an advisory role. ✓ At least one member of a select committee must be a director.
Commission	<ul style="list-style-type: none"> ✓ <i>Local Government Act</i> 176(1)(g) provides that the Board may delegate operation of any service, undertaking or a regulatory scheme or management of property to a commission or committee. ✓ Commissions may comprise both elected and non-elected officials. ✓ Decision making, but not law making powers.
Advisory Committees and Commissions	<ul style="list-style-type: none"> ✓ Board may establish committees and commissions to provide advice to the Board. ✓ Advisory only. Not decision making powers. ✓ May be limited to specific projects (eg. technical committees) or specific services (eg. planning commissions). ✓ Generally do not include Board directors.
Local Community Commission	<ul style="list-style-type: none"> ✓ <i>Local Government Act</i> section 838 provides for elected community commissions. ✓ Responsibilities and powers of commission set out in delegation bylaw. ✓ Commission can be either an administrative/operational body, an advisory body, or both. ✓ Not a corporate body. ✓ No law making powers.

Key areas for a Board to retain authority:

- Corporate policies
- Human resources policy
- Communication plan
- Purchasing policy
- Contracting policy, including limits on delegated contracts
- Risk management and insurance policies
- Corporate financial management plan, budget and related policies
- Appointment of an auditor
- Appointment of corporate officers
- Legal advice
- Procedure bylaw matters

Section 174 – Local Government Act

Section 174 of the *Local Government Act* provides:

1. The governing body of a regional district is its board.
2. The powers, duties and functions of a regional district are to be exercised and performed by its board unless this or any other Act provides otherwise.
3. A board, in exercising or performing the powers, duties and functions conferred on it by an enactment, is acting as the governing body of the regional district.
4. Despite any change in its membership, the board of a regional district is a continuing body and may complete any proceedings started but not completed before the change.

Section 176 – Local Government Act

Section 176 of the *Local Government Act* provides:

1. Subject to the specific limitations and conditions established by this Act, the corporate powers of a board include the authority:
 - (a) **to make agreements** respecting:
 - (i) the regional district's services, including agreements respecting the undertaking, provision and operation of those services, other than the exercise of the board's authority;
 - (ii) operation and enforcement in relation to the board's exercise of its regulatory authority; and
 - (iii) the management of property or an interest in property held by the regional district.
 - (b) **to make agreements** with a public authority respecting:
 - (i) activities, works or services within the powers of a party to the agreement, other than the exercise of regular authority, including agreements respecting the undertaking, provision, and operation of activities, works and services;
 - (ii) operation and enforcement in relation to the exercise of regulatory authority within the powers of a party to the agreement; and
 - (iii) the management of property or interest in property held by a party to the agreement.
 - (c) **to provide assistance for the purpose of benefiting the community** or any aspect of the community;

- (d) **to acquire, hold, manage and dispose of land, improvements, personal property or other property**, and any interest or right in or with respect to that property;
- (e) **to delegate its powers, duties and functions**, including those specifically established by an enactment, to its officers and employees, its committees or its members, or to other bodies established by the board; (limitations LGA s.191(1)(2))
- (f) **to engage in commercial, industrial and business undertakings** and incorporate a corporation or acquire shares in a corporation for that purpose;
- (g) **to establish commissions** to:
 - (i) operate regional district services;
 - (ii) undertake operation and enforcement in relation to the board's exercise of its regulatory authority; and
 - (iii) manage property or an interest in property held by the regional district.

4.7 Chair and Vice Chair

Section 792 of the *Local Government Act* requires that a Board elect a chair and vice chair at the first meeting held after December 1 in each year. For the purpose of those elections, each director present at the meeting has one vote in each election.

The vice chair has, during the absence, illness or other disability of the chair, all the powers of the chair and is subject to all rules applicable to the chair.

If the chair and vice chair are not present at a meeting of a board, the directors present may elect an acting chair.

The Regional District of Fraser-Fort George Procedure Bylaw establishes that the Chair is an ex-officio member of all Board committees and has the right to vote on all committees to which the Chair is a director of a participating area.

The Board may delegate specific responsibilities and authorities to the Chair, in accordance with the *Local Government Act*.

4.8 Directors

Section 784 of the *Local Government Act* provides for the appointment and term of office for municipal directors. Councils choose from among their members, appointments to the Board. Section 784 provides that each municipal director serves at the pleasure of Council. The Council may therefore terminate appointments.

Section 785 of the *Local Government Act* provides for the direct election of electoral area directors to the Board.

Directors may attend the meetings of any of the Board's committees.

All directors have the right to participate in corporate governance decisions within the structure established by the Board. Director participation is typically characterized as debate and voting.

Directors may participate in stakeholder decisions in certain situations. Those specifically are:

- the participating area that they represent is a financial contributor for the service in question; or
- the question involves borrowing, real estate, financial planning, contract authorization; or
- the question under consideration would otherwise be decided by a single director.

4.9 Officers

The *Local Government Act* (s. 196,197,198,199) establishes requirements and options concerning regional district officer positions. A Board must by bylaw, establish officer positions in relation to powers, duties and functions for corporate administration and financial administration with titles it considers appropriate. The Board may also establish other officer positions and assign certain powers, duties and responsibilities to those officer positions. The same person may be appointed to two or more officer positions.

One of the officer positions established may be assigned the chief administrative responsibility, which includes the following duties and function:

- Overall management of the administrative operations of the regional district;
- Ensuring that the policies and directions of the Board are implemented; and
- Advising and informing the board on the operation and affairs of the regional district.

One of the officer positions must be assigned the responsibility of corporate administration, which includes the following powers, duties and functions:

- Ensuring that accurate minutes of Board meetings and committees are prepared and that the minutes, bylaws and records are maintained and kept safe
- Ensuring that access is provided to records of the board and its committees
- Certifying copies of bylaws and other documents
- Administering oaths and taking affidavits, affirmations and declarations
- Accepting on behalf of the regional district, notices and documents that are required to be given to, served on, filed or otherwise provided to the regional district
- Keeping the corporate seal and having it affixed to documents

One of the officer positions must be assigned to the responsibility of financial administration, which includes the following powers, duties and functions:

- Receiving all money paid to the regional district
- Ensuring the safekeeping of all funds and securities of the regional district
- Expending and disbursing money in the manner authorized by the Board
- Investing funds, until required, in authorized investments
- Ensuring that accurate records and full accounts of the financial affairs of the regional district are prepared, maintained and kept safe
- Exercising control and supervision over all other financial affairs of the regional district.

Table 4: Officers of the Regional District of Fraser-Fort George pursuant to Officers Bylaw No. 2059, 2002

Officers	
✓	Administrator (CAO)
✓	Director of Finance and Treasurer
✓	Deputy Secretary
✓	Director of Community Services
✓	Director of Development Services
✓	Director of Environmental Services
✓	Assistant Deputy Secretary

4.10 Committee of the Whole

Procedure Bylaw 2005, 2001 provides that the Chair may call a meeting of the Committee of the Whole at any time. The purpose of Committee of the Whole is to accommodate debate between all directors in a less formal setting.

4.11 Standing and Select Committees

Section 795(2) of the *Local Government Act* provides that the Board Chair may establish standing committees and may appoint persons to those committees. Persons who are not directors may be appointed by the Board to a select committee or by the Chair to a standing committee. At least one member of a select or standing committee must be a director.

Procedure Bylaw 2005, 2001 provides that the general duty of Standing and Select Committees of the Board is to consider and report to the Board on matters referred by the Chairperson or the Board.

Currently, the RDFFG has provided for standing and select committees. While the provision for standing committees exists by bylaw, no members are currently appointed.

Table 5: Standing Committees authorized pursuant to Committee Delegation Bylaw No. 1963, 2001

Standing Committees	
✓	Electoral Area Services
✓	Culture and Heritage
✓	Executive and Finance
✓	Robson Valley-Canoe Services
✓	Solid Waste Management

Other	9-1-1 Standing Committee	Administrators' 9-1-1 Advisory \ Bylaw No. 2091, 2003
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Table 6: 2004 Select Committees

Select Committees	
✓	Select Committee on Regional Cultural Plan
✓	Select Committee on Rural Schools
✓	Select Committee on Corporate Governance
✓	Select Committee on Emergency Plan Preparation

4.12 Local Community Commission

Section 800.2 of the *Local Government Act* provides the authority for a Board to establish elected community commissions. A Board must specify in a delegation bylaw the particular service or services a local community commission is responsible for and the level of decision-making authority concerning those delegated services. A local community commission could thus have an advisory role or responsibility for operation and administration of a service.

The Regional District of Fraser-Fort George has a Local Community Commission at Bear Lake, within Electoral Area G. The Board has, by bylaw, delegated specific operational and administrative responsibilities to the Bear Lake Local Community Commission. In addition, the Commission fulfills an advisory role for land use matters, similar to an advisory planning commission. Commissioners are elected locally. The Electoral Area Director is also a Commissioner.

4.13 Management Committees

There are currently 23 management committees which guide and support the operation of services, generally in the electoral areas. The following table summarizes the number of current management committees by type of service.

Table 7: Management Committees

Service	Number
Fire/rescue	11
Community Hall and Recreation Facilities	7
Community Water and Sewer Systems	4
Library Service (Robson-Valley Canoe)	1
Total	23

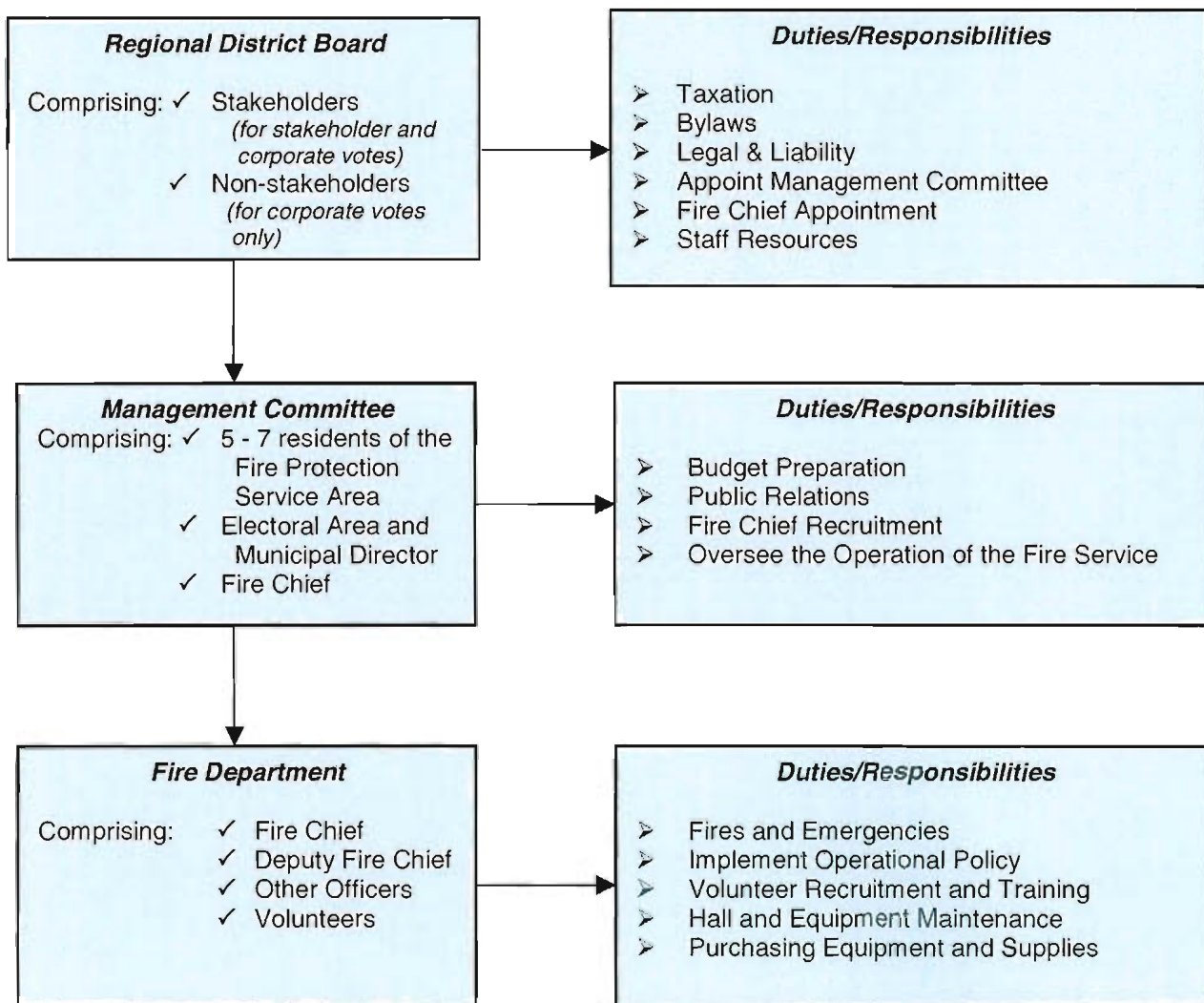
Management committees are established by bylaw and certain administrative powers of the Board are delegated. The establishment bylaws create the management committee, set the composition of the Committee, define matters of procedure and set out the duties of the Committee. The electoral area directors, and in some cases municipal directors, recommend appointment of individuals to the Management Committees.

Typical responsibilities and duties assigned to management committees include:

- Supervising the maintenance and operation of a service
- Recommending the letting of contracts and the enactment of bylaws required for the efficient operation of the service
- Authorizing expenditures within the operating budget or for capital purposes
- Recommending provision of funds for capital purposes, or contracting of debt
- Preparing a recommended annual operating budget
- Providing local ratepayer input
- Providing recommendations concerning service boundary changes and land acquisition

Currently the authorities and reporting structures for management committees vary considerably based on the type of service and past practice. The following outlines the general reporting structure for a typical fire protection management committee.

Figure 2: Typical Reporting Structure for a Fire Protection Management Committee



The management of services in the electoral areas may be delegated or assigned by the Board to include responsibilities by any of the following:

- the electoral area director
- officers and staff
- appointed commissions
- a service management committee

In some cases the delegation may be restricted to a portion of an electoral area, such as the management of a service which is provided in one community only or one neighbourhood only. In other cases, the Board may assign responsibilities which encompass an entire electoral area. A prime example of the latter would be the appointment of a number of residents "at-large" to an advisory planning commission, to evaluate land use issues and make recommendations to the Regional Board.

4.14 Commissions

Section 176(1)(g) of the *Local Government Act* provides regional district boards with the power to establish commissions to:

- operate services of the regional district;
- undertake operation and enforcement in relation to the regional district's regulatory authority; and
- manage property, or interest in property, held by the regional district.

5.0 ALTERNATIVES AND CHOICES

5.1 Review Former Regional District of Fraser-Fort George Governance Structure

Prior to 2003 the RDFFG relied on a Board, Committee of the Whole, Standing Committee, Select Committee, Local Community Commission, Commission, Service Management Committee structure.

Meetings of the Board and its Standing Committees were generally conducted on the third Wednesday and Thursday of each month. Standing Committees would meet when required.

Decisions of various committees were ratified by the Board through the approval of the minutes contained within a consent calendar or by way of separate reports and recommendations to the Board. Matters of particular interest to the Board could be removed from the consent calendar and debated separately, if they were not the subject of a separate committee report.

Committee of the Whole was used primarily for budget deliberations in January and February each year.

5.2 Current Regional District of Fraser-Fort George Governance Structure

In 2003 the Board discontinued use of standing committees. The Board decided to conduct those components of business formerly assigned to standing committees at Committee of the Whole instead. The Board currently ratifies Committee of the Whole resolutions by group resolutions, organized by vote requirements.

The RDFFG currently relies on a Board, Committee of the Whole, Select Committee, Local Community Commission, Commission, Service Management Committee structure. Standing committees are not active.

5.3 Governance Structures Used by Other Regional Districts (Survey Results)

A survey of nine regional districts was conducted to learn more about governance structures in use elsewhere. A summary of the survey results is shown in the following table.

Table 8: Regional District Survey Summary

	Population	Area	Directors	Standing Committees	Select Committees	Committee of the Whole	Board Meetings (Per Month)	Staff
Bulkley-Nechako	45,000	77,000 km ²	15	4	1	Yes	2	25
Capital	335,366	2,400 km ²	22	10	None	Informal	1	800
Cariboo	73,024	8,252,300 ha	16	8	None	Yes	2	35
Central Coast	4,400	25,000 km ²	5	None	None	None	1	3
Central Okanagan	152,000	2,986.3 km ²	11	5	None	None		130
East Kootenay	56,000	27,568 km ²	14	5	1	Informal	1	39
Nanaimo	137,297	3,296 km ²	17	1	4	2 per month		197
Peace River	60,200	119,336 km ²	12	9	None	None	2	26
Thompson-Nicola	128,388	4,487,201 ha	22	10	8	None		70
✓ Services	Services differ from one regional district to another. The focus shifts between regional and local services.							
✓ Corporate Planning	The majority of the regional districts surveyed do not participate in corporate planning. Strategic plans, business plans and regional growth plans were noted as being utilized by the minority.							
✓ Communication – Between Directors and Staff	Communication between directors and staff is beneficial in an open door environment. External communication is more complicated in larger regional districts. Communication between the regional districts, public and external agencies needs to be improved. Methods of communication utilized by regional districts include town hall meetings, annual newsletters and websites. There is a general uncertainty amongst regional districts on how best to address improved communications.							
✓ Communication – Between Directors	Issues identified were between municipal and rural directors.							
✓ Access to Staff	The majority of the regional districts surveyed advised that Directors contact the Administrator or Department Heads for assistance and information.							
✓ Access by Public	The public accesses information or requests staff assistance by either telephoning the office or visiting the office. There was a general consensus to increase the public's access through interactive websites.							
✓ Relations with First Nations	First Nation relationships have been established through protocol agreements, servicing agreements, annual meetings, joint projects and community to community forums.							
✓ Evaluation of Services	No formal method or policy to evaluate services was identified. Business plans and performance reviews are methods some have utilized. If services are reviewed, they are reviewed annually during the budget process. Generally, most services are reviewed by staff informally.							

6.0 CONCLUSIONS AND OBJECTIVES

The **primary objectives** of the regional district are:

- ✓ To deliver local government services to participating municipalities and electoral areas.
- ✓ To represent the interests of constituents to other agencies and other levels of government.
- ✓ To provide superior value to the public in all areas of service delivery, administrative support and corporate governance.
- ✓ To promote a culture of continuing improvement through innovation, learning and empowerment.

The **desired outcomes** are:

1. **Enhance service delivery to traditional and non-traditional customers:**
 - a. Be responsive and accessible.
 - b. Be innovative and proactive.
 - c. Develop and adopt best practices.
 - d. Think broadly concerning the scope of potential customers.
2. **Maintain flexibility in governance:**
 - a. Change is the only constant.
 - b. Unique problems require customized solutions.
 - c. Recognize the similarities and differences between communities.
3. **Seek and value local input:**
 - a. Obtain the views of stakeholders before finalizing corporate policy, plans and strategies.
 - b. Use local input as a test for corporate relevancy.
4. **Provide clarity concerning the decision making process:**
 - a. Design for openness and accountability.
 - b. Educate partners and the public about corporate processes.
5. **Promote corporate sustainability:**
 - a. Maintain a long-term view.
 - b. Recognize the immense and invaluable contribution of volunteers.
 - c. Support culture of learning.
 - d. Encourage and reward efficiencies.
 - e. Seek research and development opportunities.
 - f. Design and implement a succession management program.

6.1 Comments On The Issues:

6.1.1 Governance Flexibility

The future will bring new challenges and opportunities and the regional district should anticipate new and different services. Public expectations will grow and the legislative framework will continue to evolve. Elected officials and staff will change over time.

By design, the regional district structure requires collaboration and partnerships to be established and fostered between participants. Specific services will often warrant innovative partnerships.

6.1.2 Local Input

Each community has a unique identity. Priorities between them can vary considerably. Innovative solutions are often found at the local level.

Input on local issues should be encouraged, particularly through the respective elected officials. The process for local input should be clear to the public.

Recognize community similarities and differences.

6.1.3 Process Efficiency

Duplication and redundancy in and between internal and external processes should be avoided. A continuing commitment to communication between elected officials, staff, member municipalities and others is essential. An effective delegation and committee structure should align corporate and stakeholder interests as closely as possible providing a forum for discussion of matters of common interest.

6.1.4 A Learning Culture

Positive, respectful and collaborative relationships are found at the heart of the most effective Boards. Those relationships are formed through a common vision and understanding of the roles, abilities and responsibilities of participants.

An education process, including orientation for newly elected officials and refresher sessions for others could be particularly beneficial.

The regional district would benefit from seeking and providing learning opportunities for directors, staff and volunteers. Opportunities for collaborative research and development with others will demonstrate a corporate interest in learning, community sustainability and capacity building.

6.1.5 Accessibility and Accountability

Lack of clarity concerning responsibility often creates uncertainty and confusion which ultimately leads to discontent and conflict. The limits of delegation and other expectations should be clearly established in each circumstance where the Board chooses to transfer some of its authority to others.

Routine and special opportunities for public participation and feedback to the Board, its commissions and committees should be provided.

6.1.6 Plan for the Future

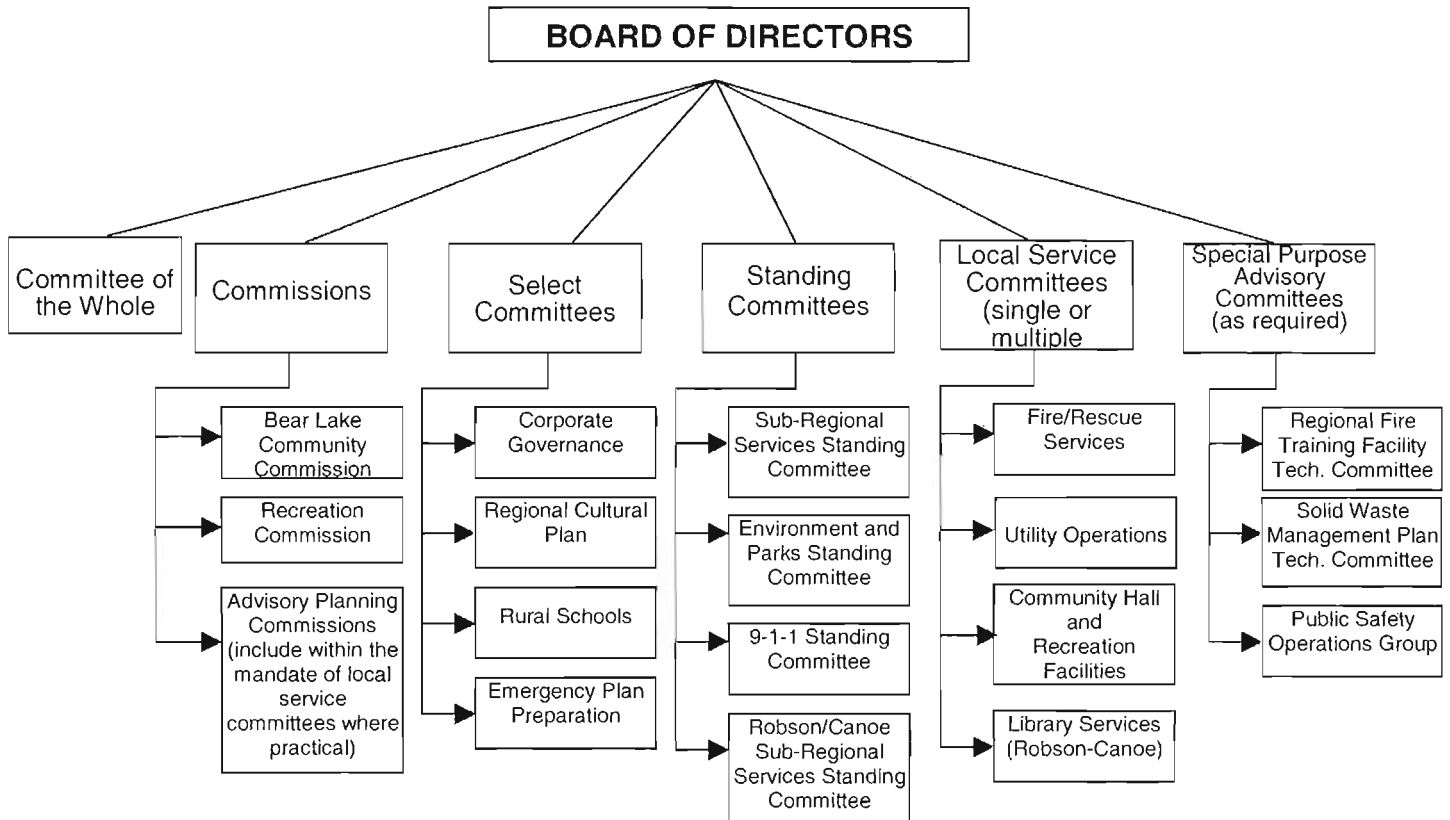
Design and implement a succession management program for the Board, its committees, staff and volunteers.

6.2 Structure Changes

6.2.1 Board of Directors

The Board is required to act consistently within the requirements of the *Local Government Act*. The Board should act in 2005 to establish the proposed governance structure consisting of the components identified in Figure 3.

Figure 3: Proposed Governance Structure



The Board should amalgamate the work of the Extra-territorial 9-1-1 Board with the Board of the Regional District of Fraser-Fort George in 2005. Business concerning 9-1-1 can typically be scheduled bi-monthly and extra-territorial directors can attend the portion of the Board meeting and exercise their voting privileges accordingly.

6.2.2 Committee of the Whole

Effective 2005, the Board should utilize Committee of the Whole for executive and finance matters including budget review and preparation and expenditure reporting and purchasing appeals.

6.2.3 Standing Committees

Effective 2005, the Chair should establish the following Standing Committees to serve initially in an advisory capacity. Subsequent to their establishment the Board should invite Standing Committees to prepare a list of desired authorities which may be delegated over time by the Board:

- ✓ **Environment and Parks Standing Committee** to provide advice on region-wide decisions for solid waste management, air quality and regional parks.
- ✓ **9-1-1 Standing Committee** to provide advice on the 9-1-1 service provided within the Cariboo, Bulkley-Nechako and Fraser-Fort George regional district boundaries.

- ✓ **Robson-Canoe Sub-Regional Services Standing Committee** to provide advice on sub-regional services specific to Electoral Area H, McBride and Valemount.
- ✓ **Sub-Regional Services Standing Committee** to provide advice on local services that are not region-wide in scope and excepting those services that fall within the mandate of the Robson-Canoe Sub-Regional Services Standing Committee.

6.2.4 Select Committees

The Board should continue to use Select Committees to serve at the pleasure of the Board in an advisory capacity for specific assignments. Select committees should function without delegated decision-making authority. Select committees should automatically dissolve when the assignment is complete and the Committee has reported finally to the Board.

Select Committees which exist and should complete their work are:

- ✓ **Select Committee on Rural Schools**
(should prepare a Terms of Reference for Board approval)
- ✓ **Select Committee on a Regional Cultural Plan**
- ✓ **Select Committee on Corporate Governance**
- ✓ **Select Committee on Emergency Plan Preparation**

6.2.5 Commissions

- ✓ The **Bear Lake Local Community Commission** should continue in its current form.
- ✓ The **Regional Recreation Commission** should be reviewed in 2005 to evaluate the service and the role of the Commission.
- ✓ **Advisory Planning Commissions** should be reviewed in 2005 in the context of combining multiple local service advisory functions within Local Service Committees.

6.2.6 Local Service Committees

Local service committees, currently known as service management committees, exist in various forms. The Regional District should seek to combine multiple local service advisory functions within local service committees at the request of stakeholders. Where desired, this could include the advisory planning role. Serving first in an advisory role, local service committees could assume limited delegated authority from the Board over time.

The Board should require as mandatory, local service committees which include fire and rescue services. At the discretion of respective directors, local service committees would be optional for utility operations, community halls, recreation facilities and other sub-regional services.

As a general rule, and in keeping with the desired outcomes of accountability and openness, the Board should ensure that the selection process for committee members reflects the degree to which individual committees exert influence over service delivery standards and private property (i.e. land use) controls in specific communities. This could include appointments based solely on

director recommendations, appointments based on a public nomination and review process, and even direct election by local ratepayers (as is the case for local community commissioners).

Additional consideration will need to be given when the service area extends into an adjoining municipality or electoral area.

Directors should be members of each local service committee within their areas.

6.2.7 Special Purpose Advisory Committees

The Board should continue to use special purpose advisory committees to serve at the pleasure of the Board. These committees can provide technical or other specialized advice.

Special purpose advisory committees which exist and should continue their work are:

- ✓ **Regional Fire Training Facility Technical Committee**
- ✓ **Solid Waste Management Plan Technical Committee**
- ✓ **Public Safety Operations Group**

6.3 Process Changes:

6.3.1 Regional Board:

- (i) Develop a policy framework to assist the Chair in creating and appointing members of standing committees.
- (ii) Update the procedure bylaw; including public access provisions.
- (iii) Use the consent calendar for routine matters, excluding committee and commission reports.
- (iv) Update policies and bylaws concerning processes and delegation of authority.
- (v) Evaluate and respond to requests for delegation of authority to others.
- (vi) Seek public opinion concerning Regional District services.
- (vii) Hold public hearings at Board meetings, where requested by the Electoral Area Director.

6.3.2 Standing Committees:

- (i) Provide a forum for participants to discuss sub-regional community matters.
- (ii) Schedule standing committee meetings in conjunction with regular Board meetings.
- (iii) Meet as required.
- (iv) Ensure that the standing committee Chair reports directly to the Board on matters requiring Board action.
- (v) Evaluate options and need to obtain delegated authority from the Board.

6.3.3 Select Committees:

- (i) Schedule select committee meetings as required.
- (ii) Ensure that the select committee Chair reports directly to the Board on matters requiring Board action.
- (iii) Ensure that a terms of reference is approved by the Board which provides that the Committee is dissolved when the assigned task is complete.

6.3.4 Commissions:

- (i) Review delegation to the Bear Lake Community Commission, together with evaluation of the scope and purpose of the administrative support system.
- (ii) Review delegation to the Recreation Commission, together with an evaluation of the scope and purpose of the Commission.
- (iii) Determine if Advisory Planning Commissions can practically be integrated with proposed Local Service Committees in consultation with Electoral Area Directors.

6.3.5 Local Service Committees:

- (i) Combine multiple local service and advisory planning commission roles within local service committees where practical.
- (ii) Provide local input through local service committees to Directors.
- (iii) Directors should communicate with designated staff and the Board concerning matters of interest to local service committees within their areas.
- (iv) Bylaws establishing the committees should be updated to include Board's desired delegation (if any) and to provide clarity concerning the advisory and operational aspects of the Committee mandates.
- (v) Evaluate options and need to obtain delegated authority from the Board.

6.3.6 Directors, Chair and Vice-Chair:

- (i) Prepare and deliver orientation/education and training materials to newly elected officials and routinely provide information updates to directors on matters of governance, legislation and service delivery.
- (ii) Create role descriptions for directors, vice-chair and chair and committee/commission chairs.
- (iii) Create role descriptions for directors appointed to external agencies.
- (iv) Directors should be polled to determine whether they receive the appropriate tools from the Regional District, including technology access, training and equipment.

6.3.7 Volunteers:

- (i) The Regional District should inventory volunteers and quantify their respective contributions to regional services.
- (ii) The Regional District should identify through consultation, methods by which volunteerism may best be supported by the corporation.
- (iii) The Regional District should evaluate its volunteer recognition systems.

6.3.8 Officers and Managers:

- (i) The Administrator should develop succession plans for officers and managers.

APPENDIX 'A'

SELECT COMMITTEE ON CORPORATE GOVERNANCE TERMS OF REFERENCE

1.0 Background:

The Regional District of Fraser-Fort George Board of Directors (the Board) will review its corporate governance structure and has established the Select Committee on Corporate Governance to provide advice and recommendations. Seven Directors of the Board have been appointed to the Select Committee.

2.0 Purpose:

The Select Committee will:

- review and evaluate the Board's former and current governance structures including its procedure bylaw, standing and select committees and Committee of the Whole processes;
- review and evaluate governance structures used by other local governments; and
- provide advice to the Board concerning the Regional District's current governance model and recommend changes, if any.

3.0 Chair and Members:

The Select Committee members appointed by the Board are:

- Director Abbs
- Director Bassermann
- Director Kaehn
- Director Dezell
- Director Kinsley
- Director Townsend
- Director Zenzen

The Select Committee will choose by election, a Chair from its members. The Chair will serve in that capacity until the Committee is dissolved by the Board.

4.0 Process:

The Select Committee will meet as required to complete its mandate. Meetings will be at the call of the Chair or as scheduled in advance by the Committee. Meetings will be held in conjunction with regular Board meetings, whenever possible.

5.0 Reporting:

The Committee will provide its advice and recommendations to the RDEFG Board in the form of a final report.

Upon receipt and acceptance of the Committee's final report by the Board, the Committee will be dissolved.

APPROVED BY BOARD: MAY 20, 2004

APPENDIX “B”



REGIONAL DISTRICT
of Fraser-Fort George

GOVERNANCE REVIEW SURVEY RESULTS

QUESTION A: CAN YOU DESCRIBE YOUR GOVERNANCE MODEL AND WHY THE LOCAL GOVERNMENT HAS CHOSEN THAT MODEL?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Board and Hospital District Board ▪ Dept heads report to standing committee for policy direction and report to CAO for administrative support ▪ CAO signs all reports ▪ Board-standing committees structure ▪ 22 Board members: 19 municipal, 3 electoral area 	<ul style="list-style-type: none"> ▪ Board standing committee; Committee of the Whole ▪ Two meetings per month: 1st meeting as COTW and Board; 2nd meeting Board and COTW 	<ul style="list-style-type: none"> ▪ Board – 5 directors; 1 director from First Nations ▪ No standing or select committees ▪ Board meets once a month
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ 11 board members ▪ Board – standing structure; no select and COTW committees 	<ul style="list-style-type: none"> ▪ Board – committee structure 	<ul style="list-style-type: none"> ▪ 17 board members ▪ One meeting per month ▪ Focus on region ▪ Avoid ad hoc or select committee generally ▪ Structure consists of: Committee of the Whole, Standing and Advisory Committees ▪ Hospital District Board
PEACE RIVER RD	RD BULKLEY-NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ Board, twice a month ▪ No COTW 	<ul style="list-style-type: none"> ▪ Board – Standing Committees structure ▪ Meets present needs based on services 	<ul style="list-style-type: none"> ▪ Board – 22 members ▪ Standing, select and ad hoc committees

QUESTION B: DO YOU GOVERN UNDER A SET OF GOALS AND OBJECTIVES; MISSION STATEMENT; GUIDING PRINCIPLES; CORPORATE AGENDA; CORPORATE PLAN?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Corporate mission statement ▪ Guiding principles for each standing committee ▪ No goals or objectives ▪ No strategic plan ▪ Probable reasons issue too complex for large Board 	<ul style="list-style-type: none"> ▪ 10-year business plan, consists of goals and objectives ▪ Strategic plan 	<ul style="list-style-type: none"> ▪ No ▪ Board focus is economic development ▪ Planning for 2005
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ Growth strategy plan ▪ Goals and objectives with budget process ▪ Budget "Planning and Performance-based Budget" ▪ Committee has objectives 	<ul style="list-style-type: none"> ▪ Recently adopted regional growth strategy plan ▪ The plan is not legislated one ▪ Cost of providing the plan \$40,000 	<ul style="list-style-type: none"> ▪ Strategic Plan ▪ Strategic Plan is reviewed after the election in a 3-day retreat by a facilitator ▪ Regional Growth Strategy Plan
PEACE RIVER RD	RD BULKLEY-NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ No vision statement ▪ Meetings for goals, informal ▪ Work based on functions – needs ▪ Driven by functions or improvements 	<ul style="list-style-type: none"> ▪ No mission statement ▪ Organizing a workshop for goal setting for 2005 	<ul style="list-style-type: none"> ▪ Govern under a five-year capital and operational plan ▪ Sustainable tax rate over a five-year and beyond to avoid peak and lows in the cycle

QUESTION C: DOES YOUR BOARD UNDERSTAND THE FUNCTION OF YOUR GOVERNANCE MODEL? DO DIRECTORS UNDERSTAND THEIR ROLE?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Yes ▪ Very seasoned elected officials 	<ul style="list-style-type: none"> ▪ Yes ▪ Yes 	<ul style="list-style-type: none"> ▪ For the most part
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ For the most part ▪ Always a couple who don't 	<ul style="list-style-type: none"> ▪ Yes ▪ Yes 	<ul style="list-style-type: none"> ▪ Generally yes
PEACE RIVER RD	RD BULKLEY-NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ Mostly do ▪ Rural directors more hands-on with citizens ▪ UBCM is working on relations/directors group 	<ul style="list-style-type: none"> ▪ Generally, yes 	<ul style="list-style-type: none"> ▪ Yes, generally

QUESTION D: HOW DO YOU EDUCATE DIRECTORS CONCERNING THE FUNCTION AND STRUCTURE OF THE GOVERNANCE MODEL AND THEIR ROLE IN IT?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Orientation session after election (1/2 day) ▪ Directors attend session at UBCM 	<ul style="list-style-type: none"> ▪ Attend UBCM workshop ▪ Orientation session; 1 day by staff and legal counsel ▪ Provide orientation manual 	<ul style="list-style-type: none"> ▪ Attend the newly elected official workshop at UBCM ▪ Some training provided by staff
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ After election, orientation consists of: ▪ Role of the board ▪ Role of staff ▪ Committees work hard at the policy level 	<ul style="list-style-type: none"> ▪ Orientation manual ▪ Full day session after the election ▪ Directors receive an orientation manual ▪ Electoral area directors meet separately with department heads after the orientation on a need basis 	<ul style="list-style-type: none"> ▪ Some education at retreat ▪ Some education at the ideas and update committee ▪ Meet annually to review procedure bylaw ▪ Executive committee meets on personnel and organizational matters where more education takes place
PEACE RIVER RD	RD BULKLEY-NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ New directors – seminar at UBCM ▪ Regular sessions at board meeting based on a certain issue/report ▪ Informal 	<ul style="list-style-type: none"> ▪ Staff informal evaluations ongoing at committee and board meetings 	<ul style="list-style-type: none"> ▪ Orientation manual ▪ 3-day orientation for directors after election, provided by staff ▪ Directors attend UBCM charm school

QUESTION E: DO YOU HAVE STANDING COMMITTEES? WHAT ARE THEY?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Yes (10) ▪ Arts & Culture – Electoral Area Services ▪ Environmental – Finance & Administration ▪ Juan de Fuca Electoral Land Use Committee “A” ▪ Juan de Fuca Electoral Land Use Committee “B” ▪ Health Planning – Juan de Fuca Water Distribution ▪ Parks – Regional Planning ▪ Regional Water Supply Commission 	<ul style="list-style-type: none"> ▪ Yes (8) ▪ Finance, Executive, Planning, Library, Utilities, Local Gov’t awareness, Community/Protocols, Community Relations Building Partnerships 	<ul style="list-style-type: none"> ▪ No
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ Yes (5) ▪ Transportation, Parks, Engineering, Planning and Environment, Governance and Services 	<ul style="list-style-type: none"> ▪ Yes ▪ Environmental Services ▪ Planning/Building ▪ Administration and Finance ▪ Engineering ▪ Electoral Area Directors Committee 	<ul style="list-style-type: none"> ▪ Yes, one ▪ Electoral Area Planning Standing Committee
PEACE RIVER RD	RD BULKLEY- NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ Yes ▪ Parks ▪ Personnel Committee ▪ Pesticide Container Council ▪ Provincial Sales Tax Committee ▪ Public Relations ▪ Recreation ▪ Solid Waste Committee ▪ Weed and Topsoil Removal ▪ Wildlife Committee 	<ul style="list-style-type: none"> ▪ Yes (4) ▪ Executive ▪ Planning ▪ Environmental ▪ Weed Control 	<ul style="list-style-type: none"> ▪ Yes (10) ▪ MFA ▪ OMA ▪ Venture Kamloops ▪ Fraser Basin ▪ Weed Control ▪ Film Commission ▪ Civic buildings ▪ Energy management ▪ Audit ▪ Environmental performance advisory

QUESTION F: DO YOU HAVE SELECT COMMITTEES? WHAT ARE THEY?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> Rarely 	<ul style="list-style-type: none"> Rarely 	<ul style="list-style-type: none"> No
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> Yes (1) - Cranbrook Airport Expansion Committee 	<ul style="list-style-type: none"> Yes, 4 Executive Committee Public Consultation Select Committee Climate Change Select Committee Transit Business Plan Update Select Committee
PEACE RIVER RD	RD BULKLEY-NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> No. Have local committees – 2 directors only 	<ul style="list-style-type: none"> Yes (1) Alcan Committee (dealing with Alcan issues) 	<ul style="list-style-type: none"> Yes (8) Lakeshore Guidelines Wildlife Task Force Policy Review Economic Development Planning Technical Advisory Environmental Services River Buoys

QUESTION G: DO YOU HAVE A COMMITTEE OF THE WHOLE? IF YES, WHAT IS THEIR TERMS OF REFERENCE?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> Informal lunch meeting with Board to discuss one issue 	<ul style="list-style-type: none"> Yes Standing committee meets under the umbrella of COTW 	<ul style="list-style-type: none"> No
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> None on a regular basis Only for one issue such as reviewing the financial plan; this meeting is very informal 	<ul style="list-style-type: none"> Yes. Consists of Corporate & Community, Development, Environmental Services Meet once a month, two weeks before the board meeting
PEACE RIVER RD	RD BULKLEY- NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> Yes, for the planning and environmental committees 	<ul style="list-style-type: none"> No 3 workshops per year are held for governance issues

QUESTION H: WHAT FORUM EXISTS FOR SUBSETS OF THE DIRECTORS (INCLUDING ELECTORAL AREA DIRECTORS) TO MEET AND DISCUSS MATTERS OF COMMON INTEREST OR CONCERN?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> No forum Mostly standing committees Electoral Area Services Committee 	<ul style="list-style-type: none"> 3 separate committees, issue-based; meet regularly once a month: North, Central, South Rural caucus meeting for electoral area directors only; usually meet once a month 	N/A
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> Only one, the West Side Issue Committee, which includes 3 directors 	<ul style="list-style-type: none"> No specific forum Directors can meet informally to discuss certain issues on a need basis 	<ul style="list-style-type: none"> None Board strong focus in meeting together on every fourth Tuesday of the month. The informal committee of Ideas & Updates are held to discuss any issues – no agenda, no minutes, just a verbal discussion on various issues and concerns
PEACE RIVER RD	RD BULKLEY-NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> Electoral Area Directors Committee (4) Rural Budget Committee – expenditure budget Specialized committee – wildlife/agriculture 	<ul style="list-style-type: none"> At workshop on need basis 	<ul style="list-style-type: none"> None specific 10 electoral area directors hold 2 meetings per year Informal meeting for municipal and electoral area directors to discuss specific issues only

QUESTION I: WHAT PROCESS DO YOU USE TO EVALUATE SERVICES?

<p>CAPITAL RD</p>	<p>CARIBOO RD</p>	<p>CENTRAL COAST RD</p>
<ul style="list-style-type: none"> ▪ Performance review done by committees 	<ul style="list-style-type: none"> ▪ In business plan on annual basis 	<ul style="list-style-type: none"> ▪ Nothing formalized
<p>CENTRAL OKANAGAN RD</p>	<p>EAST KOOTENAY RD</p>	<p>NANAIMO RD</p>
<ul style="list-style-type: none"> ▪ Part of their planning and performance-based budget 	<ul style="list-style-type: none"> ▪ None 	<ul style="list-style-type: none"> ▪ Business plan for every service – 85 business plans
<p>PEACE RIVER RD</p>	<p>RD BULKLEY-NECHAKO</p>	<p>THOMPSON-NICOLA RD</p>
<ul style="list-style-type: none"> ▪ Annual basis 	<ul style="list-style-type: none"> ▪ Staff informed 	<ul style="list-style-type: none"> ▪ None

QUESTION J: HOW DO YOU EVALUATE SERVICES?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Some functions reviewed annually ▪ Other functions rarely reviewed 	<ul style="list-style-type: none"> ▪ Reviewed during budget process by staff and directors 	<ul style="list-style-type: none"> ▪ Annually ▪ No formal policy
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ Community measures ▪ Corporate measures ▪ Program measures 	<ul style="list-style-type: none"> ▪ Evaluate on staff level only ▪ Will begin for Parks and Library in 2005 	<ul style="list-style-type: none"> ▪ Based on key performance indicators ▪ Focus is on the plan/service, not just the dollars ▪ Services are volunteer, not legislated ▪ Some large services are evaluated by consultant
PEACE RIVER RD	RD BULKLEY-NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ Lots of contracts for facilities – committees ▪ Evaluation done by management committees – ▪ Landfill/solid waste – evaluates by committee members 	<ul style="list-style-type: none"> ▪ Questionnaire to general public ▪ Staff attend community functions with surveys ▪ Staff compile and assess information from survey and present information to directors 	<ul style="list-style-type: none"> ▪ Review service anytime ▪ 30 local services committees: ▪ 5 citizens per committee established by bylaw ▪ director sits as ex-officio for Parks, Fire and APC

QUESTION K: WHAT ARE THE POSITIVE ATTRIBUTES OF YOUR GOVERNANCE SYSTEM?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Difficult issues discussed at the informal Committee of the Whole meetings ▪ Standing committees strategize issues ▪ Committee and commission work very well 	<ul style="list-style-type: none"> ▪ Clarity about the direction of the organization for directors and staff about the goals of the corporation 	<ul style="list-style-type: none"> ▪ Good chairperson
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ The budget approval of board is approximately two hours ▪ Committee system works well ▪ Recommendation from staff usually accepted 	<ul style="list-style-type: none"> ▪ Present system is efficient ▪ Board meeting lasts 2-3 hours maximum ▪ Good board members ▪ Minutes sent out quickly for committees 	<ul style="list-style-type: none"> ▪ Strong strategic plan ▪ Quarterly reports on strategic plan progress ▪ Every service as a business plan ▪ Board follows the strategic plan ▪ Strong board report writing system ▪ Board wears a regional hat at all times ▪ Ideas and update committee
PEACE RIVER RD	RD BULKLEY-NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ Stable board ▪ Knowledgeable directors ▪ Trust staff ▪ Long-term staff 	<ul style="list-style-type: none"> ▪ Board respectful of staff recommendations ▪ Progressive ▪ Board willing to be progressive 	<ul style="list-style-type: none"> ▪ Board doesn't rush to solve issues ▪ Board comfortable in forming committees for further research ▪ Citizen committees work well by providing community input in electoral areas

QUESTION L: WHAT ARE THE DEFICIENCIES OF YOUR GOVERNANCE SYSTEM?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Thinking regionally take time and effort ▪ The structure of regional districts ▪ Large organization – time-consuming for discussion and understanding of complex issues 	<ul style="list-style-type: none"> ▪ Balance between municipal and electoral area directors' interest ▪ Rating strength issues 	<ul style="list-style-type: none"> ▪ Lack of long-term direction
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ None 	<ul style="list-style-type: none"> ▪ Contacting external agencies ▪ Sometimes decisions are made too quickly 	<ul style="list-style-type: none"> ▪ Too many committees from staff side ▪ Not enough committees from public side
PEACE RIVER RD	RD BULKLEY-NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ Regular issues 	<ul style="list-style-type: none"> ▪ No comment 	<ul style="list-style-type: none"> ▪ Sometimes the citizens on the Advisory Committee don't follow their roles or mandates

QUESTION M: DOES THE BOARD COMMUNICATE WELL INTERNALLY AND EXTERNALLY?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Technically, yes ▪ In lay terms to general public, no ▪ Citizens in general need more education about local government 	<ul style="list-style-type: none"> ▪ Yes ▪ Established a communication department 	<ul style="list-style-type: none"> ▪ Internally – yes ▪ Externally – no
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ Yes, regular meetings and website ▪ Communication officer 	<ul style="list-style-type: none"> ▪ Externally – no ▪ Internally – yes 	<ul style="list-style-type: none"> ▪ Always on specific issues ▪ Never enough on general issues ▪ Generally speaking, yes
PEACE RIVER RD	RD BULKLEY- NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ Yes, generally ▪ With staff, yes – internally ▪ Externally – newsletter/ website/articles in newspapers for area directors 	<ul style="list-style-type: none"> ▪ Yes, getting better ▪ No communication plan 	<ul style="list-style-type: none"> ▪ Work in progress ▪ Lots of news releases

QUESTION N: DOES THE BOARD COMMUNICATE WELL BETWEEN EACH OTHER, WITH STAFF, OTHER AGENCIES, MEDIA AND PUBLIC?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> In general terms, yes 	<ul style="list-style-type: none"> Pretty good overall Lots of effort spent on community based meetings Contact media and public 	<ul style="list-style-type: none"> Yes
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> Good communication between directors Very informal with staff 	<ul style="list-style-type: none"> Well with public and media Need improvement with provincial agencies 	<ul style="list-style-type: none"> 3 newsletters per year throughout RD Problems usually occur between municipality and electoral area directors Board expects a huge amount of information from staff which consumes a lot of staff time in order to make decisions Electoral area directors have their own newsletters; 1 mailout per year
PEACE RIVER RD	RD BULKLEY- NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Generally yes 	<ul style="list-style-type: none"> In all areas, yes Board chair is good at accessing media Getting better overall

QUESTION O: HOW DOES YOUR GOVERNANCE MODEL ACCOMMODATE BOTH MUNICIPAL AND ELECTORAL AREA INTERESTS?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Committee meetings ▪ Region-wide meetings for: CAOs, Treasurers, Engineers 	<ul style="list-style-type: none"> ▪ Parochial meetings: meet and discuss issues based on consensus ▪ North, South, Central 	<ul style="list-style-type: none"> ▪ No
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ No ▪ The organization culture doesn't define who attends or sits on committees 	<ul style="list-style-type: none"> ▪ Present system working good ▪ CAO discusses issues with electoral area directors 	<ul style="list-style-type: none"> ▪ Established Electoral Area Committee ▪ Avoid accommodating separate interest; focus is that interest relate to all
PEACE RIVER RD	RD BULKLEY- NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ Presently works well ▪ Meet regularly for interest 	<ul style="list-style-type: none"> ▪ Committee structure 	<ul style="list-style-type: none"> ▪ The structure does not accommodate ▪ Interest of each electoral and municipal are not viewed separately by the board

QUESTION P: HOW DO DIRECTORS ACCESS STAFF FOR INFORMATION OR ASSISTANCE?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Usually through department heads ▪ Anyone, anytime 	<ul style="list-style-type: none"> ▪ Through CAO or communication officer 	<ul style="list-style-type: none"> ▪ Walk-ins ▪ Telephone calls
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ Informal organization ▪ Mostly through CAO and department heads ▪ On certain projects, directors contact staff 	<ul style="list-style-type: none"> ▪ Access to CAO and department heads only, anytime 	<ul style="list-style-type: none"> ▪ Contact CAO or general managers only
PEACE RIVER RD	RD BULKLEY- NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ Contact directly department heads ▪ Staff meet directly and inform each other of directors' requests ▪ No contact with junior staff 	<ul style="list-style-type: none"> ▪ Open door policy ▪ Directors contact CAO and senior staff; no direction given 	<ul style="list-style-type: none"> ▪ Contact CAO or department heads ▪ Directors and senior staff hold lunches and golf annually to get to know each other better

QUESTION Q: HOW DO DIRECTORS AND STAFF REVIEW ISSUES IN ADVANCE OF PUBLIC MEETINGS?

<p style="text-align: center;">CAPITAL RD</p>	<p style="text-align: center;">CARIBOO RD</p>	<p style="text-align: center;">CENTRAL COAST RD</p>
<ul style="list-style-type: none"> ▪ Depends on subject matter ▪ Depends if directors wants a briefing 	<ul style="list-style-type: none"> ▪ Usually briefed in advance ▪ Don't attend meetings without an opportunity to explain issues to citizens 	<ul style="list-style-type: none"> ▪ Informal meeting in advance of meetings
<p style="text-align: center;">CENTRAL OKANAGAN RD</p>	<p style="text-align: center;">EAST KOOTENAY RD</p>	<p style="text-align: center;">NANAIMO RD</p>
<ul style="list-style-type: none"> ▪ Informal meetings 	<ul style="list-style-type: none"> ▪ Meet in advance; prepare agenda or information sheets 	<ul style="list-style-type: none"> ▪ Generally meet with director or chair before each meeting
<p style="text-align: center;">PEACE RIVER RD</p>	<p style="text-align: center;">RD BULKLEY- NECHAKO</p>	<p style="text-align: center;">THOMPSON-NICOLA RD</p>
<ul style="list-style-type: none"> ▪ Mostly land issues ▪ Director of Planning will contact area directors before meeting for briefing 	<ul style="list-style-type: none"> ▪ Informal meeting in advance at office or off-site 	<ul style="list-style-type: none"> ▪ Meeting informed in advance ▪ Directors encouraged to bring issues to staff before board meetings

QUESTION R: HOW DOES THE BOARD PREPARE AND REVIEW A CORPORATE PLAN/BUSINESS PLAN?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ None ▪ CAO has tried with 22 board members 	<ul style="list-style-type: none"> ▪ Annual review with business plan ▪ 10-year plans 	N/A
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ Annually with budget 	<ul style="list-style-type: none"> ▪ None 	<ul style="list-style-type: none"> ▪ Strategic plan reviewed annually
PEACE RIVER RD	RD BULKLEY- NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ Not really 	<ul style="list-style-type: none"> ▪ There is no specific plan ▪ Board meets to discuss issues at workshop 	<ul style="list-style-type: none"> ▪ Annual review of the five-year operational and capital plan during the budget process

QUESTION 5: HOW DOES YOUR GOVERNANCE MODEL ACCOMMODATE PUBLIC ACCESS, IN PARTICULAR, LOCAL COMMUNITY INTERESTS, FOR COMPLAINTS, PRESENTATIONS, INFORMATION SHARING, REQUESTS FOR FUNDING, CONSULTATION ON PLANS, POLICY, BUDGET, ETC.

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Procedure bylaw ▪ Website ▪ Staff access ▪ Corporate communication officer 	<ul style="list-style-type: none"> ▪ Every year town hall meeting in every municipality and electoral areas, including First Nations, where they present the business plan (Feb & March) ▪ Newsletter to every household ▪ Presentations usually 2-3 per board meeting ▪ Complaints, depends who deals with it; most complaints bylaw enforcement 	<ul style="list-style-type: none"> ▪ Public consultation portion on agenda ▪ Presentation time limit
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ Grants-in-aid; deadlines in October ▪ Approval of staff for information ▪ Procedure bylaw 	<ul style="list-style-type: none"> ▪ Grants – follow the policy ▪ Open board meeting for public ▪ Hold town hall meetings in February; 12 meetings per year in each municipal and electoral area. Meetings usually last one hour with a presentation on the financial plan and operation; wrap-up with a question & answer session 	<ul style="list-style-type: none"> ▪ Procedural bylaw ▪ Follow the consultation and communication policy
PEACE RIVER RD	RD BULKLEY-NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ Procedure manual for presentation – no more than 3 presentations per board meeting ▪ Very informal 	<ul style="list-style-type: none"> ▪ No formal process ▪ Contact CAO ▪ Over-the-counter information requests ▪ No specific guidelines for speaking to board 	<ul style="list-style-type: none"> ▪ In accordance to procedure bylaw ▪ No question period session ▪ Delegation/ presentation decided by Chair

QUESTION T: HOW DOES THE STAFF INTERACT AT COMMITTEE MEETINGS IN TERMS OF PARTICIPATION – ACTIVE, SEMI-ACTIVE, OR NON-ACTIVE UNLESS REQUESTED?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Semi-active 	<ul style="list-style-type: none"> ▪ Mostly non-active ▪ Control of information 	<ul style="list-style-type: none"> ▪ Informal setting ▪ Depending on issue – semi-active
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ Varies on committees, semi-active 	<ul style="list-style-type: none"> ▪ Semi-active generally; staff explain the recommendations 	<ul style="list-style-type: none"> ▪ Questions at board and committee meetings directed at CAO or general managers
PEACE RIVER RD	RD BULKLEY-NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ Very active – review policy, hardy discussion ▪ Electoral Area Committee – 3-4 staff, depending on issue 	<ul style="list-style-type: none"> ▪ Active – encouraged to provide input 	<ul style="list-style-type: none"> ▪ Active ▪ Written recommendations ▪ Reports come forward with or without board direction

QUESTION U: HOW DO YOU MAINTAIN GOOD RELATIONS WITH FIRST NATIONS – MEETINGS, PROTOCOLS, OR CORPORATE STRATEGY?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Regular communications at staff level 	<ul style="list-style-type: none"> ▪ Protocol agreement with Cariboo Tribal Council ▪ Invite First Nations to attend board meetings ▪ Make presentation to bands on how the RD operates 	<ul style="list-style-type: none"> ▪ Working on protocols ▪ Services agreements – water ▪ First Nations operates landfill ▪ Economic development is a joint initiative with First Nations ▪ First Nations contribute on landfill costs
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ Service agreements ▪ Business agreements ▪ Protocol with one First Nations 	<ul style="list-style-type: none"> ▪ Community to community forum ▪ Service agreements ▪ Meet as required 	<ul style="list-style-type: none"> ▪ Meet twice a year with 2 First Nations ▪ Meet once a year with 1 First Nation ▪ No service agreements ▪ Difficult to maintain relations for many reasons
PEACE RIVER RD	RD BULKLEY-NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ Provide services – S/W and 9-1-1 hired them for contract ▪ Dealing at staff level 	<ul style="list-style-type: none"> ▪ Consultation policy ▪ Host community to community forum 	<ul style="list-style-type: none"> ▪ Service contracts: Landfill and 9-1-1 ▪ Occasional meeting lunches ▪ Community to community forum

QUESTION V: IS THERE A RELATIONSHIP BETWEEN THE GOVERNANCE MODEL AND THE TYPES OF SERVICES THE REGIONAL DISTRICT OFFERS – COMMON INTEREST; PAY AND PARTICIPATE?

CAPITAL RD	CARIBOO RD	CENTRAL COAST RD
<ul style="list-style-type: none"> ▪ Yes ▪ Some region-wide committees ▪ Some very specific committees for local funding 	<ul style="list-style-type: none"> ▪ Mostly pay and participate 	N/A
CENTRAL OKANAGAN RD	EAST KOOTENAY RD	NANAIMO RD
<ul style="list-style-type: none"> ▪ Yes ▪ Parks Committee – region wide ▪ Engineering Committee –specific services 	<ul style="list-style-type: none"> ▪ Yes, committee based on services or functions ▪ Electoral area advisory committees for each area in accordance with bylaw 	<ul style="list-style-type: none"> ▪ Yes, both ▪ Utilize advisory committees (8) ▪ Electoral Area “A”, Parks & Open Space ▪ Electoral Area “B”, Parks & Open Space ▪ Electoral Area “G”, Parks & Open Space ▪ Lantzville Parks & Open Space ▪ Hanoose Bay Park & Open Space ▪ Grants-in-Aid ▪ Regional Growth Monitoring ▪ Regional Waste Advisory
PEACE RIVER RD	RD BULKLEY-NECHAKO	THOMPSON-NICOLA RD
<ul style="list-style-type: none"> ▪ Services delivered local – on subregional committees ▪ Most services have own committees 	<ul style="list-style-type: none"> ▪ Based on functions/ services 	<ul style="list-style-type: none"> ▪ Yes ▪ Some committees based on region-wide services ▪ Other committees based on specific services

APPENDIX 'C'

REGIONAL DISTRICT OF FRASER-FORT GEORGE

BYLAW NO. 2005, 2001

 A BYLAW TO ESTABLISH REGULATE THE MEETINGS AND CONDUCT
 OF THE REGIONAL BOARD AND COMMITTEES

WHEREAS the Regional District pursuant to Section 794 of the *Local Government Act* must, by bylaw, provide for the procedure to be followed for the conduct of its business and the business of its select and standing committees, and, in particular, must by bylaw:

- (a) provide for the manner by which resolutions may be passed and bylaws adopted;
- (b) establish the procedures to be followed for the conduct of Board and Committee meetings;
- (c) provide for advance public notice respecting the time, place and date of Board and Committee meetings;

NOW THEREFORE, the Board of Directors of the Regional District of Fraser-Fort George, in open meeting assembled, enacts as follows:

PART 1 - GENERAL

1.0 Title

1. This bylaw may be cited for all purposes as Regional District of Fraser-Fort George Board Procedure Bylaw No. 2005, 2001.
2. Board Procedure Bylaw No. 1893, 2000 is hereby repealed.

2.0 Interpretation

"Board" means the Board of Directors of the Regional District of Fraser-Fort George;

"Chairperson" means the Chairperson of the Board elected by the Board to fulfill the duties and responsibility of Chair pursuant to the *Act* and is the person presiding at a meeting of the Board, or the person appointed as Chair of a Standing or Select Committee of the Board, as the context requires;

"Committee" means a Standing or Select Committee of the Board;

"Vice Chairperson" means the person elected by the Board to fulfil the duties and responsibility of Vice Chair pursuant to the *Act* and is the person presiding at a meeting of the Board, or a Standing or Select Committee of the Board in the absence of the Chairperson, as the context requires;

"Director" means a member of the Board of the Regional District of Fraser-Fort George, whether as a Municipal Director or an Electoral Area Director pursuant to the *Local Government Act*;

"Notice Board" means the public notice board in the lobby of the Regional District of Fraser-Fort George main office, located at 155 George Street, Prince George, British Columbia;



Board Procedure Bylaw No. 2005, 2001

“Regional District” means the Regional District of Fraser-Fort George;

“Secretary” means the officer assigned responsibility for corporate administration pursuant to the *Local Government Act*;

“Special Meeting” means a meeting other than a statutory, regular, or statutory or regular adjourned meeting.

3.0 Election of Chairperson and Vice Chairperson

- 3.1 At the Inaugural meeting, being the first meeting after December 1, the Regional Board shall elect a Chairperson from among its Directors.
- 3.2 Following election of the Chairperson, and at the same meeting, the Regional Board shall elect a Vice Chairperson from among its Directors on the same basis as the election of the Chairperson.
- 3.3 During the absence of illness or other disability of the Chairperson, the Vice Chairperson has all the authority and is subject to the same rules as the Chairperson.
- 3.4 If the office of the Chairperson or Vice Chairperson becomes vacant, the Regional Board shall elect another Chairperson or Vice Chairperson from among its Directors at the first possible regular meeting of the Board.

PART TWO - MEETINGS**4.0 Meetings of the Regional Board and Primary Committees**

- 4.1 Regular meetings of the Board must take place in the Board Room at the Regional District office unless the Board changes the location by Board resolution.
- 4.2 At the Inaugural Meeting each year, the Regional Board shall set the time, place and dates of the regular meetings of the Board and its Primary Committees for the coming year.
- 4.3 Regular meetings of the Board must be held on the third Thursday of each month according to the approved calendar, unless the Board changes the date by Board resolution.
- 4.4 Meeting times for the Regional Board begin at 1:30 p.m. on each scheduled Thursday, with the exception of the Inaugural Meeting held each December, which begins 1:00 p.m.
- 4.5 The Schedule of Regular Meetings must be posted on the Notice Board in the Regional District office.

5.0 Notice of Regular Board Meetings

- 5.1 At least seventy-two (72) hours before a Regular Board meeting, the Secretary must give public of the time, place and date of the meeting by way of a notice posted on the Notice Board.
- 5.2 At least twenty-four (24) hours before a regular Board meeting, the Secretary must give further public notice of the meeting by:
 - (a) posting a copy of the agenda on the Notice Board; and

Board Procedure Bylaw No. 2005, 2001

- (a) posting a copy of the agenda on the Notice Board; and
 - (b) leaving copies of the agenda at the reception counter at the Regional District main office for the purpose of making them available to members of the public.
- 7.4 At least twenty-four (24) hours before a regular meeting of a Primary Committee, the Secretary must deliver a copy of the agenda to each member of the Committee at the place to which the Committee member has directed notices be sent.
- 7.5 At least twenty-four (24) hours before:
- (a) a special meeting of a Primary Committee; or
 - (b) a meeting of a Secondary Committee,
- the Secretary must give advance public notice of the time, place and date of the meeting by way of a notice posted on the Notice Board.

8.0 Attendance of Public at Meetings

- 8.1 Subject to sections 242.2 and 242.5 of the *Local Government Act*, all Regional Board meetings must be open to the public.
- 8.2 Where the Regional Board wishes to close a meeting to the public, it may do so by adopting a resolution in accordance with section 242.3 of the *Local Government Act*.
- 8.3 This section applies to meetings of bodies referred to in section 242.7 of the *Local Government Act*, including, without limitation;
- (a) Select or Standing Committees of the Board;
 - (b) the Board of Variance;
 - (c) the Court of Revision;
 - (d) the Advisory Planning Commissions;
 - (e) the Recreation Commission;
 - (f) other Committees and Commissions not herein named.

9.0 Minutes of Meetings

- 9.1 Minutes of Board meetings must be kept in accordance with Section 236 of the *Local Government Act*.
- 9.2 Minutes of Committee meetings referred to in section 9.3 must be kept in accordance with Section 237 of the *Local Government Act*.
- 9.3 Section 9.2 applies to meetings of:
- (a) Select or Standing Committees of the Board; and
 - (b) Any other body composed solely of Board members acting as Board members.

10.0 Closed Meetings

- 10.1 A meeting of the Board may be closed to the public if the subject matter being considered relates to one of the following:

Board Procedure Bylaw No. 2005, 2001

- (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
 - (b) personal information about an identifiable individual who is being considered for a municipal award or honour, or who has offered to provide a gift to the municipality on condition of anonymity;
 - (c) labour relations or employee negotiations;
 - (d) the security of property of the Regional District;
 - (e) the acquisition, disposition or expropriation of land or improvements, if the Board considers that disclosure might reasonably be expected to harm the interests of the Regional District;
 - (f) law enforcement, if the Board considers that disclosure might reasonably be expected to harm the conduct of an investigation or an enforcement of an Act, regulation or bylaw;
 - (g) consideration of whether paragraph (e) or (f) applies in relation to a matter;
 - (h) litigation or potential litigation affecting the Regional District;
 - (i) the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
 - (j) information that is prohibited from disclosure under section 21 of the *Freedom of Information and Protection of Privacy Act*;
 - (k) a matter that, under another enactment, is such that the public may be excluded from the meeting;
 - (l) a matter prescribed by regulation under section 242.8 of the *Local Government Act*.
- 10.2 A part of a Regional Board meeting must be closed to the public if the subject matter is such that the public must be excluded from the meeting under any enactment of the Provincial or Federal Government.
- 10.3 If the only subject matter being considered at a Regional Board meeting is one or more matters referred to in subsection 10.1 or 10.2, the applicable subsection applies to the entire meeting.
- 10.4 Before a meeting or part of a meeting is closed to the public, the Regional Board must state, by resolution:
- (a) the fact that the meeting is to be closed; and
 - (b) the basis under section 10.1 or 10.2 on which the meeting is to be closed.
- 10.5 It shall be the responsibility of the Chair and the Secretary, individually or collectively, to recommend to the Board that it consider certain matters in a closed session (with the public and/or certain members of the staff excluded), and to prepare an agenda designating the topics to be so discussed.

Board Procedure Bylaw No. 2005, 2001**PART 3 - PROCEDURES****11.0 Opening Procedures**

- 11.1 As soon as a quorum is present, following the stated time of the meeting, the Chair shall take the Chair and call the Directors to order.
- 11.2 If the Chair does not attend the meeting with fifteen (15) minutes after the time appointed, the Vice Chair shall take the Chair and call the Directors to order. If the Vice Chair is also absent, the Secretary shall take the Chair and call the Directors to order. If a quorum is present, the Directors shall elect an Acting Chair who shall preside during the meeting until the arrival of the Chair or Vice Chair. The person appointed as Acting Chair has all the authority and is subject to the same rules as the Chair.
- 11.3 If no quorum is present within thirty (30) minutes after the appointed time of the meeting, the Secretary shall record in the minute book the names of the Directors present and the meeting shall be adjourned.
- 11.4 Immediately after the Chair has taken his/her seat and has called the meeting to order, the minutes of the preceding meeting shall be read by the Secretary in order to correct mistakes. However, the reading of the minutes shall be dispensed with if each member has been sent a copy of the minutes at least seventy-two (72) hours before the meeting at which they are to be considered.

12.0 Rules of Conduct and Debate

- 12.1 Every Director shall address himself/herself to the Chair before speaking to any question or motion.
- 12.2 Directors shall address the Chair as "Mr. Chair" or "Madam Chairperson" and shall refer to each other as "Director _____".
- 12.3 No member shall speak disrespectfully of Her Majesty the Queen or any of the Royal Family, or of the Governor General, Lieutenant Governor or persons administrating the Government of Canada or of this Province, nor shall he/she use offensive words in or against the Regional Board or against any member thereof; nor shall he/she speak beside the question in debate. No member shall reflect upon any vote of the Regional Board except for the purpose of moving that such vote be rescinded; nor shall he/she resist the rules of the Regional Board on questions of order or practice, or upon the interpretation of the rules of the Regional Board. In case any member shall so resist or disobey, he may be ordered by the Regional Board to leave his/her seat for that meeting. In case of his/her refusing to do so, he/she may on the order of the Chair be removed therefrom by the police. In case of an apology being made by the offender, he/she, may by vote of the Regional Board be immediately permitted to take his/her seat again.
- 12.4 No member may speak more than once to the same question without leave of the Regional Board, except in explanation of a material part of his/her speech which may have been misconceived and in doing so, he/she may not introduce a new matter. A reply shall be allowed to a member who has made a substantial motion to the Regional Board, but not to a member who had moved an amendment.
- 12.5 After a question is finally put the Chair, no member shall speak to the question, nor shall any other motion be made until after the result of the vote has been declared. The decision of the Chair as to whether the question has been finally put shall be conclusive.

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- 12.6 If the Chair desires to leave the Chair for the purpose of taking part in the debate or otherwise, he/she shall call on the Vice Chair, or if the Vice Chair is absent, one of the Directors, to take his place until he resumes the Chair.
- 12.7 When any order, resolution or question is lost by reason of the Regional Board or any Committee thereof breaking up for want of a quorum, the order, resolution or question so lost shall be the first item of business to be proceeded with and disposed of at the next meeting of the Region Board or Committee.

13.0 Points of Order

- 13.1 The Chair, or the Director presiding at the meeting of the Regional Board, shall preserve order and decide all points of order which may arise, subject to an appeal to the other Directors of the Regional Board then present.
- 13.2 If an appeal is made by a Director of the Regional Board from the decisions of the Chair, the question "Shall the Chair be sustained?" shall immediately be put by the Chair and decided without debate. The Chair shall be governed by the majority of the Directors of the Regional Board then present (exclusive of him/herself). In the event of the votes being equal, the question shall pass in the affirmative.
- 13.3 If the Chair refuses to put the question "Shall the Chair be sustained?", the Regional Board shall forthwith appoint the Vice Chair, or if absent, one of the Directors to preside temporarily in lieu of such Chair, as the case may be, and the Vice Chair or Director of the Regional Board so temporarily appointed shall proceed in accordance with Subsection 13.2. In the event of the votes being equal, the question shall pass in the affirmative.
- 13.4 Any resolution or motion carried under the circumstances mentioned in Subsection 13.3 is as effectual and binding as if carried under the presidency of the Chair.

14.0 Motions

- 14.1 Motions other than routine motions shall be put in writing and seconded before being debated or put from the Chair.
- 14.2 A motion that has been seconded may be read by the Chair or Secretary before debate at the request of any Director.
- 14.3 Amendments shall be put in writing and shall be decided upon before the main question is put to a vote. Only one amendment shall be allowed to an amendment.
- 14.4 A motion to commit the subject matter to a Committee, until it is decided, shall preclude all amendment of the main question.
- 14.5 A motion to adjourn the Regional Board or to adjourn the debate shall always be in order, but if such motion is defeated, no section motion to the same effect shall be made until some intermediate business or matter has been disposed of.

15.0 Voting of Questions

- 15.1 Weighted votes and majority votes shall be applicable to committee meetings as they are to Board meetings.

Board Procedure Bylaw No. 2005, 2001

- 15.2 Every Director who is present when a vote is held and is eligible to vote, is entitled to vote unless he has a personal monetary interest in the question, unique to the Director, and not in common with citizens at large.
- 15.3 A Director who is a shareholder in an incorporated company having dealings or contracts with the Regional District shall not vote at a meeting of the Board or a Board Committee on a question affecting the company. Such a Director shall leave the room during the discussion and voting on the matter.
- 15.4 If a Director is an officer or an employee of a company, association, credit union or society having dealings or contracts with the Regional District, he/she is not permitted to vote at a meeting of the Board or a Board Committee on a question affecting the company, association credit union or society. He/she shall leave the room during discussion and voting on the matter.
- 15.5 Any Director who is present at the meeting but who declines to vote on a question for any reason other than that outlined in the preceding section shall be regarded as having voted in the affirmative and his vote or votes shall be counted accordingly.
- 15.6 In all cases where the votes of the Directors then present, including the vote of the Chair or other person presiding, are tied, the question shall be defeated and it shall be the duty of the presiding Director to so declare.
- 15.7 As soon as the Chair has announced the results of the vote on a question, any Director who voted in opposition may request the Chair to have his name so recorded in the minutes.
- 15.8 When a question under consideration contains distinct propositions, the vote upon each proposition shall be taken separately only upon the request of any member to do so. Unless otherwise requested, all recommendations may be moved on a consent basis.
- 15.9 A resolution of the Board passed at a previous meeting shall only be rescinded by a $\frac{2}{3}$ vote of the Directors present.

PART 4 - BYLAWS

16.0 Bylaws

- 16.1 Except where the Letters Patent require otherwise, every bylaw shall be read a first time upon the motion "...that Bylaw No. ____ be introduced and given first reading". The title and intended object of the bylaw shall be given and the question shall be decided without amendment or debate.
- 16.2 The bylaw may then be read a second time upon the motion "...that Bylaw No. ____ be given second reading".
- 16.3 When the bylaw has been read a second time, it may be referred to Committee of the Whole.
- 16.4 Whether or not the bylaw has been referred to a Committee of the Whole, it may then be read a third time and passed upon the motion "...that Bylaw No. ____ be given third reading".



Board Procedure Bylaw No. 2005, 2001

- 16.5 If Directors wish to give two or more readings to a bylaw at one meeting, the Board may pass a motion to suspend the rules and then give the bylaw two or more readings at one meeting without further motion, using the same voting proportion as its required to vote on the bylaw.
- 16.6 A bylaw may be adopted upon the motion "...that Bylaw No. ____ be adopted".

PART 5 - COMMITTEES

17.0 Committee of the Whole

- 17.1 A meeting of the Committee of the Whole may be called any time by the Chair.
- 17.2 The Regional Board may resolve itself into Committee of the Whole at any time during a Board meeting. The Chair may leave the Chair but he/she shall first appoint a Chair of the Committee of the Whole who shall maintain order in the Committee and report the proceedings thereof.
- 17.3 The rules of the Regional Board shall be observed in Committee of the Whole so far as may be applicable except that no motion shall be required to be seconded. Neither a motion for the previous question nor an adjournment shall be allowed. The number of times of speaking on any question shall not be limited.
- 17.4 In case of a division being called for, the question shall be decided by the majority of the votes of Directors who are at the meeting are entitled to vote. The Secretary shall count and decide the number on each side and the Chair of the Committee shall announce the result of the vote.
- 17.5 A motion in Committee of the Whole to rise without reporting, or that the Chair of the Committee leave the Chair, shall always be in order and shall take precedence over any other motion. On such motion debate shall be allowed but no Director shall speak more than once to such a motion and on an affirmative vote the subject referred to the Committee shall be considered and disposed of in the negative, and the Chair of the Regional Board shall resume the Chair.

18.0 Standing and Select Committees

- 18.1 The general duty of all Standing and Select Committees of the Regional Board shall be to consider and report to the Regional Board from time to time, on whenever desired by the Regional Board and as often as the interest of the Regional District may require, on all matters referred to them by the Chair or the Regional Board coming within their purview, and to recommend such action by the Regional Board in relation thereto as they deem necessary or expedient.
- 18.2 A majority of the Directors appointed to compose any Standing or Select Committee shall form a quorum.
- 18.3 The Chairperson is an ex-officio member of all Board Committees. He/she shall have the right to vote on all Committees to which he/she is a Director of a participating area/function.
- 18.4 Alternate Directors are authorized to serve on all Standing Committees and appointed management committees of the Regional District in the absence of the Director.

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- 18.5 Directors of the Regional Board may attend the meetings of any of its Committees. They shall not be allowed to vote but may be allowed to take part in any discussion or debate by permission of a majority of the votes of the Committee.
- 18.6 In the transaction of business, all Standing and Select Committees shall adhere as far as possible to the rules governing proceedings in meetings of the Regional Board.
- 18.7 Sections 8 and 9 apply to the conduct of meetings of:
- (a) Select or Standing Committees of the Regional Board;
 - (b) any other Committee composed solely of Board members acting in that capacity.
- 18.8 A Standing or Select Committee of the Regional Board may report to the Regional Board at any regular meeting or shall report as required by the Regional Board.
- 18.9 On completion of its assignment and submission of its report to the Regional Board, a Select Committee shall be automatically dissolved.

PART 6 - AGENDAS

19.0 Consent Calendar

- 19.1 All matters which are considered to be routine and non-controversial may be listed in the agenda under the title "Consent Calendar" for approval by one motion. There will be no separate discussion of these items unless a Director so requests, in which case the item will be removed from the Consent Calendar at the request of a Director, and considered separately.

20.0 Request for Board Endorsement

- 20.1 Individuals or groups requesting Board endorsement or support of a venture are required to make a personal appearance at a Board meeting to answer any questions with regard to the proposal.

21.0 Petitions and Delegations

- 21.1 Individuals or groups wishing to appear before a Regional Board meeting may do so only if they have first notified the Chair or Secretary in writing before the agenda has been prepared and circulated to the Regional Board, except on extraordinary occasions declared as such by the Chair.
- 21.2 Every delegation shall be allowed a reasonable time at the discretion of the Chairperson to present its petition or submission, after which the Regional Board may dispose of the petition or submission at the meeting, refer the subject matter to a Committee or take such other action as is deemed expedient.



Board Procedure Bylaw No. 2005, 2001

PART 7 – RULES OF ORDER

22.0 Rules of Order

22.1 In all unprovided cases in the proceedings of the Regional Board or in Committee, Roberts Rules of Order shall be followed.

This Bylaw may be cited for all purposes as Regional District of Fraser-Fort George Board Procedure Bylaw No. 2005, 2001.

READ A FIRST TIME THIS 15th DAY OF NOVEMBER, 2001

READ A SECOND TIME THIS 15th DAY OF NOVEMBER, 2001

READ A THIRD TIME THIS 15th DAY OF NOVEMBER, 2001

ADOPTED THIS 15th DAY OF NOVEMBER, 2001

CHAIRPERSON [Signature]

SECRETARY [Signature]

Certified a true and correct copy of Regional District of Fraser-Fort George Board Procedure Bylaw No. 2005, 2001

Martin Taylor, Deputy Secretary [Signature]

REGIONAL DISTRICT OF FRASER-FORT GEORGE

BYLAW NO. 2059

A BYLAW TO PROVIDE FOR OFFICERS OF THE REGIONAL DISTRICT AND TO PRESCRIBE THE POWERS, DUTIES AND RESPONSIBILITIES OF THE OFFICERS

WHEREAS Section 196 of the *Local Government Act* provides that the Board shall establish officer positions in relation to the duties under Sections 198 and 199, with titles it considers appropriate;

AND WHEREAS the Board may establish other officer positions, with titles it considers appropriate;

NOW THEREFORE the Regional Board of the Regional District of Fraser-Fort George, in open meeting assembled, enacts as follows:

1.0 Bylaw

1.1 This bylaw may be cited for all purposes as Regional District of Fraser-Fort George Officers Bylaw No. 2059, 2002.

2.0 Repeal

2.1 Officers Bylaw No. 1308, 1992 and Assistant Deputy Secretary Bylaw No. 1908, 2000 are hereby repealed.

3.0 Officers

3.1 The Officers of the Regional District shall be those persons appointed to the positions listed in Schedule "A" attached to and forming part of this Bylaw.

4.0 Powers Duties and Responsibilities

4.1 The powers, duties and responsibilities of the Officers of the Regional District shall be as set forth in Schedule "B" attached to and forming part of this Bylaw, provided however that the powers, functions and duties specifically assigned to any officer by the *Local Government Act* shall not be abridged or impaired by the Regional Board or any Officers of the Regional District.

4.2 All of the Officers and employees named in this bylaw shall carry out the additional powers, duties and functions assigned to them from time to time by the Regional Board or by their immediate supervisor.

5.0 Appointment of Officers

5.1 Officers as provided for herein shall be appointed by the Regional Board from time to time for such term and upon such salary as the Board may from time to time determine.

6.0 Use of Form and Words

6.1 In this Bylaw words signifying a male person include a female person and words signifying a female person include a male person. Words in the singular include the plural and words in the plural include the singular.

READ A FIRST TIME THIS 22nd DAY OF August, 2002.

READ A SECOND TIME THIS 22nd DAY OF August, 2002.

READ A THIRD TIME THIS 22nd DAY OF August, 2002.

ADOPTED THIS 22nd DAY OF August, 2002.

CHAIRPERSON

SECRETARY

I hereby certify that this is a true and correct copy of Officers Bylaw No. 2059, 2002.

Martin Taylor, Deputy Secretary

REGIONAL DISTRICT OF FRASER-FORT GEORGE


BYLAW NO. 2059, 2002

SCHEDULE "A"

The Officers of the Regional District of Fraser-Fort George shall be:

- A. Administrator
- B. Director of Finance & Treasurer
- C. Deputy Secretary
- D. Director of Community Services
- E. Director of Development Services
- F. Director of Environmental Services
- G. Assistant Deputy Secretary

Certified a true and correct copy of
Schedule "A" attached hereto and
forming part of Officers Bylaw No.
2059, 2002.



Martin Taylor
Deputy Secretary



REGIONAL DISTRICT OF FRASER-FORT GEORGE

BYLAW NO. 2059, 2002

SCHEDULE "B"

Powers, Duties and Responsibilities of Officers

A. Administrator

- 1.0 The Administrator shall have the powers, duties and functions under Sections 197 and 198 of the *Local Government Act*.
- 2.0 The Administrator shall be authorized to take any reasonable action necessary to carry out the delegated responsibilities delegated to him, so long as such action does not deviate from established Board policy, nor exceed the specific limitations placed on his authority by Board.
- 3.0 The Administrator may delegate portions of authority and responsibility to appropriate officers or employees of the Regional District, but may not delegate or relinquish overall responsibility for results nor accountability to the Board for the performance of duties.
- 4.0 The Administrator provides leadership and manages the overall operation of the Regional District of Fraser-Fort George within the strategic vision, goals and objectives established by the Board, and assumes accountability for planning, organizing, coordinating and directing the operations and activities of the Regional District.
- 5.0 Typical Duties
 - 5.1 Maintains a high level of communications with the Board and individual Board members on an ongoing basis. Uses team-building techniques to ensure excellent two-way communication between the CAO and Board members.
 - 5.2 Maintains a high level of inter-departmental communications including effective contact with other municipalities, regional districts, relevant provincial government departments and various boards and commissions where the interests of the Regional District are affected.
 - 5.3 Develops and maintains effective communications strategies between the Board and the media, as well as the staff and the media, in order to advance the programs and services provided by the Regional District.
 - 5.4 Is proactive in recommending to the Board a plan of organization for the Regional District. Conducts periodic reviews of organizational structure to ensure attainment of Board objectives. Routinely uses performance reviews and succession planning as tools to develop the organizational structure.
 - 5.5 Is proactive in providing leadership in Board and Committee meetings to address issues and solve problems.
 - 5.6 Effectively handles highly complex or contentious problems and determines the best organizational, community and regional solutions.
 - 5.7 Investigates innovative strategies, including cost/benefit analysis as part of each strategy, for Board consideration.
 - 5.8 Performs or delegates the performance of duties and responsibilities of corporate and financial administration in accordance with Section 198 and 199 of the *Local Government Act*.
- 6.0 The Administrator is responsible to the Board.
- 7.0 The Administrator is the Chief Administrative Officer of the Board.

Schedule "B" to Officers Bylaw No. 2059, 2002

B. Director of Finance & Treasurer

- 1.0 The Director of Finance is responsible to oversee, guide and direct the daily financial concerns of the Regional District and the Regional Hospital District, the care and custody of all funds, securities and assets, the deposit of all payments, the accounting of receipts and disbursements, and all other aspects of the accounting and financial activities. The Director establishes, maintains and supervises the most cost-efficient method of controlling finances and cash flow of the Regional District and the Regional Hospital District, and to make prudent financial recommendations of timely importance to the Board and to the Administrator. The Director of Finance performs the duties and responsibilities of financial administration as outlined in Section 199 of the *Local Government Act*.
- 2.0 Without limiting the generality of the foregoing, the responsibilities of the Director of Finance, on behalf of the Regional District and the Regional Hospital District, include the following:
 - 2.1 Plans, directs, monitors and supervises the work of the Finance Department staff to meet the established objectives of the Board and the Finance Department, including administration of the Regional District's financial procedures and bookkeeping including (but not limited to) cash disbursements, cash receipts, accounts payable, payroll, accounts receivable, assets and investments of the organization.
 - 2.2 Assists Directors and departmental personnel with budget analysis, expenditure comparisons, document preparation and other finance-related research and analysis.
 - 2.3 Establishes and maintains an accounting system which guarantees the accurate management of the financial efforts of the corporation, including development and revision of documents, policies, procedures and standards necessary for internal financial control within the organization.
 - 2.4 Coordinates preparation of the annual operating and capital budgets for the whole organization for approval by the Board and prepares the annual requisition submission for the Regional District and Regional Hospital District.
 - 2.5 Ensures that the organization has adequate property and liability insurance and instigates risk management policies and procedures.
 - 2.6 Makes recommendations and advises the Board and the Administrator on all activities involving the duties of financial administration under Section 199 of the *Local Government Act*, as well as investments, insurance, Regional Hospital District equipment grants, budgets, tenders, reserve funds, outstanding debt, requisition, the Regional Hospital District, and other matters as required.
 - 2.7 Ensures compliance with all statutory reporting requirements for the Regional District and Regional Hospital District, including preparation of the annual Audited Financial Statements, Statements of Financial Information and the provincial reporting forms (R-Forms).
 - 2.8 Prepares and oversees the preparation of a variety of reports, correspondence, bylaws and manuals.
 - 2.9 Attends or delegates attendance at meetings of the Regional Board, Executive and Finance Standing Committee and other committees as required.
 - 2.10 Completes annual performance reviews of Finance staff and recommends to the Administrator the employment, promotion, dismissal, retirement and the granting of more or less remuneration to any employee in the Finance Department.
 - 2.11 Exercises other powers and performs other duties as may be designated and assigned from time to time by the Board or the Administrator.



Schedule "B" to Officers Bylaw No. 2059, 2002

3.0 The Director of Finance may delegate portions of authority and responsibilities to appropriate employees of the Regional District but may not delegate or relinquish overall responsibility.

4.0 The Director of Finance shall be responsible to the Administrator.

C. Deputy Secretary

1.0 The Deputy Secretary shall perform such duties of the Secretary as outlined in Section 198 of the *Local Government Act* as may be delegated or assigned to him by the Administrator including performing all or part of the duties of the Secretary.

2.0 The Deputy Secretary shall be responsible to the Regional Board through the Administrator.

D. Director of Community Services

1.0 The Director of Community Services is responsible for planning, organizing and administering the activities of the Community Services Department in accordance with the applicable statutes, bylaws, regulations and policies. The Director is primarily responsible for the development, implementation and management of local and emergency services and programs.

2.0 Without limiting the generality of the foregoing, the responsibilities of the Director of Community Services include the following:

2.1 Plans and directs the work of Community Services Department staff to meet the established objectives of the Board and the department, including administration of existing services and the development of new services as required from time to time.

2.2 Prepares and oversees preparation of a variety of reports, correspondence, tenders, requests for proposals, contracts, bylaws and manuals.

2.3 Attends or delegates attendance at Regional District Board meetings and its committees as required and represents the Regional District at a variety of public, technical and other meetings, including the organization of such meetings where necessary.

2.4 Makes recommendations and advises the Board and the Administrator on all matters involving the Community Services Department, including the awarding of contracts and engagement of consultants.

2.5 Prepares and administers capital and operating budgets for the Community Services Department and for service areas and monitors them on a regular basis.

2.6 Maintains effective working relationships with the Administrator, other department heads and with Directors of the Regional Board.

2.7 Attends or delegates attendance at meetings with volunteer fire departments, community commissions, management committees and other advisory committees serving the Regional District and monitors the activities of these organizations.

2.8 Undertakes or delegates appropriate community liaison on new services including setting up public meetings, ensuring the formation of advisory committees and completing feasibility reports.

2.9 Confers on community services and other service matters with officials of other governments, community organizations, utility agencies, business and industrial groups.

2.10 Completes annual performance reviews for Community Services staff and recommends to the Administrator the employment, promotion, transfer, dismissal or retirement of the



Schedule "B" to Officers Bylaw No. 2059, 2002

granting of more or less remuneration to any employee of the Community Services Department.

- 2.11 Exercises such other powers and performs such other duties as may be designated and assigned from time to time by the Board or the Administrator.
- 2.12 Delegates portions of authority and responsibility to appropriate employees of the Regional District, but may not delegate or relinquish overall responsibility.
- 3.0 The Director of Community Services may delegate portions of authority and responsibility to appropriate employees of the Regional District but may not delegate or relinquish overall responsibility.
- 4.0 The Director of Community Services shall be responsible to the Administrator.

E. Director of Development Services

- 1.0 The Director of Development Services is responsible for planning, organizing and administering the Development Services Department in accordance with the applicable plans, statutes, bylaws, regulations and policies. The Director is primarily responsible for planning, zoning, subdivision control, agricultural land reserve, rural house numbering, road index, digital geographic database, regional parks, liquor licensing, building inspection, sewage inspection, board of variance, soil removal legislation, heritage conservation, noise control, special events and bylaw enforcement. The Director of Development Services is the Chief Building Inspector and Soil Conservation Officer.
- 2.0 Without limiting the generality of the foregoing, the responsibilities of the Director of Development Services include the following:
 - 2.1 Leads, plans, directs and evaluates the work of Development Services Department staff to meet the established objectives of the Board and the department, including administration of the planning, building/sewage inspection, regional parks, bylaw enforcement, GIS services and other new services as required from time to time.
 - 2.2 Prepares and oversees preparation and revision of community plans, rural land use bylaws, regional growth strategies and related background studies and implementation documents to reflect the policies of the Regional Board as provided for in the *Local Government Act* and other applicable legislation.
 - 2.3 Prepares and oversees preparation of a variety of reports, correspondence, tenders, requests for proposals, contracts, bylaws and manuals.
 - 2.4 Attends or delegates attendance at Regional District Board meetings and its committees, advisory planning commission meetings, public hearings and meetings, board of variance meetings and meetings of committees and interest groups to report and advise on all matters pertaining to development services, including the organization of such meetings where necessary.
 - 2.5 Makes recommendations and advises the Board and the Administrator on all matters involving the Development Services Department, including the awarding of contracts and engagement of consultants.
 - 2.6 Maintains effective working relationships with the Administrator, other department heads Directors of the Regional Board, other elected officials, and provincial, federal, local government, First Nations, non-profit and industrial representatives.
 - 2.7 Prepares, presents and administers the departmental capital and operating budgets and monitors them on a regular basis. Delegates spending authority to appropriate staff.

Schedule "B" to Officers Bylaw No. 2059, 2002

- 2.8 Answers inquiries and discusses complaints concerning Development Services functions; acquaints the public with the purpose, function and operations of land use planning, building and sewage regulations, regional park development and use and bylaw enforcement.
 - 2.9 Confers on matters of responsibility with officials of other government, public transportation and utility agencies, housing agencies, business and industrial groups or community groups.
 - 2.10 Provides information to the media in print and in person, including the granting of interviews and participation in promotional events concerning the Development Services Department.
 - 2.11 Recruits, orients, trains and develops Development Services staff including annual performance reviews and recommends to the Administrator the employment, promotion, transfer, dismissal or retirement or the granting of more or less remuneration to any employee of the Development Services Department.
- 3.0 The Director of Development Services may delegate portions of authority and responsibility to appropriate employees of the Regional District, but may not delegate or relinquish overall responsibility.
- 4.0 The Director Development Services shall be responsible to the Administrator.

F. Director of Environmental Services

- 1.0 The Director of Environmental Services is responsible to plan, organize and administer the operation and services of the Environmental Services Department in accordance with applicable plans, statutes, bylaws, regulations, resolutions and policies. As department head, the Director is primarily responsible for the development, preparation and implementation of solid waste management programs and services. Activities of independent contractors, dependent contractors and staff are managed by the Director to achieve the desired results.
- 2.0 The Director works closely with Regional District Directors, the Chair and members of the Solid Waste Management Standing Committee and other local government elected officials to provide information, data interpretation and recommendations concerning a wide range of issues.
- 3.0 Without limiting the generality of the foregoing, the responsibilities of the Director of Development Services include the following:
- 3.1 Leads, plans, directs and evaluates the work of Environmental Services Department staff and dependent contractors to achieve the established objectives of the Board, Solid Waste Management Standing Committee and the department. This includes the administration of landfill sites, transfer stations, recycling programs, public education programs, centralized composting facilities and other solid waste management programs.
 - 3.2 Manages service, supply and construction contracts related to solid waste management and awards such contracts in accordance with the purchasing policy. Functions as Project Manager.
 - 3.3 Prepares and oversees the preparation of reports, correspondence, competitive bidding documents, contracts, bylaws and manuals.
 - 3.4 Makes recommendations and advises the Board, Solid Waste Management Standing Committee, other department heads and the Administrator on matters concerning the Environmental Services Department.
 - 3.5 Prepares, presents, and administers departmental capital and annual operating budgets and monitors them on a regular basis. Delegates spending authority to appropriate staff.
 - 3.6 Prepares and conducts analysis of financial and technical data to produce multi-year financial plans, feasibility studies and solid waste management plans.

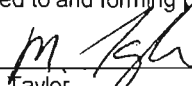
Schedule "B" to Officers Bylaw No. 2059, 2002

- 3.7 Maintains effective business relationships with elected officials, the Administrator, other department heads and provincial, federal, local government, first nations, non-profit and industrial representatives.
- 3.8 Consults on solid waste management and other environmental matters with government officials, community organizations, first nations, utility agencies, business and industrial groups.
- 3.9 Answers public inquiries and discusses complaints concerning solid waste management services and acquaints the public with the purpose, function and operation of solid waste management programs.
- 3.10 Provides information to the media in print and in person, including the granting of interviews and participation in promotional events concerning the Environmental Services department.
- 3.11 Attends or delegates attendance at Board meetings and its committees as required.
- 3.12 Represents the Regional District at a variety of public, technical, promotional and other meetings including the organization of such meetings as required.
- 3.13 Recruits, orients, trains and develops Environmental Services staff including annual performance reviews and recommends the appointment, promotion, demotion, transfer, suspension, dismissal and the granting of remuneration.
- 3.14 Conducts risk management and financial control reviews to identify and remedy deficiencies.
- 3.15 The Director of Environmental Services may delegate portions of authority and responsibility to appropriate employees of the Regional District, but may not delegate or relinquish overall responsibility.
- 3.16 The Director of Environmental Services shall be responsible to the Administrator.

G. Assistant Deputy Secretary

- 1.0 The Assistant Deputy Secretary is assigned the following powers, duties and functions:
 - 1.1 Affix the corporate seal as required, to documents related to:
 - (a) The issuance and processing of Sewage Disposal Covenant Contracts under Health Regulation Bylaw No. 735.
 - (b) Development Permits, Development Variance Permits and Temporary Permits (Commercial and Industrial Use) issued under the *Local Government Act*.
 - (c) Soil Removal Permits issued under the *Soil Conservation Act*.
 - (d) Schedules pursuant to the authority of the *Agricultural Land Commission Act*.
 - (e) Other documents as directed by the Secretary from time to time.
 - 1.2 Administer the Oath of Office and the Oath of Allegiance to the Alternate director for Electoral Area "H".

Certified a true and correct copy of Schedule "B"
attached to and forming part of Officers Bylaw No. 2059, 2002



Martin Taylor
Deputy Secretary

APPENDIX 'E'

REGIONAL DISTRICT OF FRASER-FORT GEORGE

BYLAW NO. 1963

**A BYLAW TO DELEGATE AUTHORITY TO STANDING COMMITTEES OF THE REGIONAL BOARD OF
THE REGIONAL DISTRICT OF FRASER-FORT GEORGE**

WHEREAS Section 795(2) of the *Local Government Act* provides for the Chairperson of the Regional Board of the Regional District of Fraser-Fort George to establish Standing Committees for those matters the Chair considers would be better dealt with by committees;

AND WHEREAS Section 176(1)(e) authorizes the Regional Board to delegate its powers, duties and functions to its committees;

NOW THEREFORE the Regional Board of the Regional District of Fraser-Fort George, in open meeting assembled, enacts as follows:

- 1.0 Title
- 1.1 This bylaw may be cited as Regional District of Fraser-Fort George Committee Delegation Bylaw No. 1963, 2001.
- 1.2 The following Bylaws are hereby repealed:
- Regional District of Fraser-Fort George Committee Delegation Bylaw No. 905, 1987;
 - Regional District of Fraser-Fort George Committee Delegation Bylaw No. 905, 1987, Amendment Bylaw No. 1369, 1993;
 - Regional District of Fraser-Fort George Committee Delegation Bylaw No. 905, 1987, Amendment Bylaw No. 1698, 1997;
 - Regional District of Fraser-Fort George Committee Delegation Bylaw No. 905, 1987, Amendment Bylaw No. 1852, 1997;
 - Regional District of Fraser-Fort George Solid Waste Management Standing Committee Establishment Bylaw No. 1476, 1994; and,
 - Regional District of Fraser-Fort George Solid Waste Management Standing Committee Establishment Bylaw No. 1476, 1994, Amendment Bylaw No. 1702, 1997; and,
 - Regional District of Fraser-Fort George Culture and Heritage Standing Committee Establishment Bylaw No. 1884, 1999.
- 2.0 The role of the Standing Committees is to assume executive and administrative responsibilities that will include all actions not requiring direct action of the Board by bylaw or by resolution, subject to the provisions of Section 9.0 of this Bylaw.
- 3.0 The following Standing Committees established by the Chairperson shall have the following responsibilities:
- 3.1 The **Electoral Area Services Standing Committee** is responsible for all functions that are totally financed by one or more of Electoral Areas A to H. The Electoral Area Services Standing Committee shall comprise all Electoral Area Directors or their Alternates.
- 3.2 The **Culture and Heritage Standing Committee** is responsible for the overall administration of the heritage conservation service, including:
- 3.2.1 examining the operating and capital budgets and programs for cultural and heritage organizations providing services within the Regional District;



BYLAW NO. 1963, 2001

3.2.2 making recommendations to the Regional Board regarding annual or multi-year contracts with cultural and heritage organizations;

3.2.3 advising the Regional Board on strategies relating to the efficient and effective development of cultural and heritage services in the Regional District;

The Culture and Heritage Standing Committee shall comprise no fewer than four (4) Directors or their Alternates. At least one Director shall be from the City of Prince George. One member who is not a Director may be appointed at the discretion of the Board.

3.3 The **Executive and Finance Standing Committee** has overall responsibility for matters of policy, finance, personnel, procedure and administration. The Executive and Finance Standing Committee shall comprise not more than ten (10) Directors or their Alternates.

3.4 The **Robson Valley-Canoe Services Standing Committee** is responsible for all functions totally financed by two or more of the Villages of McBride and Valemount and Electoral Area H. The Robson Valley-Canoe Services Standing Committee shall comprise the Directors from Electoral Area H, the Village of McBride and the Village of Valemount or their Alternates.

3.5 The **Solid Waste Management Standing Committee** is responsible for the overall administration of the solid waste management service provided in the local service area including, without limiting the generality of the foregoing:

3.5.1 recommending to the Regional Board the letting of such contracts as may be necessary for the efficient operation, maintenance and improvement of the solid waste management service;

3.5.2 recommending to the Regional Board the expenditure of such funds as may be provided in the operating budget of the Regional District in respect of the said solid waste management service or as may be lawfully expended for capital purposes;

3.5.3 recommending to the Regional Board the enactment of bylaws in respect of the solid waste management service;

3.5.4 recommending to the Regional Board the provision of funds for capital purposes, or the undertaking of capital projects, or the contracting of debt for the solid waste management service; and,

3.5.5 providing to the Regional Board each year an estimate of the revenues and expenditures necessary to provide the solid waste management service for the current year.

The Solid Waste Management Standing Committee shall comprise nine Directors of the Board or their Alternates.

4.0 The Procedure Bylaw including the Rules of Order shall apply to the proceedings of Standing Committee meetings. Weighted votes and majority votes shall be applicable to Standing Committee meetings as they are to Regional Board meetings.

5.0 The Chairperson of the Board is an ex-officio member of all Standing Committees, in the event the Chairperson does not appoint his/herself as a member of the Committee. The Chairperson shall have the right to vote but shall not be included in the quorum.

6.0 Directors may attend all Standing Committee meetings in addition to those to which they are appointed. Directors shall not vote at such meetings, but may speak if the Standing Committee gives prior approval.

BYLAW NO. 1963, 2001

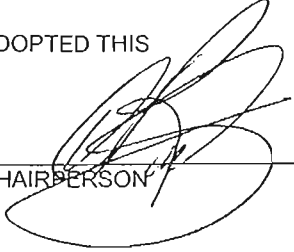
- 7.0 Subject to Sections 242.2 and 242.5 of the *Local Government Act*, all Standing Committee meetings must be open to the public.
- 8.0 Where a Standing Committee wishes to close a meeting to the public, it may do so by adopting a resolution in accordance with Section 242.3 of the *Local Government Act*.
- 9.0 The Standing Committees may forward to the Regional Board recommendations or resolutions on any matter under their jurisdiction. Notwithstanding the responsibilities of these Standing Committees, Directors of the Regional Board may at any time bring any matter forward to the Regional Board for discussion.
- 10.0 Agendas and minutes of all Standing Committee meetings shall be circulated to Directors and Alternate Directors with the monthly agenda of the Regional Board.
- 11.0 Where possible, Standing Committees shall meet in conjunction with monthly Regional Board meetings, unless otherwise directed by the Regional Board or the Board Chairperson.
- 12.0 The Chairperson will make annual appointments to Standing Committees and external agencies as appropriate.
- 13.0 All requests for new appointments to external agencies shall be forwarded to the Regional Board for consideration.
- 14.0 In addition to serving on Standing Committees, Electoral Area Directors shall be ex-officio members of all management committees partially or totally funded by the electoral area that the Directors represent.

READ A FIRST TIME THIS 19TH DAY OF APRIL, 2001.

READ A SECOND TIME THIS 19TH DAY OF APRIL, 2001.

READ A THIRD TIME THIS 19TH DAY OF APRIL, 2001.

ADOPTED THIS 19TH DAY OF APRIL, 2001.

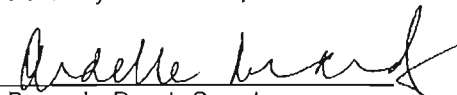


 CHAIRPERSON

D/ 

 SECRETARY

I hereby certify that this is a true and correct copy of Remuneration Bylaw No. 1963, 2001.



 Ardelle Bernardo, Deputy Secretary



REGIONAL DISTRICT
of Fraser-Fort George

**2004 REGIONAL AND
SUB REGIONAL SERVICES**

Service Name	Participant(s)
REGIONAL SERVICES	
9-1-1 Emergency Response Service	All, Cariboo Regional District, RDBN
Administration - Finance General	All
Board	All
Community Services	All
Feasibility Studies	All
Heritage Conservation	All
Regional Grants-in-Aid	All
Regional Parks	All
Regional Planning (Non Part 26)	All
Regional Solid Waste Management	All
SUB REGIONAL SERVICES	
Regional Planning (Part 26)	All Electoral Areas, McBride, Mackenzie and Valemount
Fire Services Coordinator	All Electoral Areas, McBride, Valemount and Mackenzie
Inspection Services	All Electoral Areas, (McBride by Contract)
Elections	All Electoral Areas
House Numbering	All Electoral Areas
Rural Transfer Stations	All Electoral Areas
Soil Conservation	All Electoral Areas
Special Events	All Electoral Areas
UBCM, FCM and NCMA	All Electoral Areas
Untidy and Unsightly Premises	All Electoral Areas
Noise Control (Boating)	Areas A, C, D, F, G, H
Libraries - Greater Prince George	Areas A, C, D, E, F, G
Recreation Administration	Areas A, C, D, E, F
Libraries - Robson Valley/Canoe	Area H, Valemount and McBride
McBride and District Fire Protection	Defined Portion H and McBride
Robson Valley Recreation Centre	Defined Portion H and McBride
Robson Valley TV Rebroadcasting	Defined Portion H and McBride
Canoe Valley Recreation Centre	Defined Portion H and Valemount
Valemount and District Fire Protection	Defined Portion H and Valemount
Valemount and District TV Rebroadcasting	Defined Portion H and Valemount
Area H Arenas	Defined Portion H, McBride and Valemount
Ferndale/Tabor Fire Protection	Defined Portion D and F
Shelley/Gleneagle Natural Gas	Defined Portion D and F
Shell-Glen Fire Protection	Defined Portion D and F
Community Grants-in-Aid - Area A	Area A
Chilako/Nechako Rescue Service	Area C
Community Grants-in-Aid Area C	Area C
Area D Rescue Service	Area D
Community Grants-in-Aid Area D	Area D
Community Grants-in-Aid Area E	Area E
Community Grants-in-Aid Area F	Area F
Community Grants-in-Aid Area G	Area G
Community Grants-in-Aid Area H	Area H



Service Name

Participant(s)

SUB REGIONAL SERVICES CONTINUED

Cheryl Road Natural Gas	Defined Portion A
Eana Lake Natural Gas	Defined Portion A
Ness Lake Fire Protection	Defined Portion A
Ness Lake North Natural Gas	Defined Portion A
Nukko Lake Community Hall	Defined Portion A
Nukko Lake Natural Gas	Defined Portion A
Pilot Mountain Fire Protection	Defined Portion A
Reid Lake Community Hall	Defined Portion A
Salmon Valley Fire Protection	Defined Portion A
Syms Road Street Lighting	Defined Portion A
Beverly Fire Protection	Defined Portion C
West Lake Natural Gas	Defined Portion C
Blackburn Water System	Defined Portion D
Buckhorn Fire Protection	Defined Portion D
Buckhorn Natural Gas	Defined Portion D
Buckhorn Street Lighting	Defined Portion D
Pineview Fire Protection	Defined Portion D
Pineview Street Lighting	Defined Portion D
Red Rock Street Lighting	Defined Portion D
Red Rock/Stoner Fire Protection	Defined Portion D
Tabor Lake Sewer System	Defined Portion D
Hixon Fire Protection	Defined Portion E
Hixon Street Lighting	Defined Portion E
Ferndale Natural Gas	Defined Portion F
Foreman Road Natural Gas	Defined Portion F
Longworth Power	Defined Portion F
Shelley Street Lighting	Defined Portion F
Sinclair Mills Community Hall	Defined Portion F
Upper Fraser/Aleza Lake Gym	Defined Portion F
Willow River Street Lighting	Defined Portion F
Azu Water System	Defined Portion G
Bear Lake Ambulance Station	Defined Portion G
Bear Lake Cemetery	Defined Portion G
Bear Lake Community Commission	Defined Portion G
Bear Lake Fire Protection	Defined Portion G
Bear Lake Recreation Facilities	Defined Portion G
Bear Lake Street Lighting	Defined Portion G
Bear Lake Water System	Defined Portion G
McLeod Lake Street Lighting	Defined Portion G
Tallus Road Power	Defined Portion G
Dome Creek Recreation Facility	Defined Portion H
Dome Creek/Crescent Spur Telephone	Defined Portion H
Ptarmigan Creek Power	Defined Portion H
Tete Jaune Community Hall	Defined Portion H

**2004
SERVICES PROVIDED BY THE REGIONAL DISTRICT**

Electoral Area A – Salmon River - Lakes	
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Board
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Administration
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Community Services
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Grants-in-Aid
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Planning
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Solid Waste
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG and Extraterritorials	Regional 9-1-1
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Heritage Conservation
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Parks
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Feasibility Studies
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie	Fire Services Coordinator
A,C,D,E,F,G,H, *McBride (*contract)	Inspection Services
A,C,D,E,F,G, Mackenzie	Library-Greater Prince George
A,C,D,E,F,G,H	Elections
A,C,D,E,F,G,H	UBCM, NCMA, FCM, YHA Conferences
A,C,D,E,F,G,H	Unsightly and Untidy Premises
A,C,D,E,F,G,H	House Numbering
A,C,D,E,F,G,H	Soil Conservation
A,C,D,E,F,G,H	Special Events
A,C,D,E,F,G,H	Rural Transfer Station
A,C,D,F,G,H	Noise Control (Boating)
A,C,D,E,F	Recreation
Entire Area	Community Grants-in-Aid
Defined Portion	Syms Road Street Lights
Defined Portion	Salmon Valley Fire
Defined Portion	Ness Lake Fire
Defined Portion	Pilot Mountain Fire
Defined Portion	Nukko Lake Community Hall
Defined Portion	Ness Lake N. Gas
Defined Portion	Eana Lake Gas
Defined Portion	Nukko Lake Gas
Defined Portion	Reid Lake Community Hall
Defined Portion	Cheryl Road Gas

2004 Services Provided by the Regional District

Electoral Area C – Chilako - Nechako	
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Board
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Administration
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Community Services
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Grants-in-Aid
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Planning
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Parks
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Feasibility Studies
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Solid Waste
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG and Extraterritorials	Regional 9-1-1
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Heritage Conservation
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie	Fire Services Coordinator
A,C,D,E,F,G,H, *McBride (*contract)	Inspection Services
A,C,D,E,F,G, Mackenzie	Library-Greater Prince George
A,C,D,E,F,G,H	Elections
A,C,D,E,F,G,H	UBCM, NCMA, FCM, YHA Conferences
A,C,D,E,F,G,H	Unsightly and Untidy Premises
A,C,D,E,F,G,H	House Numbering
A,C,D,E,F,G,H	Soil Conservation
A,C,D,E,F,G,H	Special Events
A,C,D,E,F,G,H	Rural Transfer Station
A,C,D,F,G,H	Noise Control (Boating)
A,C,D,E,F	Recreation
Entire Area	Chilako/Nechako Rescue
Entire Area	Community Grants-in-Aid
Defined Portion	West Lake Gas
Defined Portion	Beverly Fire

2004 Services Provided by the Regional District

Electoral Area D – Tabor Lake-Stone Creek	
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Board
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Administration
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Community Services
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Grants-in-Aid
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Planning
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Parks
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Feasibility Studies
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Solid Waste
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG and Extraterritorials	Regional 9-1-1
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Heritage Conservation
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie	Fire Services Coordinator
A,C,D,E,F,G,H, *McBride (*contract)	Inspection Services
A,C,D,E,F,G, Mackenzie	Library-Greater Prince George
A,C,D,E,F,G,H	Elections
A,C,D,E,F,G,H	UBCM, NCMA, FCM, YHA Conferences
A,C,D,E,F,G,H	Unightly and Untidy Premises
A,C,D,E,F,G,H	House Numbering
A,C,D,E,F,G,H	Soil Conservation
A,C,D,E,F,G,H	Special Events
A,C,D,E,F,G,H	Rural Transfer Station
A,C,D,F,G,H	Noise Control (Boating)
A,C,D,E,F	Recreation
Entire Area	Area D Rescue
Entire Area	Community Grants-in-Aid
Defined Portions of Areas F and D	Ferndale/Tabor Fire
Defined Portions of Areas F and D	Shell/Glen Fire
Defined Portions of Areas F and D	Shell/Glen Gas
Defined Portion	Buckhorn Fire
Defined Portion	Pineview Fire
Defined Portion	Red Rock Fire
Defined Portion	Pineview Street Lights
Defined Portion	Red Rock Street Lights
Defined Portion	Buckhorn Natural Gas
Defined Portion	Buckhorn Street Lights
Defined Portion	Tabor Lake Sewer
Defined Portion	Blackburn Water

2004 Services Provided by the Regional District

Electoral Area E – Hixon-Woodpecker	
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Board
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Administration
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Community Services
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Grants-in-Aid
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Parks
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Feasibility Studies
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Planning
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Solid Waste
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG and Extraterritorials	Regional 9-1-1
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Heritage Conservation
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie	Fire Services Coordinator
A,C,D,E,F,G,H, *McBride (*contract)	Inspection Services
A,C,D,E,F,G, Mackenzie	Library-Greater Prince George
A,C,D,E,F,G,H	Elections
A,C,D,E,F,G,H	UBCM, NCMA, FCM, YHA Conferences
A,C,D,E,F,G,H	Unsightly and Untidy Premises
A,C,D,E,F,G,H	House Numbering
A,C,D,E,F,G,H	Soil Conservation
A,C,D,E,F,G,H	Special Events
A,C,D,E,F,G,H	Rural Transfer Station
A,C,D,E,F	Recreation
Entire Area	Community Grants-in-Aid
Defined Portion, ET Participation CRD	Hixon Fire
Defined Portion	Hixon Street Lights

2004 Services Provided by the Regional District

Electoral Area F – Willow River-Upper Fraser	
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Board
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Administration
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Community Services
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Grants-in-Aid
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Planning
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Parks
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Feasibility Studies
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Solid Waste
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG and Extraterritorials	Regional 9-1-1
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Heritage Conservation
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie	Fire Services Coordinator
A,C,D,E,F,G,H, *McBride (*contract)	Inspection Services
A,C,D,E,F,G, Mackenzie	Library-Greater Prince George
A,C,D,E,F,G,H	Elections
A,C,D,E,F,G,H	UBCM, NCMA, FCM, YHA Conferences
A,C,D,E,F,G,H	Unsightly and Untidy Premises
A,C,D,E,F,G,H	House Numbering
A,C,D,E,F,G,H	Soil Conservation
A,C,D,E,F,G,H	Special Events
A,C,D,E,F,G,H	Rural Transfer Station
A,C,D,F,G,H	Noise Control (Boating)
A,C,D,E,F	Recreation
Entire Area	Community Grants-in-Aid
Defined Portions of Areas F and D	Ferndale/Tabor Fire
Defined Portions of Areas F and D	Shell/Glen Fire
Defined Portions of Areas F and D	Shell/Glen Gas
Defined Portion	Willow River Street Lights
Defined Portion	Shelley Street Lights
Defined Portion	Sinclair Mills Community Hall
Defined Portion	Longworth Power
Defined Portion	Ferndale Gas
Defined Portion	Foreman Road Gas
Defined Portion	Upper Fraser Gym

2004 Services Provided by the Regional District

Electoral Area G – Crooked River-Parsnip	
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Board
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Administration
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Community Services
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Grants-in-Aid
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Planning
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Parks
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Feasibility Studies
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Solid Waste
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG and Extraterritorials	Regional 9-1-1
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Heritage Conservation
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie	Fire Services Coordinator
A,C,D,E,F,G,H, *McBride (*contract)	Inspection Services
A,C,D,E,F,G, Mackenzie	Library-Greater Prince George
A,C,D,E,F,G,H	UBCM, NCMA, FCM, YHA Conferences
A,C,D,E,F,G,H	Elections
A,C,D,E,F,G,H	Unightly and Untidy Premises
A,C,D,E,F,G,H	House Numbering
A,C,D,E,F,G,H	Soil Conservation
A,C,D,E,F,G,H	Special Events
A,C,D,E,F,G,H	Rural Transfer Station
A,C,D,E,F,G,H	Noise Control (Boating)
Entire Area	Community Grants-in-Aid
Defined Portion	Bear Lake Community Commission
Defined Portion	Bear Lake Fire
Defined Portion	Bear Lake Street Lights
Defined Portion	McLeod Lake Street Lights
Defined Portion	Bear Lake Cemetery
Defined Portion	Bear Lake Recreation Facilities
Defined Portion	Bear Lake Ambulance Station
Defined Portion	Tallus Road Power
Defined Portion	Azu Water
Defined Portion	Bear Lake Water

2004 Services Provided by the Regional District

Electoral Area H – Robson Valley-Canoe	
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Board
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Administration
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Community Services
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Grants-in-Aid
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Parks
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Planning
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Feasibility Studies
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Solid Waste
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG and Extraterritorials	Regional 9-1-1
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Heritage Conservation
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie	Fire Services Coordinator
Entire A,C,D,E,F,G,H, *McBride (*contract)	Inspection Services
A,C,D,E,F,G,H	Elections
A,C,D,E,F,G,H	UBCM, NCMA, FCM, YHA Conferences
A,C,D,E,F,G,H	Unightly and Untidy Premises
A,C,D,E,F,G,H	House Numbering
A,C,D,E,F,G,H	Soil Conservation
A,C,D,E,F,G,H	Special Events
A,C,D,E,F,G,H	Rural Transfer Station
A,C,D,F,G,H	Noise Control (Boating)
Defined Portion, McBride and Valemount	Area H Arenas
Entire Area, Valemount, McBride	Robson Valley/Canoe Library
Defined Portion, Valemount	Canoe Valley Recreation Centre
Defined Portion, Valemount	Valemount and District TV
Defined Portion, McBride	Robson Valley Recreation Centre
Defined Portion, McBride	Robson Valley TV
Entire Area	Community Grants-in-Aid
Defined Portion and Valemount	Valemount and District Fire
Defined Portion and McBride	McBride District Fire
Defined Portion	Tete Jaune Community Hall
Defined Portion	Dome Creek Telephone
Defined Portion	Dome Creek Recreation Facility
Defined Portion	Ptarmigan Power

2004 Services Provided by the Regional District

City of Prince George	
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Board
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Administration
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Community Services
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Grants-in-Aid
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Solid Waste
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG and Extraterritorials	Regional 9-1-1
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Planning (by agreement)
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Parks
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Heritage Conservation
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Feasibility Studies
McBride, Valemount, Mackenzie, CPG	Debt Charges
Village of McBride	
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Board
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Administration
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Community Services
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Grants-in-Aid
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie	Fire Coordinator
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Solid Waste
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG and Extraterritorials	Regional 9-1-1
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Planning
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Parks
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Heritage Conservation
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Feasibility Studies
A,C,D,E,F,G,H, *McBride (*contract)	Inspection Services
McBride, Valemount, Mackenzie, CPG	Debt Charges
Defined Portion and McBride	McBride District Fire
Defined Portion, McBride and Valemount	Area H Arenas
Defined Portion, McBride	Robson Valley Recreation Centre
Entire Area, Valemount, McBride	Robson Valley/Canoe Library
Defined Portion, McBride	Robson Valley TV

2004 Services Provided by the Regional District

Village of Valemount	
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Board
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Administration
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Community Services
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Grants-in-Aid
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie	Fire Coordinator
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Solid Waste
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG and Extraterritorials	Regional 9-1-1
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Planning
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Parks
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Heritage Conservation
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Feasibility Studies
McBride, Valemount, Mackenzie, CPG	Debt Charges
Defined Portion and Valemount	Valemount and District Fire
Defined Portion, McBride and Valemount	Area H Arenas
Defined Portion, Valemount	Canoe Valley Recreation Centre
Entire Area, Valemount, McBride	Robson Valley/Canoe Library
Defined Portion, Valemount	Valemount and District TV
District of Mackenzie	
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Board
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Administration
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Community Services
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Grants-in-Aid
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie	Fire Coordinator
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Solid Waste
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG and Extraterritorials	Regional 9-1-1
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Planning
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Regional Parks
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Heritage Conservation
A,C,D,E,F,G,H, McBride, Valemount, Mackenzie, CPG	Feasibility Studies
McBride, Valemount, Mackenzie, CPG	Debt Charges

CPG Miworth Gas and Cranbrook Hill Natural Gas not included as no requisition/all figures blank.
 Economic Development A to H, McBride, Valemount, Mackenzie – blank not included

APPENDIX 'G'

RDFFG 2004 Requisition
(% by Services)

Participating Areas	Region-Wide Services * (Standard Allocation)		Region-Wide Services ** (E/T, Contract, etc)		Joint Local Area Services	Single Local Area Services	Total	%	Total All Services
		%		%					
Prince George	3,238,279	63.8%	1,087,351	42.0%	0	-15,420	-15,420	-0.4%	4,310,210
Mackenzie	357,569	7.0%	110,945	4.3%	18,895	0	18,895	0.5%	487,409
McBride	23,000	0.5%	8,223	0.3%	161,550	0	161,550	4.2%	192,773
Valemount	47,092	0.9%	16,760	0.6%	247,596	0	247,596	6.4%	311,448
Area A	139,446	2.7%	109,665	4.2%	103,827	391,370	495,197	12.7%	744,308
Area C	153,012	3.0%	97,982	3.8%	164,988	147,840	312,828	8.0%	563,822
Area D	216,443	4.3%	159,481	6.2%	389,000	439,910	828,910	21.3%	1,204,834
Area F	99,407	2.0%	79,661	3.1%	96,898	35,030	131,928	3.4%	310,996
Defined D/F Shared (#)						254,740	254,740	6.6%	254,740
Area E	82,613	1.6%	55,137	2.1%	67,491	45,609	113,100	2.9%	250,850
Area G	477,377	9.4%	297,365	11.5%	332,785	61,710	394,495	10.2%	1,169,237
Area H	241,548	4.8%	159,151	6.1%	896,250	29,110	925,360	23.8%	1,326,059
Extraterritorial			407,303	15.7%		17,451	17,451	0.4%	424,754
2004 Requisition	5,075,786	100.0%	2,589,024	100.0%	2,479,280	1,407,350	3,886,630	99.6%	11,551,440

* = Board, Administration, Regional Grants-In-Aid, Solid Waste, Parks, Heritage & Feasibility Studies

** = Community Services, 9-1-1 & Planning

(#) = Ferndale/Tabor Fire Protection, ShelGlen Fire Protection, ShelGlen Natural Gas