



CENTRAL COAST REGIONAL DISTRICT

REGULAR BOARD MEETING AGENDA – October 11, 2018 9:00a.m.

PART I – INTRODUCTION

1. Call to Order

2. Adoption of Agenda – Introduction of Late Items

4. Disclosures of Financial Interest

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

A declaration under these section(s) requires that the nature of the interest must be disclosed. Consequently, a member who has made a declaration must not preside, participate in, or be present during any discussion or decision making procedure relating to the matter the subject of the declaration.

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

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

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

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

5. Disclosures of Interests Affecting Impartiality

The Chair to remind Board Members that in the interest of good governance, where there is a perceived interest that may affect their impartiality in consideration of a matter, a declaration should be made. This declaration does not restrict any right to participate in or be present during the decision-making procedure.

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

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

(A) ADOPTION OF MINUTES

- (a) September 6, 2018 Regular Board Meeting Minutes

PART II – PUBLIC CONSULTATION

1. Delegation

- (a) Mike Lawrence & Pat Gunderson – Interior Roads - Review of Winter Operations.
- (b) Hana Anderson – Grizzly/Human Conflict in the Valley
- (c) Mike Badry – Bella Coola Valley Human Bear Conflict Management Initiative, including; BearSmart Program; WildSafe Program, Bella Coola Human Bear Safety Committee

(B) IN CAMERA MATTERS

- (a) Matters Brought out of Camera

PART III – LOCAL GOVERNANCE**(C) OPERATIONS UPDATES & POLICY MATTERS ARISING****Administrative Services**

- (a) CAO Report
- (b) 50th Anniversary Highlights report
- (c) Election 2018 Update

Financial Services

- (d) Financial Report – January-September 2018

Operations

- (e) Operations Monthly Report
- (f) Request for Decision – Grand Opening: Thorsen Creek Waste and Recycling Centre

Leisure Services Commissions

- (g) Centennial Pool Commission Meeting Minutes dated October 3, 2018
- (h) Vancouver Island Regional Library
 - i) Media Release – VIRL Library Board Innovates and inspires with 2019 Budget
 - ii) Budget Breakdown – Central Coast Regional District
 - iii) Budget Breakdown – VIRL System Wide
 - iv) From the Board Table – The 2019-2023 Financial Plan
 - v) 2019-2023 Financial Plan – Innovation and Inspiration

Protective Services

- (i) Emergency Program Coordinator Report

Transportation Service

- (j) Transportation Report

Governance

- (k) UBCM 2018 Report
- (l) Request for Decision – Thank you and Acknowledgement Letters, CCRD/ACRD Panel
- (m) Information Item – Project Proposal Re: Anahim/Kluskus Connector Road Projects

(D) EXECUTIVE REPORTS

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

(E) BYLAWS AND POLICIES

- (a) Request for Decision – Zoning Bylaw Amendment Adoption

PART IV – GENERAL BUSINESS**(F) GENERAL CORRESPONDENCE**

- (a) Nominations for Small Business BC Awards letter
- (b) Constituent Letter Re: Concern about human-bear conflicts

(G) ADJOURNMENT



CENTRAL COAST REGIONAL DISTRICT
DRAFT REGULAR BOARD MEETING MINUTES
DATE: September 6, 2018

ATTENTION

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

Board Meeting
OCT 11 2018
CCRD ITEM A(a)

REGULAR BOARD MEETING MINUTES – September 6, 2018

In Attendance:	Electoral Area A	Director Frank Johnson
	Electoral Area B	Director Travis Hall
	Electoral Area C	Chair Alison Sayers
	Electoral Area E	Director Samuel Schooner
	Electoral Area D	Director Richard Hall
Staff:	Chief Administrative Officer	Courtney Kirk
	Recording Secretary	Destiny Mack
	Finance Manager	Rose Liu (Portion)

PART I - INTRODUCTION

1. Call to Order

The Chair called the meeting to order at 9:32 am and acknowledged the meeting was taking place in the unceded traditional territory of the Nuxalk Nation.

2. Adoption of Agenda

18-09-01 M/S Directors Schooner/RHall that the agenda be adopted as amended by removing Joan Esnayra Item C under the Delegations. **CARRIED**

3. Disclosures of Financial Interest

The Chair reminded Board Members of the requirements of Sections 100(2) (b) and 101(1) (2) and (3) of the *Community Charter* to disclose any financial interests during the meeting when the matter is discussed. The declaration under this section requires that the nature of the interest must be disclosed. Consequently a member who has made a declaration must not preside, participate in, or be present during any discussion or decision making procedure relating to the subject matter which is being discussed.

No disclosures of financial interests were made.

4. Disclosures of Interests Affecting Impartiality.

The Chair reminded Board Members that in the interest of good governance, where there is a perceived interest that may affect their impartiality in consideration of a matter, a declaration should be made. This declaration does not restrict any right to participate in or be present during the decision-making procedure.

No disclosures affecting impartiality were made.

(A) ADOPTION OF MINUTES

a) Regular Board Meeting July 19, 2018.

18-09-02 M/S Directors Johnson/THall that the July 19, 2018 minutes be adopted as read with an amendment on page 10, to correct the spelling of Minister Trevena's name.

CARRIED

Director Richard Hall discussed the Hagensborg Waterworks District and recommendations from an engineer. CAO Kirk identified that Kevin O'Neill is on the Agenda for Delegation. It was decided that this discussion shall continue then.

PART II – PUBLIC CONSULTATION

(A) Delegations

a) Jeffrey Snow – Community Paramedic

Snow from the Community Paramedic Program joined the meeting at 9:42 am.

Snow is representing the British Columbia Ambulance Service and is introducing the Community Paramedic Program to the Bella Coola Valley. Snow explained that the program is for prevention work throughout the Bella Coola Community, to curb the number of calls to the ambulance service. The Community Paramedic Program is 2 years old. It started in England and it is a new program for the British Columbia Ambulance Service. Snow described that the program works to help individuals understand their medication and involves a lot of prevention work with an aim to reduce hospital visits. He noted that he has been able to accomplish a lot since the program started in Bella Coola in January 2018. The BC Ambulance Service is gathering all the Community Paramedics in Nanaimo at the end of September and Snow will be giving a presentation on why implementation of the Community Paramedic Program is so successful in Bella Coola.

Snow mentioned that another program, called Home Health Monitoring, will be available in the community as well. The program will involve a three month trial, which will include a tablet, blood pressure cuff, blood sugar monitor, a scale and a pedometer. He shared how the program and supplies will work with the Tablet and how it involves the Community Paramedic. The BC Ambulance Service would like Bella Coola to champion this program.

A discussion followed around potential advocacy that the Central Coast Regional District could undertake on behalf of the program and Snow's efforts.

Snow left the meeting at 10:08 am.

b) Kevin O'Neill – Hagensborg Waterworks Improvement District

O'Neill from the Hagensborg Waterworks Improvement District (HWID) joined the meeting at 10:10 am.

O'Neil is requesting a letter of support for the Hagensborg Community Portable Water Enhanced Distribution and Treatment project. An application was put together and requires the CCRD to sponsor the project. A resolution was unanimously passed by the HWID Board requesting the CCRD write a support letter.

O'Neil provided background on the identified need, the application and the proposed project. He explained that the existing infrastructure is deteriorating and that there is not currently a water treatment system. The local fire chief identified that, at this time, there is not enough water pressure to fight fires. This grant opportunity requires that the local government sponsor the application. The completed application involves funds for replacing water mains. The grant would provide 72% of funds required for the project and the HWID has the remaining funds.

Discussion followed around the proposed project plan, budget, and community partnership opportunities. If the grant is successful there will be public consultation. CCRD asked that O'Neill put together the documents showing the risk of fire danger, the potable water quality, and the Vancouver Coastal Health restrictions around taking on new clients and businesses when there is a boil water advisory.

- 18-09-03** M/S Directors RHall/ Schooner that the CCRD Board sponsor the Hagensborg Waterworks Improvement District application for funding under the recently announced environmental quality program, a sub stream of the Investing in Canada Infrastructure program and that the CCRD advocate to provincial and federal levels of government for support of this project. **CARRIED**

O'Neill left the meeting at 10:48 am.

Recess at 10:49

c) Joan Esnayra, Ph.D., Peter Tallio Health and Wellness Director – Hydroponic Design Phase 1

The delegation was canceled.

(B) IN CAMERA MATTERS

- 18-09-04** M/S Directors Schooner/Johnson that the Board go in camera for consideration of an item under Section 90(1)(a) of the *Community Charter* relating to personal information about an identifiable individual who holds or is being considered for a position, officer, or agent at the Municipality or another position appointed by the Municipality and consideration of an item under Section 90(2)(b) of the *Community Charter* relating to the information received and held in confidence relating to negotiations between the Municipality and a Provincial government. **CARRIED**

The meeting went in camera at 11:15 am
The regular meeting resumed at 3:06 pm

PART III – LOCAL GOVERNANCE

(C) OPERATIONS UPDATES & POLICY MATTERS ARISING

ADMINISTRATIVE SERVICES

(a) CAO Report

18-09-05 M/S Directors Johnson/RHall that the CAO Report be received. **CARRIED**

CAO gave an update on the Emergency Operations Centre, airport obstacle limitations survey, Centennial pool renewal designs, the Denny Island water service project and funding status, the office reorganization, new staffing, and the 2018 elections.

Due to the amount of staff time taken by the 2018 Wildfires and the joint EOC with Nuxalk Nation, CAO Kirk is making a Request for Decision to hire an emergency contractor to undertake the Chief Election Officer role in order to move forward with the Elections.

The new Finance Manager, Rose Liu, has completed her probation period and is doing a wonderful job. CAO Kirk would like to welcome Rose in her new position as the CCRD Chief Financial Officer.

(b) Request for Decision - 2018 Elections

18-09-06 M/S Directors Johnson/RHall that the Request for Decision for the 2018 Elections be received. **CARRIED**

18-09-07 M/S Directors THall/RHall that the Board of Directors of the CCRD determines that newspaper publication of notices relating to the 2018 General Election is not practicable; and that the Board considers posting notices on Facebook and posting notices in prominent locations throughout the district as reasonably equivalent to advertising in a newspaper and further that the determination of prominent locations throughout the district be made by the Chief Election Officer.

That for the 2018 General Election the Board of Directors rescinds the appointment of Courtney Kirk as Chief Election Officer and appoints James A Tarvis as Chief Election Officer effective the date James A Tarvis signs the declaration of office for Chief Election Officer

That for the 2018 General Elections the Board of Directors rescinds the appointment of James A Tarvis as Chief Election Officer effective at 11:58 pm on October 22, 2018 and appoints Robert A Harper as Chief Election Officer effective 11:59 pm on October 22, 2018

That the Board of Directors delegates the authority to Courtney Kirk, CAO, to set the terms and conditions of the appointments of James A Tarvis and Robert A Harper as Chief Election Officers. **CARRIED**

Courtney Kirk spoke to the experience of James A Tarvis and Robert A Harper and their capacity to act in the role of Chief Election Officer.

(c) Request for Decision – July 19, 2018 Meeting with Nuxalk Chief and Council (Directors Remuneration)

18-09-08 M/S Directors THall/RHall that the Request for Decision – Meeting with Nuxalk Nation Chief and Council Board Remuneration be received. **CARRIED**

18-09-09 M/S Directors RHall/Johnson that the Board of Directors review and approve remuneration for the meeting with Nuxalk Chief and Council on July 19th 2018 .

CARRIED

Director Schooner and Director Travis Hall read the Disclosure of Financial Interest.

Director Schooner and Director Travis Hall left the room at 3:19pm

Director Schooner and Director Travis Hall returned to the meeting at 3:22pm

FINANCIAL SERVICES

(d) Request for Decision - Swearing- In of CCRD's Chief Financial Officer (CFO)

18-09-10 M/S Directors Schooner/Johnson that the CCRD's Chief Financial Officer Swearing in and Bio be received. **CARRIED**

Rose Liu joined the meeting at 3:20

18-09-11 M/S Directors Schooner/THall that the Board of Directors of the CCRD approves Rose Liu swearing in as the CCRD's CFO. **CARRIED**

Rose Liu made her Oath of Office.

The Chair and Board of Directors welcomed and congratulated Liu.

DEVELOPMENTAL SERVICES

(e) Ferry Terminal Survey – Feedback request from BC Ferried – Ferry Terminal Concept Plans Central Coast

18-09-12 M/S Directors Johnson/THall that the Ferry Terminal Survey, Feedback Request and Ferry Terminal Concept Plans be received. **CARRIED**

CAO Kirk identified that this was included as an information piece for the Board. When a new Economic Development Officer is hired, this will be within their files.

LEISURE SERVICES

(f) Centennial Pool Commission Meeting Minutes dated July 15, 2018

18-09-13 M/S Directors THall/RHall that the Centennial Pool Commission Meeting Minutes dated July 15, 2018 be received as read.

CARRIED

(g) Centennial Pool Commission Meeting Minutes dated July 30, 2018

18-09-14 M/S Directors RHall/Schooner that the Centennial Pool Commission Meeting Minutes dated July 30, 2018 be received as read.

CARRIED

PROTECTIVE SERVICES

(h) Emergency Program Coordinator Report (Verbal)

CAO reported that the CCRD has successfully run a joint EOC with the Nuxalk Nation in response to the 2018 Wildfires that initiated a provincial State of Emergency. The Tweedsmuir Complex Fire has grown to 300,000ha. There is still an active evacuation alert for the Dean River Channel area and the EOC awaits recommendations from Coastal Wildfire.

The CAO thanked the CCRD Board and Nuxalk Council for the Joint Memorandum of Understanding (MOU) between the CCRD and the Nuxalk Nation for a Regional Emergency Management Partnership.

(i) Memorandum of Understanding Central Coast Regional Emergency Management Partnership

18-09-15 M/S Directors Schooner/RHall that the Memorandum of Understanding be accepted as received.

CARRIED

GOVERNANCE

(j) UBCM – Provincial Cabinet Minister meeting confirmations

18-09-16 M/S Directors THall/RHall that the UBCM – Provincial Cabinet Minister meeting confirmations be received.

CARRIED

Five meetings have been confirmed. The CCRD will be meeting with the following Ministers: Minister of Finance, Minister of Citizen Services, Minister of Transportation and Infrastructure, Minister of Public Safety and Solicitor General, and a joint meeting with the Minister of Municipal Affairs &

Housing and Minister of Crown-Indigenous Relations. Discussion followed on the topics to cover in the meetings and the preparation required for UBCM.

(k) CCRD Participation at UBCM

18-09-17 M/S Directors RHall/Schooner that the CCRD Participation at UBCM Documents be received. **CARRIED**

(l) Finalization of details for CCRD UBCM Delegations (Verbal)

The Board completed discussion of preparation for participating in UBCM meetings and panels.

(D) EXECUTIVE REPORTS

(a) Chair and Electoral Area C Report –

Chair Sayers acknowledged that she has had a rich experience being the Chair of the Board and is proud of everything that the Board has been able to accomplish together. This will likely be Chair Sayers last in-person meeting and she will be happy to see everyone at UBCM. Chair Sayers reminded the Board that although the elections are in October, the existing Board is in place until the new Board is sworn in so they will still be together until that time.

(b) Electoral Area Reports

Area A

Director Johnson gave an update on the Hydro project. There is a Youth Centre project planned to start, Wuikinuxv will be building nine new houses. There are six to seven students and a lot of young people want to move home.

Area B

Director Travis Hall explained that Bella Bella had a by-election to replace someone who had resigned. There are six new councillors and they have been sworn in and portfolio selection has taken place. Director Travis Hall looks forward to getting the new councillors involved with the work that is being done at the CCRD Board level and working on relationship building.

Area D

Director Richard Hall has seen the significant change within the last four years. The community is starting to see now that the CCRD is more open minded and interested in building better relationships. The current Board that we have, and the future Board, are going to recognize this.

Area E

Director Schooner is happy with the team that CAO Kirk has built and is happy to have worked alongside this Board and he is glad to have built relationships with the other Board members at the table. Schooner acknowledged the work that Sayers has done in her role as Chair along with the team and leadership.

(E) BYLAWS AND POLICIES

(a) Request for Decision – Zoning Bylaw Amendments

- 18-09-18** M/S Directors Johnson/RHall that the CCRD Board of Directors introduce and give readings to Bylaw No. 71, 1984 cited as Bella Coola Consolidated Zoning Bylaw No. 71, 1984 Amendment Bylaw No. 483, 2018. **CARRIED**
- 18-09-19** M/S Directors RHall/THall that the Bylaw No. 71, 1984. cited as Bella Coola Consolidated Zoning Bylaw No. 71, 1984 Amendment Bylaw No. 483, 2018 be now introduced and read a first time. **CARRIED**

CAO Kirk gave an update on the amendment to zoning bylaw. There is nothing in the existing zoning bylaw that addresses cannabis operations. With the proposed amendment, cannabis operations will be generally prohibited in all zones unless specifically permitted. The changes to the zoning bylaw will allow the Regional District the time to engage in further research and in public in consultation to identify whether or not the community will allow cannabis operations and in what areas these activities should/should not be allowed to occur. The Bylaw is only applicable to the geographic area within the Bella Coola Valley where CCRD has a zoning bylaw.

- 18-09-20** M/S Directors THall/RHall THAT the Bylaw No. 71, 1984. cited as Bella Coola Consolidated Zoning Bylaw No. 71, 1984 having been given due and detailed consideration by the Board be now read a second and third time **CARRIED**

(b) Request for Decision – CCRD Website Privacy Policy A-32

- 18-09-21** M/S Directors /Schooner/THall that the Board of Directors of the Central Coast Regional District reviews and approves the policy updates of the A-32-CCRD Website Privacy Policy. **CARRIED**

(F) GENERAL CORRESPONDENCE

(a) Gas Tax Agreement Community Works Fund Payment Letter

- 18-09-22** M/S Directors Schooner/RHall that the UBCM Gas Tax Agreement Community Works Fund Payment Letter dated July 20, 2018 be received as read. **CARRIED**

(b) Green Communities Committee

- 18-09-23** M/S Directors Schooner/RHall that the Green Communities Committee Letter dated August 15, 2018 be received as read. **CARRIED**

(c) aKd Resources – Review of the Auditor General for Local Government Act and Office Letter

18-09-24 M/S Directors Schooner/RHall that the Review of the Auditor General for Local Government Act and Office letter dated August 29, 2018 be received as read.

CARRIED

(G) ADJOURNMENT

18-09-25 M/S Directors Schooner/RHall that the Board of Directors meeting be adjourned.

CARRIED

There being no further business the meeting was adjourned at 4:12pm.

Chair

Chief Administrative Officer

CCRD Bylaw No. 449, Board Meeting Procedures 2015
Page 14 of 14

RECEIVED

CENTRAL COAST REGIONAL DISTRICT

OCT 04 2018

BYLAW NO. 449
SCHEDULE "C"

Central Coast Regional District

DELEGATION to BOARD REQUEST FORM

Date of Application: Oct 4/18 Board Meeting Date Oct 11/2018

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

Mike Lawrence
Pat Gunderson > Interior Roads Ltd.

Address: 4375 Cattle Drive, Williams Lake, BC V2G 4P2

Number of people attending: 2 Spokesperson Name: _____

Subject of presentation: Review Winter Operations for the Up Coming
Winter Season.

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

- Taking any questions or concerns over this up and
coming winter season.

Contact person (if different than above): _____

Daytime telephone number: W# 250.392.6673 or Mike Lawrence Cell # 250.308.6088

Email address: mikel@interiorroads.com

Will you be providing supporting documentation? yes no

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

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

Board Meeting
OCT 11 2018
CCRD ITEM 1(a)

CENTRAL COAST REGIONAL DISTRICT

BYLAW NO. 449
SCHEDULE "C"

DELEGATION to BOARD REQUEST FORM

Per CAO's Request
Date of Application: _____ Board Meeting Date Oct 11, 2018

Name of person or group wishing to appear before the Board of Directors: _____
Conservation officer Hana Anderson

Address: _____

Number of people attending: 1 Spokesperson Name: Conservation officer - Hana Anderson
Subject of presentation: Grizzly / Human conflict in the Valley

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

Contact person (if different than above): _____

Daytime telephone number: (236) 589-0490

Email address: Hana.Anderson@gov.bc.ca

Will you be providing supporting documentation? yes no TBA

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

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

Board Meeting
OCT 11 2018
CCRD ITEM 1(b)

CENTRAL COAST REGIONAL DISTRICT

BYLAW NO. 449
SCHEDULE "C"

DELEGATION to BOARD REQUEST FORM

Per CAO's Request
Date of Application: _____ Board Meeting Date Oct 11, 2018

Name of person or group wishing to appear before the Board of Directors: _____
Mike Badry, Wildlife Conflict Manager for
British Columbia

Address: Conservation officer Service / Ministry of Environment,
Victoria BC

Number of people attending: 1 Spokesperson Name: Mike Badry

Subject of presentation: Bella Coola Valley Human Bear Conflict
management initiative, including: Bear Smart Program;
Wildsafe Program, Bella Coola Human Bear Safety
Committee

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

Contact person (if different than above): _____

Daytime telephone number: (778) 698-4276

Email address: mike.Badry@gov.bc.ca

Will you be providing supporting documentation? yes no TBA

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

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

Board Meeting
OCT 11 2018
CCRD ITEM 1(c)

CAO Report

Board Meeting

OCT 11 2018

CCRD ITEM C(a)



CENTRAL COAST REGIONAL DISTRICT OCTOBER 2018 REPORT



TO: Courtney Kirk, CAO
CC: Board Chair Alison Sayers and Board Members
DATE: October 11, 2018
FROM: Destiny Mack, Executive Assistant
SUBJECT: 50th Anniversary Report

RECOMMENDATIONS:

1. THAT the 50th Anniversary Report be received.

CCRD 50th Anniversary HIGHLIGHTS

Fall Fair 2018 – CCRD Booth No. 1

1. Staff set up at Fall Fair on September 9, 2018 to promote CCRD's 50th Year by giving away Free Balloons and plants native to B.C. Staff ordered some helium and the 50th year balloons were a huge hit with the kids. Community members enjoyed looking through the plants and getting to take some home.



Photo: The Gold, Blue and Green Balloons and of the Display of Plants.

Board Meeting

OCT 11 2018

CCRD ITEM c(b)

Fall Fair 2018 – CCRD Booth No. 2

2. Staff set up a booth so he can get the communities input on the different designs he has for the upgrades at Centennial Pool and Evangeline set up a table to hand out Election 2018 Packages.



Photo: Community Members voting for which Pool Design they liked best and Ken giving his 80th speech about how the designs differ from one another. All together there was 80 votes from the community member at Fall Fair.



Names of some of the plants that were given away:

- Idaho Blue Fescue
- Deer Fern
- Inside-Out Flower
- Oak Fern
- Salal
- Pearly Everlasting
- Bleeding Heart
- Piggyback Plant
- Woodland and Coastal Strawberries



Photo: Staff went to the Airport Hangar and put 400 stickers on to the plant pots Friday afternoon and Saturday morning before Fall Fair.

3. 0 Waste Event



Photo: Mary Forbes had her trailer set up centrally.

Waste Free Event – Please see attached sent to us by Mary Forbes.

Respectfully submitted,



Destiny Mack
Executive Assistant

Bella Coola Fall Fair 2018 Zero Waste Event Metrics

Bella Coola	Music	Festival	2 days	5 staff					
Compost	Containers	Paper	Refundable	Styrofoam	Plastic Bags	Snack Wrappers	Landfill	Compostable Plastic	Glass
284.88 lbs 129.22 kgs	60.49 lbs 27.44 kgs	52.2 lbs 23.68 kgs	65.89 lbs 29.89 kgs	1.58 lbs 0.72 kgs	8.26 lbs 3.75 kgs	7.05 lbs 3.20 kgs	44.94 lbs 20.38 kgs	9.43 lbs 4.28 kgs	40.09 lbs 18.18 kgs
Bella Coola	Fall Fair		5 hours	1 staff					
Compost to Chickens	Plastic Containers	Clean Paper	Refundable	Styrofoam	Plastic Bags	Snack Wrappers	Landfill	Coffee Cups	Burnable Paper
20.71kgs	2.68kgs	1.0 kgs	5.05 kgs	1.44kgs	0.67 kgs	0.63 kgs	31.75 kgs	2.64kgs	25.47 kgs
Comparison									
6X less	10X less		6X less	2X more	5X less	5X less	1.5X more	5X less	2.75X less
Also not transported out of valley 100% organic all paper burned	Coffee cups in another category	Cardboard taken by fire department weight not recorded at Fair	Shorter time frame donated to organization in both events	Vendours provided more Styrofoam, much landfilled-too contaminated. 0.98kgs clean cups never used to recycle to save water	Shorter time frame.	Shorter time frame	Bags brought to sort at 8pm and found hidden by vendours and black bags used in Hall.	2.64 + 2.68 = 5.32kgs to equal incorrect mix of containers at music fest	Separated from organic waste stream 25.47kgs + 20.71kgs = 46.18kgs = 2.75Xless = comparable to # of days

Comparison to Music Fest

I provided the music festival as a comparison in this report as it is held in the same location and a very similar vendor profile who is the biggest generator of unsorted waste resulting in significant contractor hours based upon how engaged they are in the process.

WHAT WE FOUND AND WHAT THAT MEANS TO YOU?

RECYCLED/COMPOST TOTAL: 520lbs/236.6kgs / 0.236 tonnes resulting in a diversion of 2 tonnes of greenhouse gasses in a landfill situation.

RECYCLABLES were recycled at the Thorsen Creek Transfer Station. At the Fall Fair it was discovered that some of those recyclables were incorrectly sorted to meet the categories at the depot, resulting in frustration and time for the depot operator. Additionally, the depot was not expecting the influx of product and was an additional burden on the system. For future years I recommend the waste contractors work a day at the depot ahead of the festival to ensure all diversion systems are internally understood and the depot will expect the product to arrive post event.

IMPORTANT be aware that the recycling program offered at the Thorsen Creek site is intended for residential household waste NOT waste produced at festivals or events which are considered a commercial enterprise. Past considerations from the Music Festival for this distinction were addressed at the Fall Fair, where the contractor worked a day at the Thorson Creek Depot the day before and post event to ensure diversion was correct, ensuring metal, coffee cups and hard plastic containers were all separated at source. A commercial contract is the most accurate solution to this issue, however small communities often depend on the residential depot and ensures the best destination of waste sorted as commercial markets are not currently as financially viable.

LANDFILL AKA GARBAGE = 31.75kgs divided by 60.20kgs =53% of total product was landfilled at the Fall Fair, in comparison to just over 10% of the total product that was landfilled at Music Fest none of which was organics or containing any recyclable materials. With only one staff on at the Fall Fair, long hours combined with late arrival of product and black garbage bags resulted in 5X more landfill produced at the Fall Fair vs the Music Festival.

RELATIONSHIPS are the bread and butter of this system, and should always be at the forefront of waste reduction planning. Relationships were developed and improved with the customers, with the vendors, with the landfill and depot operators and municipal contract holders.

Paper food containers and food waste were processed on site by EGOR at the Music Fest, the results of which were incorporated into the Bella Coola Valley soil once completed. EGOR was not available for the Fall Fair resulting in the Chicken/Pig/Coffee Grounds organics collections that were happily adopted by Fair goers with limited additional energy inputs required (only driving it home) and is recommended for all future organics diversion in Bella Coola Events.

HOW WILL THIS INFORMATION IMPROVE YOUR FUTURE EVENTS?

Cost investment in the front end of organizing this event will result in reduced sorting and contractor costs in the post event invoicing costs. Furthermore, the marketing available to you for hosting a truly zero waste event will entice new clients, artists and organizers of other events to observe success in action.

PREPARE BEFORE THE EVENT

- Contact the operators and managers at Thorsen Creek to ensure the product is expected and meets their quality control standards
- Meet with the vendors ahead of the event to ensure the zero waste mandate is understood and their part in its success.

The vendor committee can stipulate the kinds of products and material types of containers for food service be compostable. These products can be difficult to obtain in the valley. Cleanway Supplies in Williams Lake provide the best prices on truly compostable PAPER service product and if you reference "Waste Wise" a 10% discount is applied to your bill. I further suggest the festival purchase the products and sell them to their vendors for consistency of product. Here is a comprehensive list of guidelines for vendors and the festival in general;

1. REMOVE ALL GARBAGE CANS FROM THE VENUE AND VENDORS (5 unknown garbage cans produced 5X more waste at the Fall Fair vs. Music Festival with no garbage cans).
2. Obtain clear bags for all waste streams resulting in easy and safe identification of incorrectly sorted items (best price and quality or large bins is clear construction bags at Home Hardware in Williams Lake)
3. Provide recycling and compost bins to all vendors
4. Provide one very small (4 Litre or less) bin for disposable gloves to vendors.

5. BAN COMPOSTABLE PLASTICS IN ALL its FORMS. Compostable cups are not recyclable or compostable and are a waste of money and resources.
6. BAN STYROFOAM-especially the cups with frozen edible products contained within that consumers peel off the Styrofoam and discard.
7. BAN BALLOONS-the number one toy resulting in child death and if released travels into the environment and is mistaken by wildlife for food
8. BAN STRAWS-keep some for health reasons for people needing them for accessibility to consumables-paper is now available for this purpose in many styles.
9. BAN PLASTIC CUTLERY use wooden options instead (or metal ones from the thrift store washed in a sanitizing dishwasher prior to the event.)
10. BAN PLASTIC STIR STICKS FOR COFFEE- use linguini noodles instead-they are fully compostable and more affordable
11. BAN INDIVIDUALLY PACKAGED CONDIMENTS AND COFFEE CREAMERS-use the larger bulk size for serving customers whose containers when clean can be recycled
12. BAN GLOW STICKS-children regularly bite into the chemical contents that are not a food item not only ingesting them but also getting them into their eyes
13. BAN INFLATABLE VINYL NOVELTIES –a toxic product, not recyclable and often do not survive the event.
 - a. OPTIONS TO REPLACE “FUN” VENDABLES mix your own super bubble solution in reused jars with string bubble blowers (see Pinterest for an assortment of ideas for this and others)
14. BAN PLASTIC TABLE CLOTHES-the flimsy dollar store table cloths are thrown away after the event resulting in escalating landfill weights.
 - a. OPTIONS FOR WOODEN TABLES & FOOD SAFE REQUIREMENTS
 - i. Construction plastic-it’s thicker, reusable (wash after the event with a 10% bleach solution in a spray bottle allowing to fully air dry before storage on the roll it came on.)
 - ii. PVC boards (commonly known as coloplast plastic from old signs) lightweight, easy to clean but require larger storage requirements.
15. *Inform Vendours their damage deposit for the festival will not be returned to them if they do not comply with your regulations. The collected fines (not returned damage deposit) will be used to pay to hand sort their contaminated waste at the event-the majority of the time consumption in contractor time sorting is the result of poor engagement by vendours.*

SUGGESTIONS TO CONSIDER

16. Provide branded reusable metal cutlery, dishes and cups as a promotional purchase item.
17. Encourage people to bring their reusable coffee cups and cutlery to the event.
18. Signs for vendour recycling should include colour pictures instead of words. Using the colour scheme used at the transfer station or depot to keep consistency in messaging across your community.

NOTES TO READER

One Tonne diverted from landfill off sets 8.5 tonnes of greenhouse gasses

GREENHOUSE GASSES are produced during the transportation of the recyclables to market. Truly zero waste events would incorporate all waste into the circular economy of the valley, compost going to gardens or chickens for example.

Price Menu

Rental of Recycle Trailer Rental of EGOR Composting Machine	Mileage for Trailer (s)	Mileage for Contractors (car sharing is employed)	Contractor rates (minimum of 2 contractors per event)	Contractor rates if recommendations are not adopted prior to event	Waste Manager rate (manager rates change to contractor rates once event starts)
\$100/day	\$0.10/km	\$0.50/km	\$20/ contractor ***/hr	\$30/contractor	\$40/hr

***Extra contractors may look like additional event costs resulting in increased man hours. Consider this instead; one contractor is exhausted alone working an event for 12 hours or more in a row without respite for meal and bathroom breaks resulting in extended billing hours.

Additional Costs that may apply, contact us early for the best prices and the dates you want. Referrals get 10% off total bill.

Accommodation, Per Diem at govern't rates and supply costs including gloves, bags and fuel for generator to operate composting machine are additional costs on each contract. We are open to negotiations-camping, on site food vouchers instead of Per Diem and working to find the best price solution for your situation is what we strive for. We do not offer discounted rates that only divert one stream to reduce contractor rates (eg. Refundable recyclables and landfill only) We do all or nothing and providing a short time frame to prepare for an event results in additional "short notice" fees may apply. All invoices include 10% administration fees that address computer and phone communication utilities and human costs.



CENTRAL COAST REGIONAL DISTRICT

Box 186, Bella Coola, BC, V0T 1C0

Phone: 250-799-5291 Fax: 250-799-5750

Email: info@ccrd-bc.ca

The 2018 Election process is proceeding well. We have Regional District and School District candidates for all positions. The attachments show the names of all the candidates, places times and methods of voting available.

We continue to work towards making the election process available and fair to everyone within the current legal framework.

Election by acclamation will occur for the following positions:

Central Coast Regional District Directors:

Area B (Bella Bella) - Travis Hall

Area C (Tweedsmuir west to Augsburg Church) - Jayme Kennedy

Area E (Bella Coola Town site excluding reserve) - Sam Schooner

School District No. 49 Trustees (Two positions)

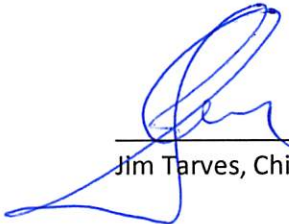
West Zone - Crystal Anderson

West Zone - Frank Johnson

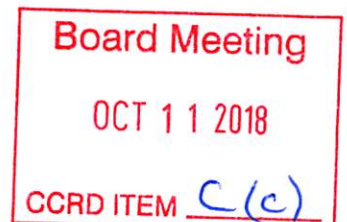
Mail Ballot Coordinators in the outer coast have been selected.

The remote areas of the region have presented unique situations. However with the help of experienced practitioners and hard work of local people we expect the 2018 Election to be a smooth voting process.

Thank you,



Jim Tarves, Chief Election Officer





DATE: October 09, 2018

TO: Courtney Kirk, Chief Administrative Officer
CC: Chair Alison Sayers and Board of Directors
FROM: Donna Mikkelson for Rose Liu, CFO

SUBJECT: Financial Report January - September 2018

RECOMMENDATION:

That the January – September 2018 Financial Report be received.

Summary

This report covers the financial information for the first three quarters of the year against the annual budget for 2018. Overall, actual revenues and expenditures are in line with the budget, although expenditures are behind. This report should be considered a draft document and subject to change due to the recent, temporary absence of the Chief Financial Officer.

REVENUES

To date 56% of budgeted revenue has been recorded as actual. Property taxation revenues were received at the end of July. The Nuxalk Nation contributions to landfill operations reflect the period January to September. User fees are in line with projections and reflect the summer swimming pool usage. User fees will continue to accumulate for the balance of the year for airport and landfill rates and charges.

Grant funding has been received in advance of expenditures, from the UBCM for flood risk assessments, mapping and mitigation planning; from Rural Dividend for marketing enhancement and brand implementation, tourism and capacity development, tourism enhancement, and connectivity; and from EMBC for Bella Coola valley risk assessment and flood modeling. It is anticipated that some of these revenues will be deferred prior to yearend, and moved from 2018 revenue to 2019 to reflect the period of time that the revenue will be used to generate actual expenditures. The amount will depend on when the projects advance.



EXPENDITURES

Total actual expenditures recorded are 30% of those proposed in the 2018 budget.

50035 Capital Works

The bulk of the \$1,326,000 in anticipated expenditures is related to the proposed development at the swimming pool (\$1,124,990). Please see the Operations Manager report on strategic initiatives elsewhere on the agenda for an update on this project.

Capital works expenditures at the landfill/recycling building fencing and gates are on target. The general operations budget for voicemail and computers has been expended.

50040 Communications

The development of the new website has not yet commenced. The budgeted expenditures for this project are \$70,600.

50045 Community Development

The largest proposed expenditure is related to the Strategic Priorities grant funding in the amount of \$240,000 for the proposed Denny Island Water Service. Budget targets have not yet been reached.

50082 Economic Development Initiatives

Additional economic development initiatives for 2018 include the components of the Rural Dividend funding (\$236,900 total) which has commenced with the development of the Klonik riverside greenspace and the greenspace/play area at the airport. Several other initiatives have commenced or will follow (trail construction and rehabilitation, pedestrian bridge, trailhead kiosks, etc).

50089 Emergency Management Initiatives

Proposed expenditures for hiring an emergency coordinator have not yet commenced. The budget also includes \$10,000 for director's expenses associated with the development of emergency councils and this has not yet been fully expended.

Significant grant funding has been received for the Bella Coola Valley Risk Assessment and Flood modelling project and for Flood Mitigation Planning and Mapping. Total projected grant funding for various initiatives (\$350,362) has largely been unexpended to date.

Special Projects

Proposed expenditures for special projects include a free store, compost building and a filling plan and are dependent on receiving grant funds not yet applied for.

The bulk of the expenditures to date are associated with airport development and obstacle removal as funded by Rural Dividend. There is still plenty of work left to do, and the funds are still available.

\$20,000 has been received from Rural Development for tourism enhancement which has now commenced. Other proposed projects include paving the skating arena and the purchase of playground equipment which is subject to grant funding not yet applied for.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Donna Mikkelson', with a large initial 'D'.

Donna Mikkelson (for)
Rose Liu, Chief Financial Officer

Reviewed:

Courtney Kirk, CAO

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

	<u>Jan - Sep 18</u>	<u>Budget</u>
Ordinary Income/Expense		
Income		
Apportioned Administration Serv	198,420	198,420
Local Taxation	744,612	744,611
Nuxalk Nation Contributions	78,750	107,100
Other Revenue	107,635	581,561
Provincial/Federal Grants	1,377,961	2,988,488
Regional Hospital District	13,500	13,500
User Fees and Charges	262,737	316,395
40015 · Claims reimbursement		100,038
Total Income	<u>2,783,615</u>	<u>5,050,113</u>
Gross Profit	2,783,615	5,050,113
Expense		
50000 · Apportioned Administration fees	198,420	198,420
50030 · Bank charges	870	2,000
50035 · Capital Works	107,874	1,326,475
50040 · Communications	17,213	91,916
50045 · Community Development	38,843	270,453
50050 · Community Groups - Grants	17,405	17,500
50060 · Contingency	2,538	63,938
50076 · Directors'/Governance Expense	74,022	156,469
50082 · Econom Development Initiatives	27,204	236,900
50085 · Elections	3,501	10,000
50089 · Emergency Mmgt Initiatives	30,867	674,900
50090 · Emergency Plan update (PHII)	14,348	
50131 · Planning	10,693	34,861
50135 · Insurance Expense	35,536	34,139
50138 · Interest Expense	2	100
50165 · Maintenance	28,667	73,510
50175 · Memberships, dues & subscriptio	4,582	4,150
50185 · Nuxalk Agreement - Water Supply	21,275	21,275
50190 · Operating expenses	160,352	263,043
50195 · Payroll Expenses	418,676	635,488
50205 · Professional Development Expens	22,644	56,650
50206 · Professional Fees	102,100	198,066
50245 · Special Projects	180,016	1,046,336
50250 · Supplies & small tools	24,366	37,710
50294 · Utilities	24,569	39,758
50295 · VIRL Regional Library Services	47,814	63,753
50316 · Asset Replacement	36,554	36,554
50318 · Contribution to reserve account	25,300	40,000
50999 · Landfill Post Closure Reserve	30,000	30,000
Total Expense	<u>1,706,250</u>	<u>5,664,364</u>
Net Ordinary Income	1,077,365	(614,251)

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

	<u>Jan - Sep 18</u>	<u>Budget</u>
Other Income/Expense		
Other Income		
40004 · Budget surplus, begin of year		642,103
Total Other Income		642,103
Other Expense		
50204 · Budget deficit, begin of year		1,330
50224 · Budget surplus, end of year		26,522
Total Other Expense		27,852
Net Other Income		614,251
Net Income	1,077,365	



**CENTRAL COAST REGIONAL DISTRICT
OPERATIONS DEPARTMENT
OCTOBER 2018 REPORT**

TO: Courtney Kirk, CAO
CC: Board Chair Alison Sayers and Board Members
DATE: October, 2018
FROM: Ken McIlwain, RPF Operations Manager
SUBJECT: Operations Monthly Report

RECOMMENDATIONS:

- 1. THAT the October 2018 Operations Report be received.**
-

CCRD OPERATIONS

SOLID WASTE MANAGEMENT

- Looking back over the past 4 years the following accomplishments stand out:
 - Staff addressed multiple findings resulting from a Ministry of Environment inspection in 2013. The old car pile was removed, the scrap metal pile was removed and the tire pile was recycled. A bunch of other items were also addressed.
 - The MMBC Printed paper and packaging recycling program was fully implemented, along with numerous other stewardship programs enabling the CCRD to offer a full complement of recycling opportunities.
 - Throughout 2016, the CCRD completed a comprehensive Solid Waste Management Planning process to update the old 2004 Solid Waste Management Plan. The new plan was endorsed by the CCRD Board of Directors in March 2017.
 - Construction of a collection facility for Used Oil and Antifreeze.
- In early October, CCRD coordinated with BC Hydro and Belco Service to bring in Terrapure Environmental with their used oil collection truck. 3000 litres of used oil was removed from the Thorsen Creek Recycle Depot.
- Critical to the advancement of waste management in the Bella Coola Valley was the planning and construction of a new Transfer Station and Recycling Centre at Thorsen Creek. This facility opened to the public for the first time on September 15, 2018. Extra staff were present during the first 2 days of days of operation to help direct traffic and answer questions. An instructional slideshow (attached to this report) was prepared to help the public with navigating the new sight. It was shared through Facebook. Feedback from the public has been very positive.

Staff are actively monitoring for issues and fixing them. So far this has included painting of the parking curbs, removal of wire from the top of the lock block wall, filling of indents in the top of the lock block wall and adding/removing signage. Educating the public on proper use of the facility is an ongoing challenge.



Photo: The new Thorsen Creek Transfer Station and Recycling Centre is now open.



Photo: Inside the new Recycle Centre.



Photo: New drop off area for household garbage, metals, construction debris and wood waste.

4. BC Hydro has once again sponsored planting of trees at the new transfer station site through their Community ReGreening Grants through which they awarded up to \$3510 to the CCRD.
5. As of the end of September, CCRD has received approximately \$28,039 in tipping fees from Thorsen Creek Waste and Recycling Centre. We are on target to receive close to the budgeted amount of \$33,000 in 2018.

As of the end of September \$32,000 has been expended on capital upgrades at the new transfer station. The bulk of this has been for fencing, railings, electrical work/lighting and site grading.

Solid waste consultant Mary Forbes was hired to assist with signage at the new recycle depot and transfer station. So far feedback on the signage has been positive.

RECREATION FACILITIES

1. **Centennial Pool:** Looking back over the past four years, the following accomplishments stand out:
 - 512 Red Cross swimming lessons where provided so children could learn to swim
 - 10 youth obtained summer employment annually
 - 8 life saving courses per year

- Swim Club, Aqua fit, lap swimming and triathlon events
- 3.25 million dollars has been sourced through grant funding for the renewal of the pool facility
- 2018 saw the longest season of operation in recent history

The remaining functioning pool heater developed a significant leak in the heat exchange system during the last week of August. The leaking water was significant enough to render the heating unit inoperable. Fortunately the weather was warm enough to allow the pool to remain open until the end of August. The issue is significant enough to require expert assessment of the unit. Depending on scheduling of the 2019 season, the heater unit may or may not be repaired.

2. **Skating Rink:** The ice rink has seen some minor upgrades to the warming hut and lighting system over the past several years. The general condition of the facility is still poor.
3. **Walker Island Park:** The Parks and Recreation function of the CCRD has one of the smaller budgets in the organization and is spread over 4 different park facilities. The last 4 years have seen continuous upgrades to Walker Island Park. The most notable upgrade was the construction of a new concession building funded by Northern Development Initiative Trust and Community Works Funding. The concession building has seen a steady increase in usage over the summer.

Currently, staff and project managers are working to merge trails on Airport property with trails originating at Snootli Creek Regional Park and the Rodeo Grounds property. Water features are providing challenges and staff are currently evaluating the best options.

BELLA COOLA TOWNSITE WATER SYSTEM AND FIRE PROTECTION

1. For the past four years, the Bella Coola Volunteer Fire Department has been steadily building its membership and capacity. Training continues to improve and members are taking the opportunity to travel to training events in other communities. Equipment is being continually upgraded. Most recently, the old 1973 International service truck was replaced with a 1992 GMC C7H042 with a 1500 gallon aluminum water tank and various accessories.
2. This past year saw staff proceed with gathering coordinate data for almost all water shut-off valves on the townsite.

STRATEGIC INITIATIVES

CENTENNIAL POOL UPGRADE

The Pool Commission and CCRD staff are currently engaged in seeking public input on what pool options/add-ons should be a priority if the budget allows for it. A geotechnical investigation of the site is being scheduled. This will help inform the tendering process.

DENNY ISLAND WATER

The CCRD Operations Manager and Jacob Scissons, P.Eng. of Urban Systems are working to finalize the rates and charges model and develop the petition documents that would see service establishment proceed.

Respectfully submitted,



Ken McIlwain, RPF
Operations Manager



Sort your recycling – FLETCHER WILL HELP YOU



- CARDBOARD
- PAPER
- GLASS JARS
- METAL CANS
- PLASTIC CONTAINERS
- STYROFOAM
- MILK CARTONS
- PACKAGING



RECYCLE

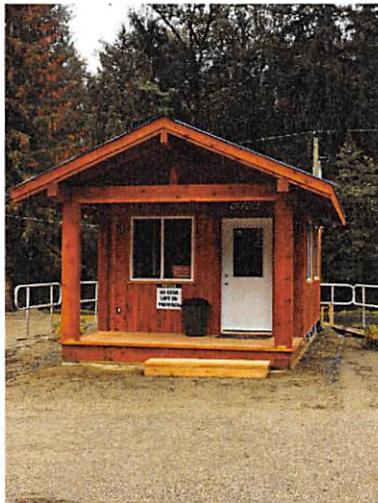
- SMALL APPLIANCES – VACUUMS, MICROWAVES, COFFEE MAKERS, HAIR DRYERS, ETC.
- LIGHT FIXTURES
- LIGHT BULBS

- BATTERIES
- PAINT AND PAINT CANS
- HOUSEHOLD HAZARDOUS WASTE
- AEROSOL CANS
- CELL PHONES
- PROPANE TANKS





Landfill Attendant Office
Ask Brad to inspect your non- household garbage



LAST STOP

Household & Non-Household Garbage Drop Off



1 2 3 4 5

1. Household Garbage	3. Construction & Demolition Debris
2. Household Garbage	4. Metals
	5. Clean Wood Waste

Household Garbage – Bay 1 and 2



BACK IN **DROP GARBAGE IN GREEN BINS** **BACK IN** **BACK YOUR VEHICLE IN**

Non-Household Waste – REPORT TO ATTENDANT
Bay 3-Demolition and Construction ~ Bay 4-Metal ~ Bay 5-Clean Wood





CENTRAL COAST

REGIONAL DISTRICT

Encompassing the Coastal Communities of Ocean Falls, Bella Bella, Denny Island, Oweekeno and the Bella Coola Valley

P.O. Box 186, Bella Coola, B.C., V0T 1C0

REQUEST FOR DECISION

Telephone 250-799-5291 Fax 250-799-5750

To: Courtney Kirk, CAO
From: Ken McIlwain, RPF, Operations Manager
Meeting Date: October 4th, 2018
Subject: Grand Opening – Thorsen Creek Waste and Recycling Centre

RECOMMENDATION:

THAT the Board of Directors of the Central Coast Regional District support a grand opening event for the new transfer station and recycle depot at Thorsen Creek Waste and Recycling Centre.

ISSUE/BACKGROUND SUMMARY:

In 2014, the CCRD Board of Directors chose Solid Waste Management as their top strategic priority and assigned significant financial and staff resources towards addressing the existing state of the Thorsen Creek Landfill and the long term management of municipal waste in the Bella Coola Valley.

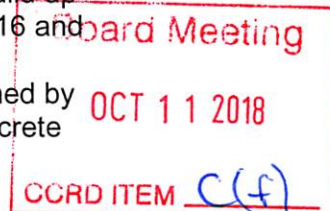
As staff started to look for solutions, two key issues arose from the process. The first was the need for a strong recycling program to increase waste diversion and maximize the life of the landfill. The result was the old Quonset became the temporary recycle depot and CCRD became a designated collector for most of the recycling programs in the province. Unfortunately the Quonset depot lacked the storage space needed for all the different recycling programs we offer and parking space/traffic was a constant issue. The Quonset depot is also situated on the landfill footprint and is taking up valuable landfill space.

The second issue identified was the dysfunction of the existing transfer station. There was clear need for a new transfer station that could be properly monitored by landfill staff and offer more space for landfill customers. The old transfer station area was not properly visible from the attendant's office. Construction debris was being dumped either on the active face or in a pile at the east end of the landfill, and monitoring of the dumping was very difficult.

A design was completed that would see the area across the road from the landfill developed into a comprehensive recycling centre and transfer station. Clearing work started in the spring of 2015. The felled trees were turned into lumber and used to construct the concession building at Walker Island as well as the entrance to the new recycling centre.

The site was very challenging and expensive to develop due to the coarse alluvial soil types encountered. Over 500 truck loads of clean fill had to be moved on site to build up the road grade and building site. Site grading progressed through the spring of 2016 and paving of the main road through the site took place in May.

Construction of the main recycling building began in the fall of 2016 and was finished by July 2017. Construction of the attendant's cabin, well drilling, lock block walls, concrete



pads, landscaping and various other projects were completed in the summer and fall of 2017. A used roll off truck was purchased, along with three 30 yard roll-off bins.

In the spring of 2018, the construction of the new fence around the site began. Fence post installation was challenging because of rocky ground conditions. Electric fencing gates were custom made in Revelstoke and delivered to Bella Coola. Railings were designed and custom fabricated locally. The first two weeks of September saw contractors and staff scrambling to look after details like site lighting, cardboard baler installation, moving the used oil centre and freestore and installing signage for the site.

The new facility was opened to the public on September 15th on a trial run so that staff could identify and correct operational issues. There is a lot of education required to help customers understand the safest and most efficient way to use the new site.

Many of the issues identified have now been corrected and the facility is starting to operate more smoothly. It may be an appropriate time to think about holding a grand opening to help promote the new facility and familiarize the public with the recycling opportunities available to them. This might also be the opportune time to implement the plan of providing households with blue recycling bins as identified in the Solid Waste Management Plan. This would effectively promote recycling as well as the role of the Regional District as a provider of services to the region.

POLICY, BYLAW OR LEGISLATION:

N/A

FINANCIAL/BUDGETARY/ASSET MANAGEMENT IMPLICATIONS:

The blue bin promotion is expected to cost \$5000.00. Other miscellaneous promotion items associated with holding a grand opening are expected to cost about \$1000. Sufficient funds remain in the Solid Waste budget and the general operations budget to accommodate the grand opening event and blue bin give-away.

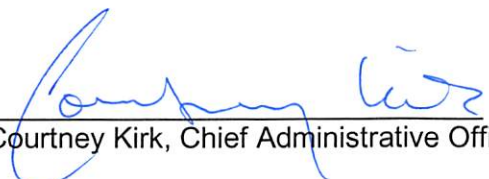
TIME REQUIREMENTS – STAFF AND ELECTED OFFICIALS:

Staff time will involve about 10 hours for the CAO and Operations Manager to oversee planning and organization, as well as attend the event. Support staff are likely to incur in excess of 16 hours of time to organize and prepare for and attend the event.

OPTIONS TO CONSIDER:

1. Do not to hold a grand opening event.
2. Postpone holding a grand opening event until the summer of 2019 when more weather conditions are likely to be more favourable.

Submitted by: 
Ken McIlwain, RPF, Operations Manager

Reviewed by: 
Courtney Kirk, Chief Administrative Officer

Centennial Pool Commission

RECEIVED

Meeting Minutes

OCT 10 2018

3 October 2018

Central Coast Regional District

Present: N. Koroluk, C. Nygaard, C. Thommasen, K. Lansdowne, J. Cole

1. Public Response to Pool Renovation Options:

Option 1 - 16

Option 2 - 49

Written Comments: * Separate tot pool more beneficial to ALL community members.

* Having separate pools will be good to allow different temperatures of water.

Option 3 - 33

The Pool Commission recommends that Ken McIlwain move forward with the necessary procedures concerning the implementation of Option 2.

2. Budget Review - The Commissioners reviewed the summer's budget (as of 10/03/18). There were some items that the Commissioners would like clarification on. With this in mind, we request a meeting of the Commission with the CAO and the CFO to discuss this. We also would like to discuss the role of the Commission in the day-to-day activities of the pool.

Board Meeting

OCT 11 2018

CCRD ITEM C(9)



Media Release

FOR IMMEDIATE RELEASE

VIRL Library Board innovates and inspires with 2019 Budget

September 22, 2018, Nanaimo, BC – The Vancouver Island Regional Library (VIRL) Board of Trustees is innovating and inspiring with its adopted [2019 – 2023 Financial Plan](#).

At the September 22 meeting, the Board adopted a balanced budget of \$38,139,948 for 2019. Municipal and rural levies will contribute \$23,140,091 to the library budget, an average increase of 4.74% or a per capita increase of \$1.48.

“By adopting this budget, the Board supports VIRL’s transition to a library of the 21st century,” says Joel Adams, VIRL’s Director of Finance. “We look forward to innovating through programming that meets and exceeds the diverse needs of customers, continuing to invest in our digital collections and technology, and updating our facilities to serve our customers well for years to come.”

The weighted vote amongst Trustees was 100% in favor of the budget.

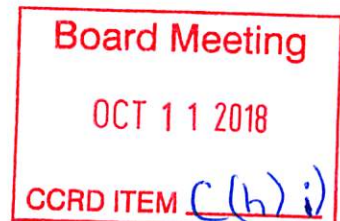
“VIRL continues to respond proactively to the push for the latest technologies and advancements, ensuring that our branches are well positioned with the spaces, resources, and expertise to guide our customers now and into the future,” says Barry Avis, Chair of the VIRL Board of Trustees. “At the same time, this Budget is responsive to the pull from our communities to maintain core traditional services that libraries have always provided.”

For more information about the 2019– 2023 Financial Plan, visit virl.bc.ca/reports-and-plans. To watch a video about the budget and the 2019 – 2023 Financial Plan, [click here](#). An infographic about the 2019 – 2023 budget is [available here](#).

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For more information

David Carson, Director, Corporate Communications and Strategic Initiatives
Direct: 250.753.1154 ex 248
Cell: 250.327.3651
Email: dcarson@virl.bc.ca





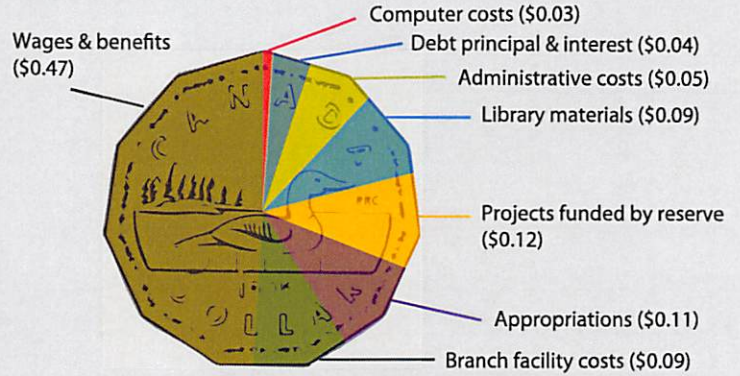
BUDGET BREAKDOWN

Central Coast Regional District

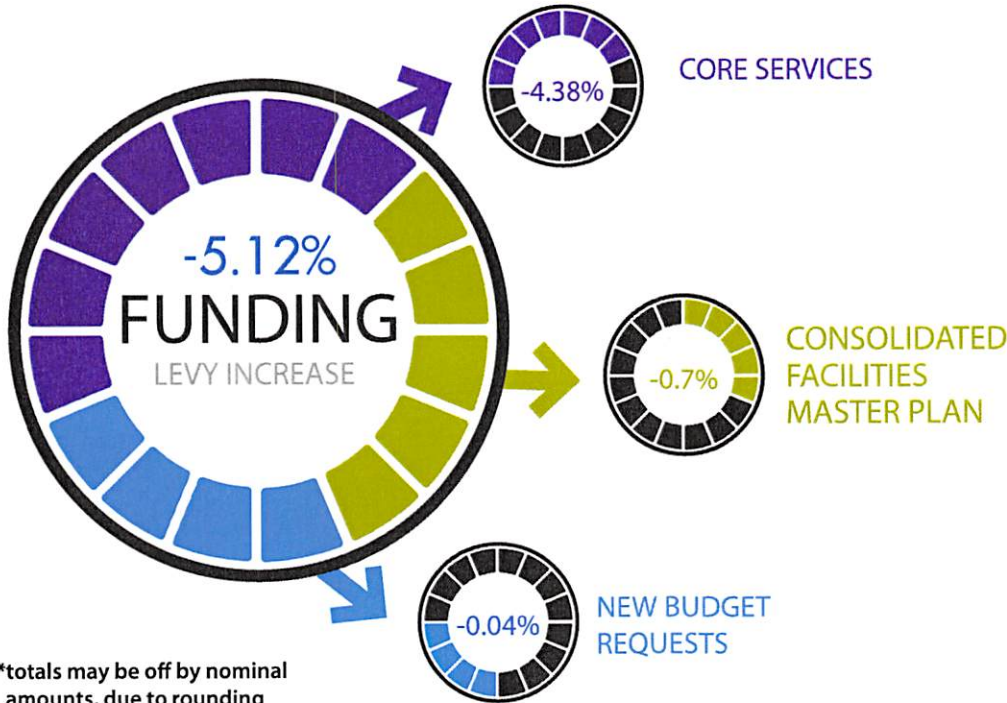


1 YOUR PER CAPITA INCREASE \$1.82

2 HOW YOUR \$1.00 IS SPENT



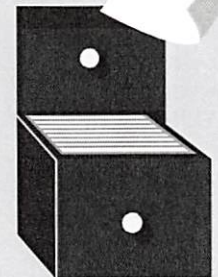
3 This Year's DECREASE: -5.12%



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

TOTAL VISITS TO YOUR BRANCH (2017)...

14 thousand



*in-branch & online
Board Meeting
 OCT 11 2018
 CCRD ITEM *ch ii*

STRONG LIBRARIES. STRONG COMMUNITIES.



2019 BUDGET

Central Coast Regional District



2019 BUDGET: "INNOVATION AND INSPIRATION"

The 2019 Budget reflects VIRL's push for the latest technologies and advancements and the pull to retain traditional library services.

As VIRL continues to evolve into a 21st Century library, this Budget focuses on innovation and inspiration through:

- Programming that meets and exceeds the diverse needs of customers
- Continuing to invest in our digital collections and technology
- Updating our facilities through the Consolidated Facilities Master Plan

The complete 2019 – 2023 Financial Plan is available at virl.bc.ca

HOW IS MY LEVY CALCULATED?

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

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

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

WHAT CHANGED IN 2019?

Population

Across all of VIRL, population increased by an average of **1.82%**.

For 2019, your population changed by **-134** which represents a change of **-8.98%**.

When factored into VIRL as a whole, this change leads to an impact of **-\$2,457** on your levy, a change of **-3.85%**.

Assessed Value

Across all of VIRL, assessed value increased by an average of **14.79%**.

For 2019, your assessed value changed by **\$1,402,912** which represents a change of **6.29%**.

When factored into VIRL as a whole, this change leads to an impact of **-\$757** in your levy, a change of **-1.19%** over 2018.

Total Levy

For 2019, your total levy has increased by **-\$3,214** to **\$60,533**. This represents a change of **-5.12%** over 2018.

Per Capita

On a per capita basis, your levy has changed by **\$1.82**. Per capita changes will vary by community, depending on their respective changes to population. An increased population may decrease the per capita cost, since the cost is spread over a larger total.

2019 BUDGET

AT A GLANCE:
LEVY INCREASE

CORE SERVICES

-4.38%

FACILITIES

-0.7%

NEW BUDGET REQUESTS

-0.04%

TOTAL AVERAGE INCREASE

-5.12%

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



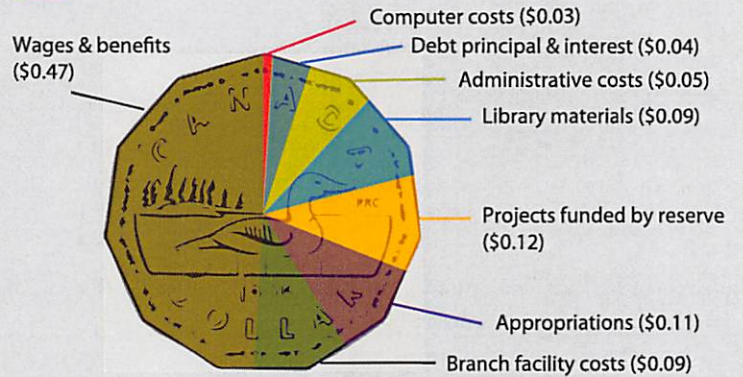
2019

BUDGET BREAKDOWN

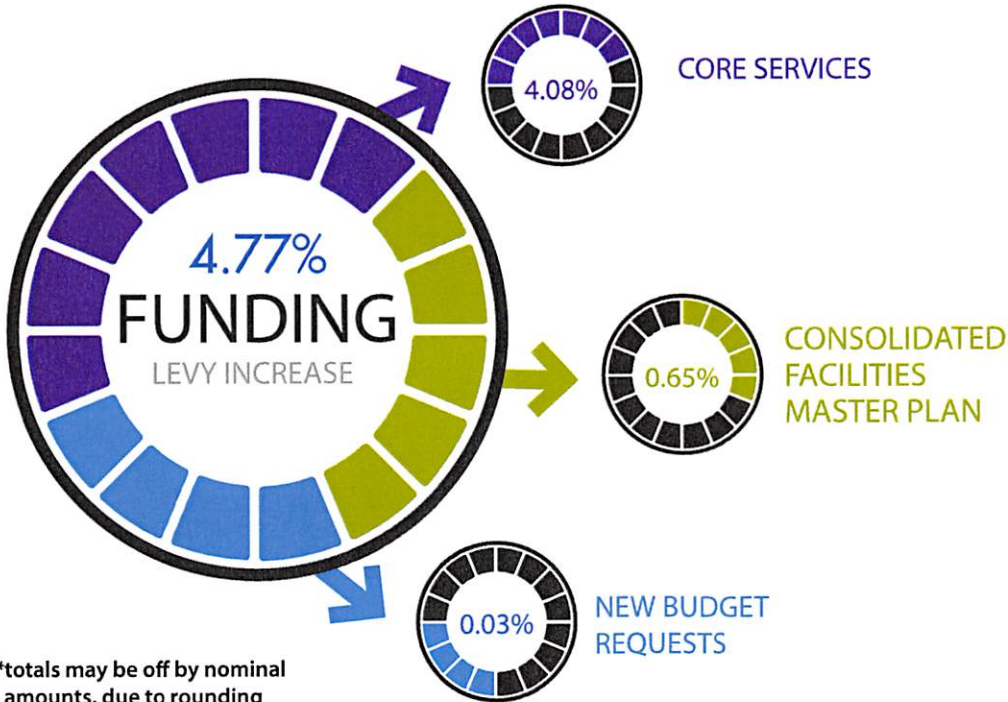
VIRL System-Wide

1 YOUR PER CAPITA INCREASE \$1.44

2 HOW YOUR \$1.00 IS SPENT



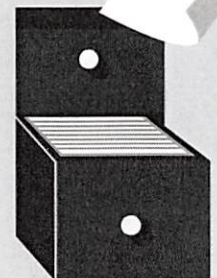
3 This Year's INCREASE: 4.77%



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

TOTAL VISITS TO YOUR BRANCH (2017)...

2.6 million



*in-branch & online Board Meeting

OCT 11 2018

STRONG LIBRARIES. STRONG COMMUNITIES.

CCRD ITEM C(h)iii



2019 BUDGET

VIRL System-Wide

2019

2019 BUDGET: "INNOVATION AND INSPIRATION"

The 2019 Budget reflects VIRL's push for the latest technologies and advancements and the pull to retain traditional library services.

As VIRL continues to evolve into a 21st Century library, this Budget focuses on innovation and inspiration through:

- Programming that meets and exceeds the diverse needs of customers
- Continuing to invest in our digital collections and technology
- Updating our facilities through the Consolidated Facilities Master Plan

The complete 2019 – 2023 Financial Plan is available at virl.bc.ca

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

WHAT CHANGED IN 2019?

Population

Across all of VIRL, population increased by an average of **1.82%**.

For 2019, your population changed by **7,777** which represents a change of **1.82%**.

When factored into VIRL as a whole, this change leads to an impact of **\$524,003** on your levy, a change of **2.37%**.

Assessed Value

Across all of VIRL, assessed value increased by an average of **14.79%**.

For 2019, your assessed value changed by **\$1,449,675,679** which represents a change of **14.79%**. When factored into VIRL as a whole, this change leads to an impact of **\$524,003** in your levy, a change of **2.37%** over 2018.

Total Levy

For 2019, your total levy has increased by **\$1,048,004** to **\$23,140,091**. This represents a change of **4.77%** over 2018.

Per Capita

On a per capita basis, your levy has changed by **\$1.44**. Per capita changes will vary by community, depending on their respective changes to population. An increased population may decrease the per capita cost, since the cost is spread over a larger total.

2019 BUDGET

AT A GLANCE:
LEVY INCREASE

CORE SERVICES

4.08%

FACILITIES

0.65%

NEW BUDGET REQUESTS

0.03%

TOTAL AVERAGE INCREASE

4.77%

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



from the Board Table

The 2019 - 2023 Financial Plan

Innovation and Inspiration

The Vancouver Island Regional Library (VIRL) Board of Trustees is innovating and inspiring with its adopted 2019 – 2023 Financial Plan.

At the September 22 meeting, the Board adopted a balanced budget of \$38,139,948 for 2019. Municipal and rural levies will contribute \$23,140,091 to the library budget, an average increase of 4.74% or a per capita increase of \$1.48.

Priorities for next year's budget include:

- Innovating through programming that meets and exceeds the diverse needs of customers
- Continuing to invest in our digital collections and technology
- Updating our facilities

With the budget, the Board approved the following Business Cases:

- Eliminating children's fines
- Developing a video game collection
- Increasing our eBook and audiobook collections in OverDrive

VIRL continues to respond proactively to the push for the latest technologies and advancements, ensuring that our branches are well positioned with the spaces, resources, and expertise to guide our customers now and into the future. At the same time, this budget is responsive to the pull from our communities to maintain core traditional services that libraries have always provided.



In partnership with a wolf advocacy group, Storytimes at the library educate, inspire and support local wildlife.

Board Meeting

OCT 11 2018

CGRD ITEM C(h)iv

The 2019 Budget Infographic

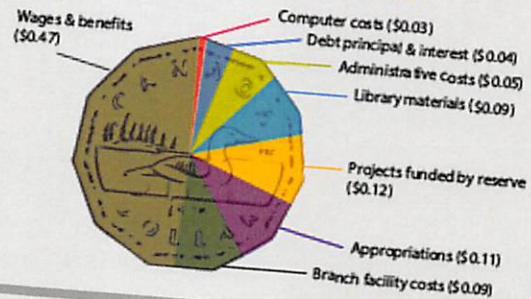


BUDGET BREAKDOWN VIRL System-Wide

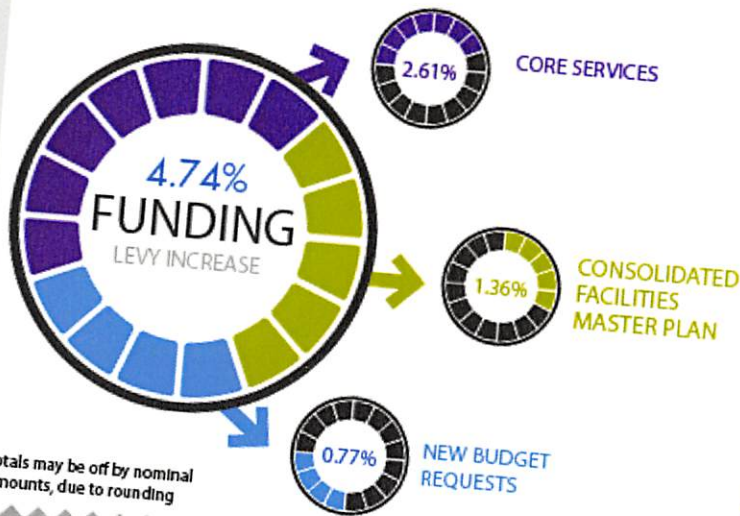
2019

1 YOUR PER CAPITA INCREASE \$1.48

2 HOW YOUR \$1.00 IS SPENT



3 This Year's INCREASE: 4.74%



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

TOTAL VISITS* TO BRANCHES (2017)...

2.6 million

STRONG LIBRARIES. STRONG COMMUNITIES.

Learn more about the 2019 budget at virl.bc.ca/reports-and-plans

The 2019 Budget

Business Cases

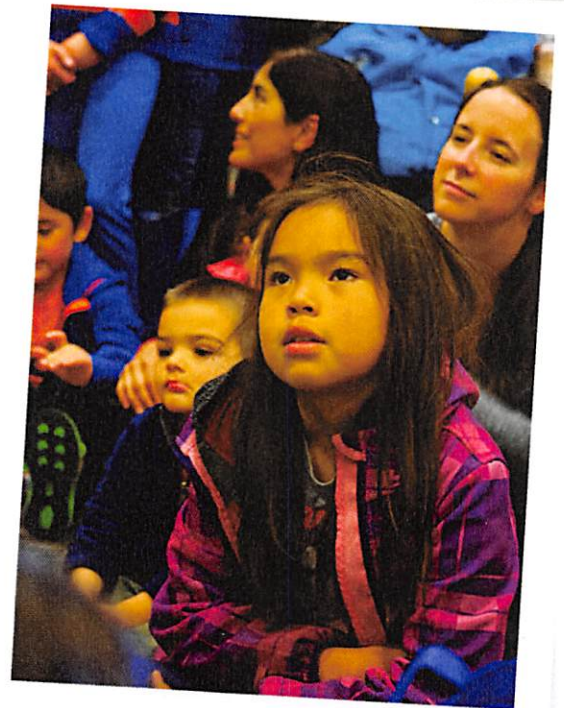
eResources: The demand for our eResources has grown significantly in recent years. In response to this shift in customer borrowing behaviour, the Board approved \$50,000 to be put towards our eBook and audiobook collection on OverDrive. With this additional funding, VIRL will purchase new titles, reduce wait times, and improve customer experiences.

Elimination of Children's fines: Fines represent a significant financial barrier to accessing library services for many families in our service area. Rather than serving as an incentive to encourage families to return materials "on time", the imposition of fines on children's materials can very quickly become a significant financial burden that threatens to sever a child's relationship with their community library and access to materials that enhance and support literacy. Taking this into consideration, the Board is eliminating children's fines, starting in 2019, based on the following:

- No overdue fines will be charged for children's materials
- When children's materials are deemed "lost" a fee will be assessed for these materials, but will be eliminated if the materials are returned (a processing fee remains if a replacement item has already been purchased)
- To encourage families to return materials, cards must have fewer than 10 overdue items on their card. If they have more than 10 items overdue, they must return items in order to check out new materials

Young Adult ePlay Collection: The Board approved \$56,250 to be put towards the development of a circulating video game collection for the Nintendo Switch, PlayStation 4 and XBOX consoles. Once built, VIRL's video game collection will appeal to people from a broad range of demographics and support more regular gaming programs for the public. As VIRL looks to expand our presence in the lives and experiences of Millennials, this new video game collection will make our spaces and collections attractive to this important demographic.

Note: The following Business Cases were also incorporated as part of the approved budget: One Book. One Community, an Android tablet collection, welcome signage in Indigenous languages, STEAM maintenance funds, a Teen Advisory Group, and keychain library cards.



Finance Report

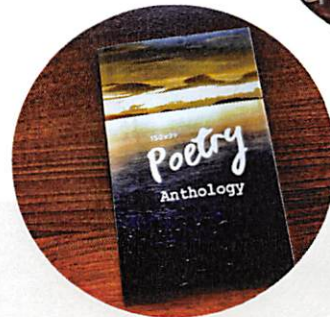
Balance Sheet:

The balance sheet of \$35.8 million shows a healthy balance of cash and investments of \$9.5 million at the end of June.

Revenue and Expenditures: The operating deficit at the end of June was \$986,707. The provincial government grants were received during June, but this was offset by the impact of an appropriation related to an MFA borrowing, which creates a deficit until related capital expenditures are incurred. Revenues and expenditures are in line with expectations to date.

Reserves Report: The Board of Trustees is provided with updated reserves information at each meeting. At the end of June, the reserves totalled \$7.4 million. Appropriations are recognized on a monthly basis. Included in the results to date is \$542.8 thousand in reserve funded expenditures, of which \$470.6 thousand has been recognized in revenue. Transfers from reserves are recorded when projects have been substantially completed.

Finance Report Summary: The current position is sustainable and VIRL's operations are in line with expectations to date.



Facilities Updates



The popular Gabriola Island branch.

Campbell River

Discussions are ongoing with the City of Campbell River on the development of a new branch for the community.

Chemainus

The building permit has been submitted and approved. The next step is to tender the project, after which construction can start.

Masset

VIRL continues to work on a plan for a modular building prototype for our rural and remote communities. At the site for the new Masset branch, VIRL has received preliminary information from consultants including a site survey, geotechnical and environmental assessments. Engineering/architectural designs are now being prepared for the modular buildings.

Sandspit

VIRL is working with School District 50 to finalize a lease for land on which to house a new modular branch. Survey, geotechnical and environmental work has been completed for the site, which will help VIRL to continue its planning and site orientation.

Queen Charlotte

VIRL looks to reengage with School District 50 later in 2018 on potential sites. Queen Charlotte would also receive a modular branch.

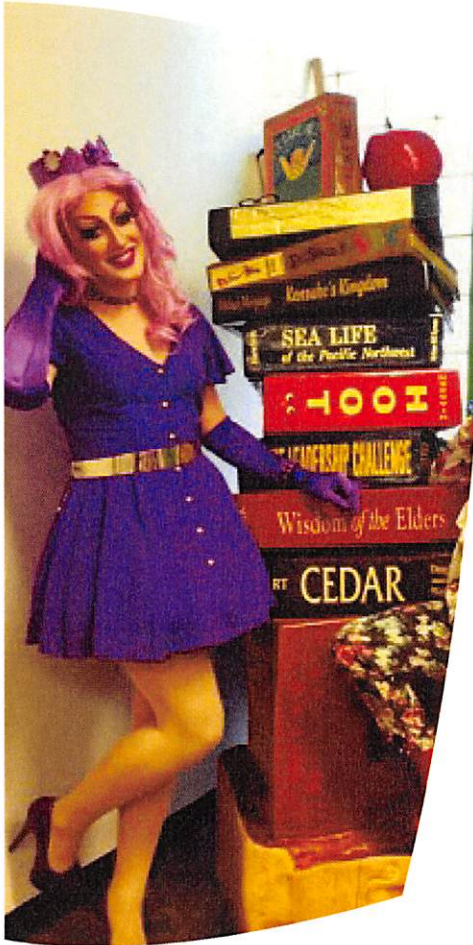
Parksville

Draft plans for this refurbishment have been submitted to VIRL for review, with a plan to undertake the 3-to-4-week refurbishment later this year.

Port Alberni

VIRL has received preliminary plans for this refurbishment project. More information will be provided as it becomes available.

Facilities Updates



Drag Queen Storytime at the Campbell River branch.

Sayward

Work continues on this modular branch project. After challenges with a large tree at the proposed site, a second site has been identified and survey, geotechnical and environmental work will be completed shortly.

Sooke

Schematic design of the building is ongoing. The development permit will be submitted shortly, followed by the building permit, and the selection of a proponent to take on the work. We hope to award the construction contract in early 2019 with shovels in the ground shortly thereafter.

Sidney/North Saanich

VIRL is currently selecting a contractor to take on this renovation project, which is estimated to start in the fall. A temporary facility opened on September 24.

Tofino

Discussions continue with the municipality and the Clayoquot Biosphere Trust. VIRL awaits the results of a visioning session that occurred in July.

Tahsis

Work is ongoing with the municipality on the selection of a suitable parcel of land on which to construct a modular facility.

Woss

After a well-attended public consultation in July, VIRL is moving forward with plans to build a modular branch on a site identified by the Village of Woss.



Virtual reality (VR) is being showcased at our branches – big and small!

New Business

Social Media Policy

The Board received and adopted a Social Media Policy that aims to protect staff and VIRL with parameters around acceptable use of social media. The Policy applies to both staff and personal use of social media and will be available in the VIRL Policies area of the website.

STEAM Roadshow

After more than 3,000 kms travelled, more than 500 VR sessions offered, dozens of 3D printing demos, and thousands of people engaged, VIRL's STEAM Roadshow was a steaming success. The Roadshow made stops in South Cowichan, Sointula, Gold River, Port McNeill, Sayward and Quadra Island and allowed some of our most rural communities to experience the future of STEAM programming at VIRL.

Stay tuned for more exciting STEAM @ VIRL announcements.

“VIRL’s STEAM Roadshow was a steaming success.”



2019 – 2023 Financial Plan: Innovation and Inspiration

Adopted September 22, 2018
By Vancouver Island Regional Library Board of Trustees



Board Meeting

OCT 11 2018

CCRD ITEM *(initials)*

Vancouver Island Regional Library
Administration

Box 3333 – 6250 Hammond Bay Road
Nanaimo, BC Canada V9R 5N3
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virl.bc.ca



**Board of Trustees Meeting
2019-2023 Financial Plan:
Innovation and Inspiration**

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Innovation and Inspiration**

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**Board of Trustees Meeting
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Innovation and Inspiration**

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**Board of Trustees Meeting
2019-2023 Financial Plan:
Innovation and Inspiration**

2018 Executive Committee



Pictured from left to right, back row: **Steve Arnett, Vice-Chair** (Town of Ladysmith), **Gordon Waterman** (Village of Gold River), **Barry Avis, Chair** (Town of Qualicum Beach), **Howard Houle** (Regional District of Nanaimo), **Ron Kerr** (City of Campbell River), **Jay Dixon** (Town of Port McNeill), **Jason Thompson** (Village of Masset), **Manno Theos** (City of Courtenay), **Fred Robertson** (District of Port Hardy)

Pictured from left to right, front row: **Brenda Leigh** (Strathcona Regional District), **Rosemary Bonanno** (Executive Director, VIRL), **Diane Brennan** (City of Nanaimo)



Your Voice. Your Library. Our Strategic Principles

Principle 1: Community

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

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

Principle 2: Collect. Connect. Collaborate. Create.

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

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

Principle 3: Places and Spaces

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

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

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

Principle 4: Life at Work

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

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



2019 – 2023 Financial Plan: Innovation and Inspiration

Executive Summary

The Board of Trustees of Vancouver Island Regional Library (VIRL) is pleased to present the 2019 – 2023 Financial Plan. As this 2019 Budget reveals, VIRL continues to respond proactively to the push for the latest technologies and advancements, ensuring that our branches are well positioned with the spaces, resources, and expertise to guide our customers now and into the future. At the same time, this Budget is responsive to the pull from our communities to maintain core traditional services that libraries have always provided. In 2019, VIRL continues to balance what libraries have always been with what we are poised to become.

With the 2019 budget, VIRL is transitioning into the final two years of its 2016 – 2020 Strategic Plan. In an environment of stagnant provincial funding, VIRL branches embrace their role as hubs of discovery that provide access to world-class collections, the latest digital resources, and spaces — both physical and digital — that cater to different passions, backgrounds, abilities, and interests.

In the communities VIRL serves, VIRL branches are lifelines to information, vital resources for families and newcomers, spaces that nurture new enterprises and relationships, and beacons that open doors for marginalized community members. In short, VIRL levels the playing field, ensuring equal access to library resources to anyone with a library card. For many in our communities, the library is their opportunity to experience virtual reality, to learn to code, to download eBooks, to stream the latest TV shows and movies, to create, to socialize, and to connect.

On the Capital Projects file, 2019 continues VIRL's commitment to investing in our facilities. As we shift into the second half of VIRL's 15-year Consolidated Facilities Master Plan (CFMP) process, VIRL commits to embracing new technologies and ensuring that our spaces not only meet, but exceed, the expectations of our customers. There are several exciting facility projects slated for 2019 in VIRL branches large and small.

At its core, the 2019 budget focuses on fostering the **innovative** spaces and resources that will allow our customers to grow and create in today's rapidly shifting landscape. It also commits to **inspiring** our staff to be champions of change and to equip them with the tools and expertise to guide customers on their paths of discovery, from providing traditional library services to whatever the future brings.



Board of Trustees Meeting 2019-2023 Financial Plan: Innovation and Inspiration

Budget Summary

The 2019 – 2023 Financial Plan represents VIRL’s continuing transition from the traditional library to the library of the 21st century, while continuing to maintain VIRL’s high levels of customer service. We strive to uphold our standards for buildings and spaces, in order to meet the needs of communities and attract new users.

The 2019 budget is based on VIRL’s strategies to achieve results under the 2016 – 2020 Strategic Plan. The 2019 – 2023 Financial Plan builds on the successes of past years, and includes initiatives aimed at building on existing operating efficiencies and addressing areas where improvements can be made.

Innovation and Inspiration

Each year, VIRL staff prepare a budget that will continue to meet customer service standards and provide high quality libraries to communities. For 2019, VIRL strives to go one step further and focus not only on maintaining high standards, but also on innovation and inspiration in a number of areas. The 2019 budget supports this by creating opportunities for VIRL to forge a new path, moving from the traditional library to the library of the future.

VIRL, along with other library systems across Canada and around the world, faces the challenge of being pushed and pulled as an organization. VIRL is pulled towards a traditional view of what libraries are: a repository for books, a chance to access professional staff to assist in research, a place to sit in a quiet chair and read. The 21st century library is all of those things, but as an organization we must push to be the library of the future: a place to gather with the community, to create, a place to access incredible amounts of information and media through online databases. As an organization, we must manage the push to satisfy existing customers, and attempt to pull them towards a library of the future and all its possibilities.

To accomplish this, the 2019 budget focuses on innovation, both with the programming developed by staff, but also in how we as an organization embrace technology, continuous improvement, and changes in both library services and the communities we serve. We continue to develop innovative programming, including programs focused on Science, Technology, Engineering, Arts, and Mathematics (STEAM). As supported in the 2018 budget, VIRL has embraced STEAM programming with the intention of appealing to curious patrons, young and old. In VIRL branches you now see robots, computers and circuit boards among the books and magazines. This allows VIRL to support the curriculum as embraced by the province, but also entices a new generation of library users and allows users to access a new aspect of lifelong learning.

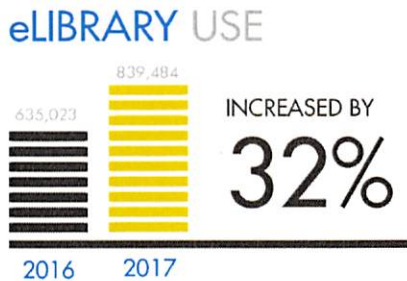
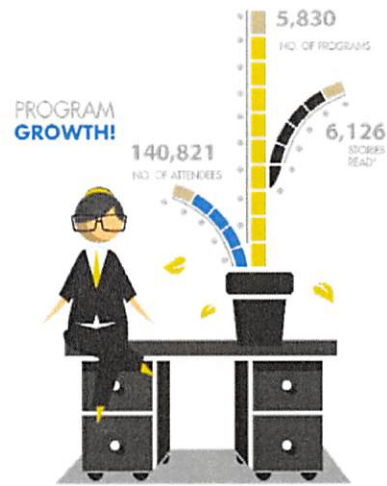


Board of Trustees Meeting 2019-2023 Financial Plan: Innovation and Inspiration

The 2019 budget also focuses on inspiration. VIRL is driven by its staff, who create, think outside the box, and approach the organization as a place of learning and invention. Consistent with our strategic plan, we seek to make our places and spaces functional and aesthetically pleasing, while incorporating the needs of a variety of types of library users.

VIRL continues its transition from the traditional physical library, into the library of the 21st century. Today's library stays relevant by developing innovative programming, ensuring access to robust collections and technology, and creating safe, welcoming spaces for customers to use as a connection point in their communities and to the world at large. The 2019 budget addresses the strategic direction needed to ensure VIRL meets these goals.

VIRL customers continue to be drivers of electronic products, including large increases in both eLibrary resources and WiFi usage.



Includes access to VIRL's digital resources including eBooks and eAudiobooks





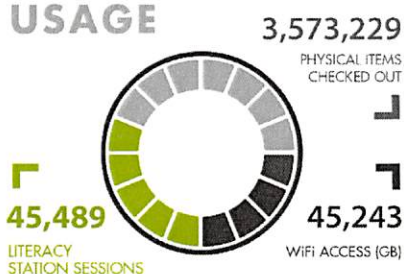
Board of Trustees Meeting 2019-2023 Financial Plan: Innovation and Inspiration

VIRL supplies computers in every branch, providing library users with access to the world of information and VIRL's own electronic databases and other products. VIRL branches welcomed almost 2.6 million visitors and circulated almost 5.1 million items. 2017 showed how busy VIRL branches are, and that users continue to seek library services and resources in their communities.

TOTAL VISITORS:

2,596,832

BRANCH USAGE



TOTAL CIRCULATION

5,084,711



*A total of physical and digital items circulated.

2019 Priorities

The 2019 – 2023 Financial Plan focuses on innovation within our programming, collections, resources, and spaces to inspire staff and customers. To achieve this, VIRL looks to innovate through:

- Developing programming that meets the needs of customers and aligns with the strategic plan;
- Continuing to invest in the digital collection to address the current and future needs of customers; and
- Updating our facilities through the Consolidated Facilities Master Plan, to ensure they offer robust technology, comfortable gathering spaces, and are flexible in design.

VIRL looks to inspire through continued investment in technology, to remain relevant in an increasingly electronic world and allow customers to access products and services they might not have otherwise.

Investing in our facilities is an ongoing priority. As such, the 2019 – 2023 Financial Plan focuses on three key priorities:



Board of Trustees Meeting 2019-2023 Financial Plan: Innovation and Inspiration

1. Continuing to meet commitments under the Consolidated Facilities Master Plan (CFMP).
2. Investing in new technology in order to gain operating efficiencies.
3. Ensuring spaces are vibrant, welcoming and meeting the needs of staff and customers.

Consolidated Facilities Master Plan

VIRL adopted the Consolidated Facilities Master Plan (CFMP) and its Companion Report in 2010. The CFMP was developed based on a report prepared by an external consulting firm which reviewed the status of facilities for all VIRL facilities. The consultants reported that at the time of the review, there was in excess of \$2.4 million of deferred maintenance. Additionally, a number of branches were undersized for their communities or required significant capital investment. To renovate or expand the branches at that time, in order to adequately serve communities, was cost prohibitive, so the adoption of the Companion Report and its recommendations included a long term-funding strategy.

Many of the items identified in the CFMP report related to health and safety issues and compliance with regulations, which have been remedied. 2017 saw continued operating efficiencies, as a result of improvements to facilities, through access to newer building materials and more energy efficient equipment.

The CFMP is key to VIRL's success in the remaining six years and for years to come. Without investing in its branches over the short term, VIRL risks the building conditions which existed prior to the establishment of the CFMP. The CFMP has allowed VIRL to perform substantial renovations or new builds in 13 branches since 2011, as well as providing funding for upgraded furniture, equipment, and IT resources. Continued investment in branches allows VIRL to continue its mandate of creating safe, welcoming, inclusive spaces.

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

VIRL's strategy of owning buildings has allowed greater control over our operations and includes the long-term benefit of repaying debt rather than continuing to pay rent.



Maintenance, Furniture, Equipment and Information Systems Replacement Levy, and Facilities Infrastructure Improvements and Expansion Levy

The two levies under the CFMP are the Maintenance, Furniture, Equipment and Information Systems Replacement Levy (FFE Levy), and the Facilities Infrastructure Improvements and Expansion Levy (Facilities Levy).

FFE Levy

The FFE Levy is dedicated to addressing deferred maintenance at our buildings, and ensuring that branches receive the regular upkeep required to maintain VIRL service standards. A portion of this funding also goes towards annual investment in IT infrastructure and resources. The current schedule for this levy is as follows:

	2019	2020	2021	2022	2023	2024	2025
Expected Levy	1,409,647	1,539,933	1,660,487	1,785,248	1,914,336	2,047,872	2,185,984
\$ Change Over Prior Year Total Levy	135,320	130,286	120,555	124,761	129,087	133,537	138,112
% Change Over Prior Year Total Levy	0.61%	0.57%	0.51%	0.51%	0.52%	0.52%	0.52%

Facilities Levy

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

	2019	2020	2021	2022	2023	2024	2025
Expected Levy	1,762,059	1,924,916	2,075,609	2,231,560	2,392,919	2,559,840	2,732,481
\$ Change Over Prior Year Total Levy	166,760	162,857	150,693	155,951	161,359	166,921	172,640
% Change Over Prior Year Total Levy	0.75%	0.71%	0.64%	0.64%	0.64%	0.65%	0.65%



Board of Trustees Meeting 2019-2023 Financial Plan: Innovation and Inspiration

Operational Levy

The Operational Levy funds day-to-day operations of VIRL branches, including salaries, rent, janitorial, and administration. Each year as part of the budget process, VIRL staff undertake an operational review to ensure operating costs are minimized and that operations are run as efficiently as possible. VIRL's goal is to provide high quality library service, while being mindful of resources and member levies.

Operational and service levels can be maintained through a 3% increase to the operating levy. Cost pressures addressed through this increase include rising costs due to inflation, increases to facilities costs as a result of inflation within the construction market, and wage rate increases as impacted by collective agreements and changes to provincial regulations on payroll taxes. The operational levy supports important initiatives such as staff training, continued repairs and maintenance to branches, supplying high quality administration services, and ensuring consistent electronic access for customers.

Significant revenue and cost drivers for 2019 compared to the 2018 budget include:

Revenues:

- Member levies are expected to increase by \$1,048,004 as a result of a 3% increase to the core operating levy of \$576,674, scheduled increases to the CFMP levies of \$302,081, and \$169,250 for business cases;
- Grant funding is expected to remain at 2018 levels, as there has been no indication of changes to the per capita and other grants received from the Province;
- Investment and rental income is expected to increase over the 2018 budget, due to higher than anticipated investment income in 2017, mainly as a result of preferential interest rates on investments;
- Revenue from overdue fees are expected to decrease over 2018 levels, due to the impact of a business case which eliminates children's fines;
- Revenue from photocopiers and fundraising are expected to increase based on actual amounts received in 2017; and
- Sale of books and promotional items is expected to decrease over the 2018 budget, due to actual amounts received in 2017.

Expenses:

- Based on a strategic alignment of operations and a detailed review of ongoing expenses, operating expenses are expected to decrease in the following areas: bank charges, building and equipment maintenance, consulting, and insurance;
- Operating expenses including travel, Board expenses, branch and facility costs, communications, computer and networking costs, office, promotion/advertising, and training are expected to increase based on planned;



- Wages are expected to increase based on scheduled increases within the collective agreements, increases in payroll tax as mandated by legislation, expanding the size and staffing of new buildings, and realigning the staffing complement in administration and at branches; and
- Library materials are budgeted to increase by 7%, in accordance with the Board’s direction for an annual increase of 3% plus the impact of two business cases.

Total Member Levies

For 2019, the Member Levies are as follows:

➤ Operating Levy	\$19,968,385
➤ FFE Levy	\$ 1,409,647
➤ Facilities Levy	<u>\$ 1,762,059</u>
	\$23,140,091

The 2019 – 2023 Financial Plan represents an overall increase of 4.74% of the total levy, broken down as follows:

- Core Services: maintaining existing service levels requires an increase of \$576,674 (2.61% in the total levy) to meet inflationary pressures;
- Business cases require an increase of \$169,250 (0.77% in the total levy); and
- Increases to the levies developed under the CFMP represent an increase of \$302,081 (1.36% in the total levy), as follows:
 - Planned increase to the Furniture, Fixtures, Equipment and Systems Levy of \$135,320 (0.61% increase in the total levy), used for maintenance and equipment replacement; and
 - Planned increase to the Facilities Levy of \$166,760 (0.75% in the total levy) for new and expanded branches, used for improvement of facilities and equipment.

INCREASES TO TOTAL LEVY	
CORE SERVICES	2.61%
BUSINESS CASES	0.77%
FACILITIES MASTER PLAN	<u>1.36%</u>
TOTAL	4.74%

Conclusion

The 2019 – 2023 Financial Plan incorporates the costs of maintaining operations, while focusing expenditures on efficient use of resources. It is prepared in an environment of stagnate government funding and increasing operational expenses, but ensures service standards are maintained, facilities are well taken care of, and programming is being developed to entice and satisfy customers. The 2019 – 2023 Financial Plan furthers VIRL’s strategic plan and gives consideration to its current operations, while ensuring it looks to the future as an organization.



Summary of the VIRL Funding Structure

Background

Although the cost of doing business has gradually increased, provincial funding has not changed significantly in the last 30 years. As a result, the continued provision of this vital library service is only possible with the support of our 38-member municipalities and regional districts. Since 1986, provincial funding has dwindled from 21% of our funding to a projection of just 6% for the upcoming 2019 fiscal year.

The costs of providing library services to our members are shared, as required under the *Library Act* of BC based on the following structure:

- 50% based on converted value of land and improvements; and
- 50% based on the population of each municipality and of each electoral participating area of each regional district.

Assessments

The values used for assessments are determined by the *Library Act* and are defined in the *Community Charter* of BC, the same document governing the assessment base for regional districts. This assessment base uses fixed ratios to convert the value of each property class, based on their assessed values as determined by BC Assessment, into a common value for tax purposes.

The converted value to be used each year is provided to VIRL by the Ministry of Education based on the ratios attached as Appendix A.

Populations

The population numbers used to apportion the costs to our members is also provided to VIRL by the Ministry of Education. For allocation purposes, First Nation populations on Band land are excluded from the population as there is no uniform approach to taxation for these properties.

Impact of Funding Allocation Model on Members

As the member levy allocation is based on a combination of population and converted assessment, the impact on the average residential taxpayer may be different from community to community. Municipalities in general have more flexibility than regional districts in apportioning taxes to different property classes such as business and industry; therefore the impact of, for example a 3% increase in member levies on the average residential taxpayer, may be lower or higher for each individual community.



For this reason, it is difficult for VIRL to express changes to member levies in terms of impact on the average household or taxpayer, as is commonly used to communicate the budget by municipalities and regional districts. Instead, increases are communicated to the Board in terms of percentage increases to levy and cost per capita.

Summary

While VIRL determines the total annual levy, the allocation to each municipality and regional district is legislated by the *Library Act* based on a 50/50 allocation between converted values and population. This method of allocation is different from those used by our member municipalities and regional districts. VIRL Staff will assist our members in communicating our budget to councils, boards, and members of the public.

Provincial property class multiples used to determine the converted values of property assessments for 50% of our cost-sharing formula are determined under British Columbia Regulations. The class ratios in the table below represent the relationship of tax rates for each property class in comparison to the Class 1 Residential tax rate.

Appendix A

Property Class		Multiple
1	Residential	1.00 : 1.00
2	Utilities	3.50 : 1.00
3	Supportive Housing	1.00 : 1.00
4	Major Industry	3.40 : 1.00
5	Light Industry	3.40 : 1.00
6	Business and Other	2.45 : 1.00
7	Managed Forest Land	3.00 : 1.00
8	Recreation/Non-Profit	1.00 : 1.00
9	Farm	1.00 : 1.00



Inflation Report

Background

Budget decisions are made based on economic realities. For several years municipalities and regional districts in British Columbia have been under increasing financial pressure as a result of provincial and federal downloading, and the need to replace aging infrastructure. VIRL faces similar pressures from stagnation in provincial funding that is available and the need to meet our operational requirements and rejuvenate our facilities.

In order to assist the Board of Trustees in determining an appropriate level of funding for the 2019-2023 Financial Plan, staff has provided information, seen below, on the current inflationary pressures.

Consumer Price Index (CPI)

The provincial government publishes changes to the consumer price index regularly on their website. This index is based on the cost of a standard basket of goods and represents changes to the cost of living for the average household over time. Based on current published statistics, the CPI for Canada in 2017 was 1.6%, and for British Columbia was 2.1%.

Consumer Price Index – Construction Sector

The construction sector, which impacts VIRL's costs related to new projects, repairs and maintenance, and other facilities items, continued its trend upwards. In 2017, Vancouver saw a 7% increase for apartment building construction, while the new housing sector saw increases of 4.6% in Vancouver and 2.8% in Victoria. Current economic forecasts for 2018 and 2019 show steady inflation rates and continued increases in the construction sector.

Wage Inflation

As can be seen in the 2019-2023 Financial Plan, wage increases represent a significant portion of inflationary pressure for our core budget. In VIRL's case, wage inflation is driven largely by our collective agreements.

BC Stats provides regular statistics on wage rate increases. Recent published data indicates wage inflation in British Columbia is currently in the 2% range.

Conclusion

Inflationary pressures have been taken into consideration in the 2019 Budget and the 2019-2023 Financial Plan. The budget has been prepared based on the assumption that existing levels of service can be maintained through a 3% increase in core operating expenditures.



Business Cases: Innovation



and Inspiration



New Budget Requests: Business Cases

Background and Evaluation of Proposals

The business cases are the result of a process whereby staff provided initiatives to improve our service to the public, and these proposals are brought forward for consideration in the form of business cases to the Executive Committee.

Business cases are evaluated based on a set of criteria so that we may recommend those that would best improve customer service and long term sustainability. Projects that have a wider benefit for the VIRL system as a whole are encouraged as well as those that fulfill service gaps or address important issues.

Projects that can be achieved without additional funding

Where operational funds permit, worthy projects are sometimes funded within existing budgets. The following initiatives can be achieved with existing funds:

One Book, One Community

- This campaign involves communities reading and discussing a single book. This promotes reading and building community through shared experience, encourages discussion, and promotes literacy.

Welcome Signage in Local Indigenous Languages

- A welcome sign in the local Indigenous language(s) in each VIRL branch will create visible, welcoming spaces that include Indigenous peoples. This will build on our Indigenous Voices program and underscore our commitment to Truth and Reconciliation.

Android Tablet Collection

- A circulating tablet collection would allow customers to borrow tablets on which to access our digital offerings. This would provide equitable access to all library customers, to ensure those customers who are not financially able to purchase their own device to still have access to VIRL's large array of digital resources.

Library Keychain Cards

- Library keychain cards would provide VIRL customers with a convenient keychain card, as well as their wallet-sized library card. This has been successfully implemented in other library systems and has been requested by customers. Keychain cards provide customers with increased convenience and facilitate access to information and resources provided by VIRL.



STEAM Maintenance Funds

- A 2018 approved business case provided funds for Science, Technology, Engineering, Arts, and Mathematics (STEAM) learning at VIRL. Going forward, the STEAM @ VIRL initiative will need funds to maintain STEAM programs and services to keep them current and cutting edge, and provide for continued success going forward.

Teen Advisory Group

- A Teen Advisory Group is an opportunity for youth aged 12-18 to provide input into VIRL programs and services. This provides the teens with skill building and leadership opportunities, as well as community involvement and volunteer experience. A Teen Advisory Group would allow VIRL to build relationships with teens in our communities and help us to create successful programs and services for teens.

Impact on Member Levy

For reference, \$221,000 represents approximately a 1% increase in the 2019 Member Levy.

Summary of Business Cases and Impacts

Business Case	Ongoing or One-Time	2019 Cost (Maximum)	Percentage Impact on Member Levies	Cost Per Capita	Comments
eResources	One-Time	50,000	0.23	0.11	Adjusted downward from \$100,000 to \$50,000
Elimination of Children's Fines	Ongoing	63,000	0.29	0.15	Would save staff hours
Young Adult ePlay Collection	Ongoing	56,250	0.25	0.13	Start-up funds for a video game collection
Total Impact		\$169,250	0.77%	\$0.39	

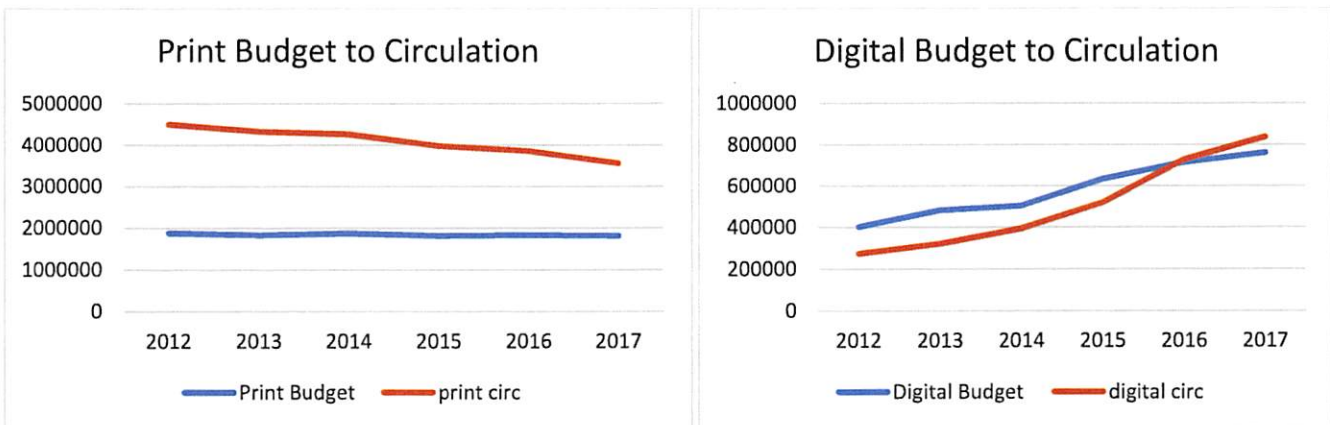


**Board of Trustees
2019 – 2023 Financial Plan:
Innovation and Inspiration
Business Case: eResources**

Business Case: eResources

Background/Overview

Over the past six years, VIRL has seen a 4% decline in circulation for print resources, in conjunction with a 3% annual inflation rate for costs of the materials. On the other hand, the demand for digital resources has risen by 25% annually on average. To respond to this trend, VIRL has been able to reallocate a portion of the materials budget from print to digital every year. However, the current budget is not sufficient to meet the growing need for our popular digital collections, while maintaining sufficient print items to meet customer expectations. This business case represents \$50,000 to satisfy the user demands of our top digital resources, like OverDrive. These funds will significantly assist VIRL’s ability to provide easy and equitable access to literacy databases throughout our substantial geographic service area.



Strategic Plan Principles

Collect. Connect. Collaborate. Create.

VIRL seeks to identify and address the educational and recreational needs of our customers by enhancing our current eResources, primarily OverDrive. Adding funding to OverDrive will allow VIRL to continually update the titles in our collections and reduce current wait times for titles, strengthening our ability to connect and meet our community’s needs.



Board of Trustees 2019 – 2023 Financial Plan: Innovation and Inspiration Business Case: eResources

Information & Literacy

Access to information and literacy is a foundational pillar to our Library’s strategic plan. By increasing the funding toward eResources, we would be reducing barriers to accessing information and literacy.

Proposal

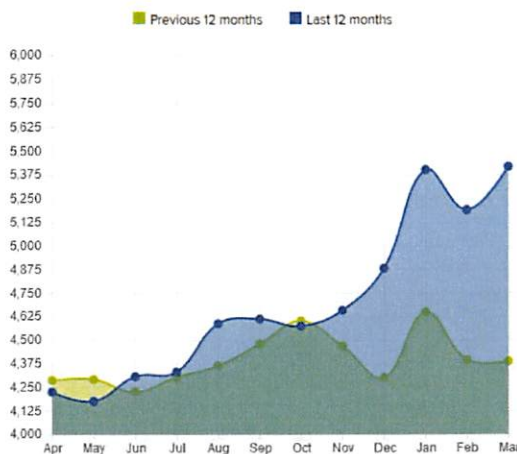
OverDrive



The funding will be primarily for improving our OverDrive platform, as this is our most popular digital resource with over 1 million digital checkouts to date, putting us in the top 60 libraries worldwide for OverDrive use. Further, over the last 12 months VIRL’s OverDrive database has seen a 23.5% increase in new users (see chart below). Increasing funding to OverDrive by \$50,000 would adequately address the demands and expectations of our customers.

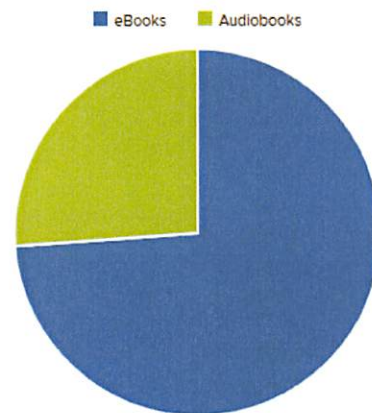
VIRL’s current average wait time for a book is 36.1 days, with over 7,714 items on hold (see chart below). Our current ratio for hold requests and number of copies is 9:1. With additional funding, we would be able to reduce that ratio to 7:1 or lower, which would be on par with our physical collection’s hold policies.

Unique users



Holds by format

Current number of active holds: 7,714



All of VIRL’s branches would be impacted by an increase in eResource funding. OverDrive would be able to satisfy customer demand for popular items faster at our rural branches as we would have a lower hold-to-copy ratio and we would not need to worry about processing, shipping or physical wear and tear on the resources.



**Board of Trustees
2019 – 2023 Financial Plan:
Innovation and Inspiration
Business Case: eResources**

Cost Breakdown

eResources		
	Amount	Notes
eResources (primarily OverDrive platform)	\$50,000	Used to reduce wait times for current collection and to improve overall diversity of eBook/audiobook collection.
Total Cost	\$50,000	
Total represents 0.23% on member levies or \$0.11 per capita.		

Analysis of Alternative Approaches

The Library has the following options:

Option 1: Status quo (No additional cost).

Option 2: Invest \$50,000 in eResources primarily to fund OverDrive. This would significantly alleviate growing customer demands and holds for eBooks & eAudiobooks.

Recommended Option: Option 2.

Impact if Not Implemented

Continuing with the status quo (Option 1) will require VIRL to make more significant reductions in our print collections in order to keep up with demand for digital content within OverDrive.

Investing in eResources, with focus on improving the OverDrive platform (Option 2) will help VIRL address the holds and other demands on our popular OverDrive service in addition to mitigating the demands on services like Hoopla.

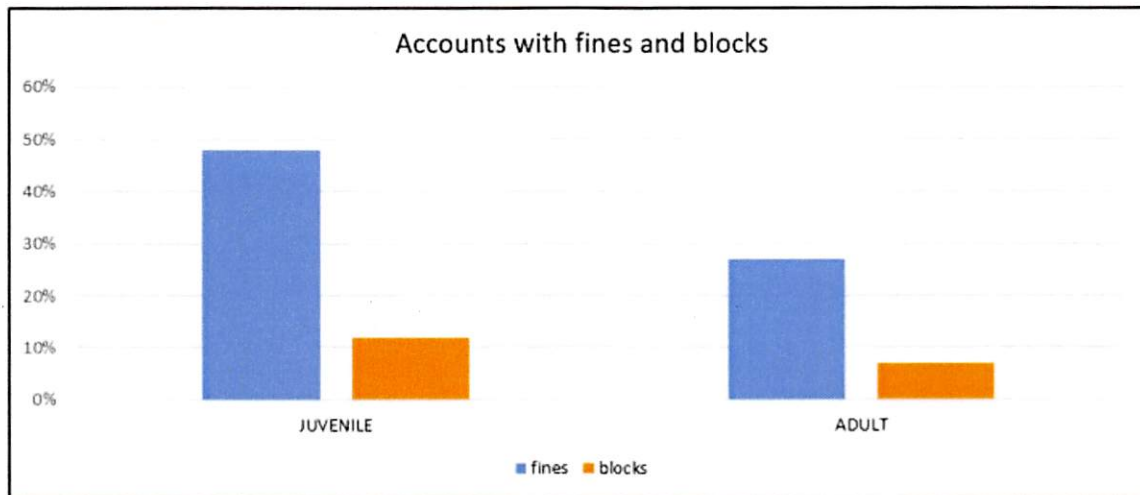


**Board of Trustees
2019 – 2023 Financial Plan:
Innovation and Inspiration
Business Case: Elimination of Fines
on Children’s Material**

Business Case: Elimination of Fines on Children’s Material

Background/Overview

Fines represent a significant financial barrier to accessing library service for many families in our service area. Rather than serving as an incentive to encourage families to return materials “on time”, the imposition of fines on children’s materials can very quickly become a significant financial burden that threatens to sever a child’s relationship with their community library and the access to materials that enhance and support literacy.



Percentage of accounts with fines and blocks at VIRL, April 17, 2018.

It is clear from the chart above that children and families are disproportionately affected by the accrual of fines on children's cards as compared to adult cards. When talking with families about the effect that library fines have on their relationship with the library, VIRL staff often hear from families with limited resources that they choose to limit their library use for fear of accruing fines or worse, that they stop using the library altogether. If the latter occurs, the family will also lose access to services like reference, inter-library loan, electronic resources and children’s programming initiatives like the annual provincial Summer Reading Club. Clearly, the limiting of library use is an undesirable outcome for an organization that values and upholds lifelong literacy, community engagement, and library membership growth as pillars of our strategic plan.

The financial burden that fines impose aligns with high child poverty rates in many of our VIRL communities. We know that for families with low incomes, library fines often become a low priority when compared to the myriad daily costs incurred for providing food, shelter, and essentials for a family.



Board of Trustees 2019 – 2023 Financial Plan: Innovation and Inspiration Business Case: Elimination of Fines on Children’s Material

How important are libraries as an early literacy support and resource in the communities we serve? One way to answer that is to look at tools like the Early Development Instrument (EDI) developed by the Human Early Learning Partnership (HELP) at the University of British Columbia. The EDI measures how children’s experiences and environments in the first five years of their lives have affected their development as a whole across five developmental scales:

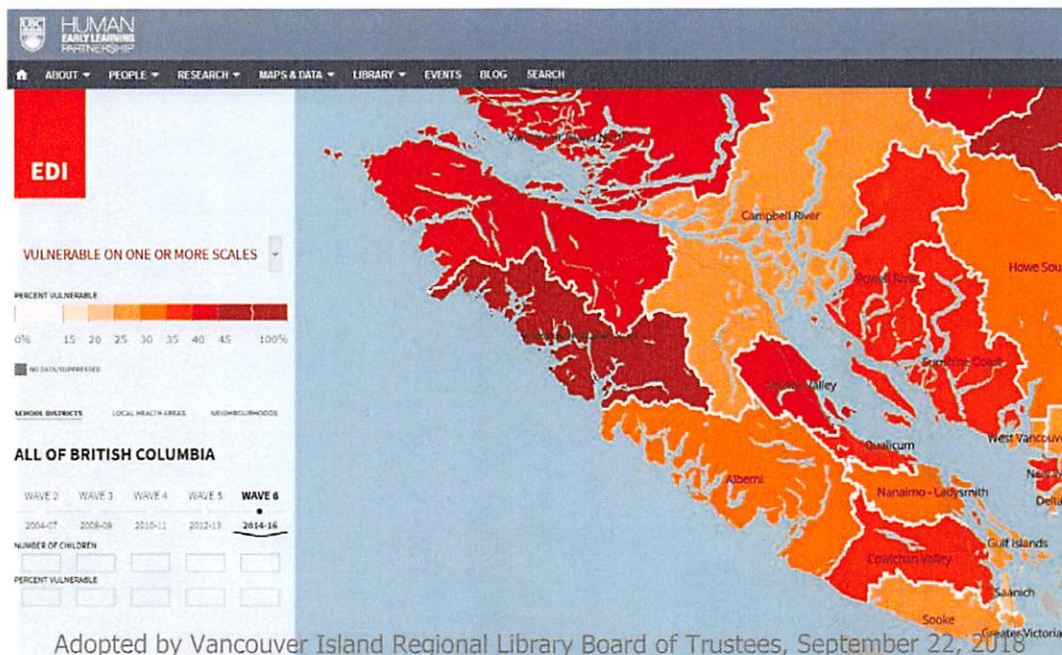
- Physical health & well-being
- Social competence
- Emotional maturity
- Language & cognitive development
- Communication skills & general knowledge

"Children’s development is impacted by the broad policy environment, socioeconomic conditions, family and neighbourhood characteristics, play and peers, language and literacy, early learning and care, and their overall health. EDI data illustrate the distinct differences in children’s developmental outcomes that exist across communities in BC."

<http://earlylearning.ubc.ca/edi/>

The data is collected from voluntary surveys conducted by kindergarten teachers and is reported as a rate of vulnerability. Vulnerable children are those who, without additional support and care, are more likely to experience challenges in their school years and beyond.

The EDI data is mapped to school districts and this is where it can be useful for our work and determining areas where the community library is an important local resource for vulnerable students and families. <http://earlylearning.ubc.ca/interactive-map>





**Board of Trustees
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Innovation and Inspiration
Business Case: Elimination of Fines
on Children’s Material**

The darker the colour on the map, the more vulnerabilities the children are facing. As indicated, Vancouver Island has several geographic areas where children and families need additional support and access to the literacy initiatives and resources the public library provides. There are especially high levels of vulnerability in Vancouver Island West (which includes our branches in Tahsis and Gold River), Vancouver Island North (which includes our branches in Port Hardy, Port McNeill, Port Alice and Sointula), the Comox Valley, Qualicum/Parksville and the Cowichan Valley.

It is important to note that owing library fines does not necessarily equate to a disregard for library policies or materials. Even if a fines and fees policy is intended to simply encourage customers to return items in a timely manner, the reality is that if a fines regime is present, fines will occur because people make mistakes. Under such a regime, fines only serve as a hardship for families and children managing their library accounts, causing embarrassment, shame, and ill will. Rather than financially punishing a child and their family for a mistake, we should be using that interaction as an opportunity to model engagement, social responsibility and accountability, without fear of financial punishment for “getting it wrong”.

VIRL currently charges fines for overdue items, and fees for lost and damaged items. Late charges are not levied against Talking Book users, Books by Mail users, employees, institutions, Homebound customers or Home Delivery Volunteers, however, few of these cards are used by children.

VIRL Fines are as follows: any card with fines owing more than \$10 are blocked from checking out further items.

Overdue Fines	
Adult and Young Adult material	\$0.30 / day
Children's material	\$0.10 / day
Reference, Interlibrary Loans, Express Reads, Kits	\$1.50 / day
Other Fines	
Lost and damaged charges	\$1- the full replacement cost of the item. All lost items are subject to a \$8 processing fee
Replacement library cards	Adults \$2, Children \$1

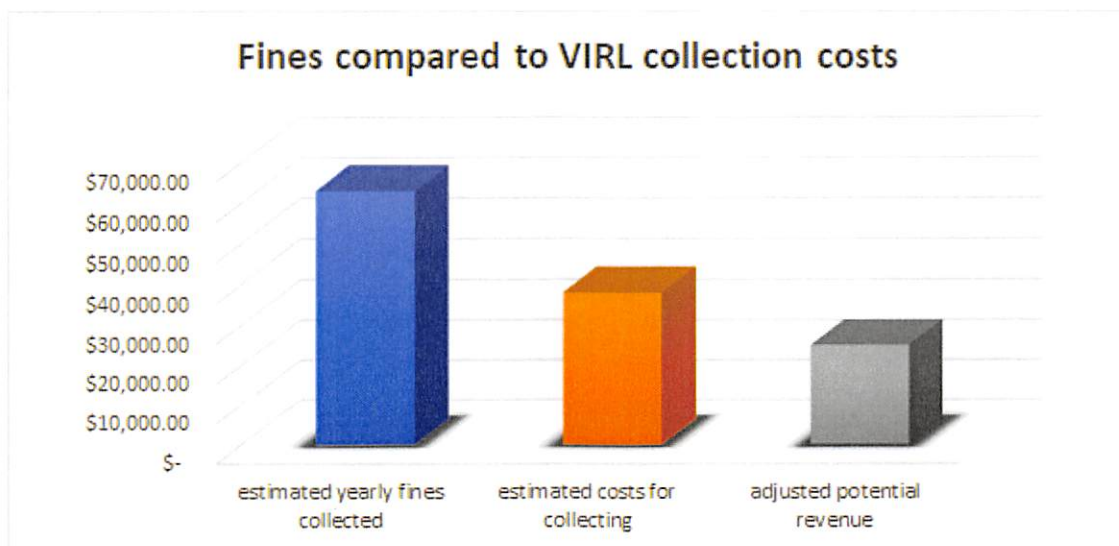


Board of Trustees 2019 – 2023 Financial Plan: Innovation and Inspiration Business Case: Elimination of Fines on Children’s Material

If the amounts are such that patrons are prevented from borrowing, the Library Manager, or designate, may offer a payment plan. Borrowing limits may be applied during the course of a payment plan.

Studies undertaken by other library systems have shown that it often costs as much in staff time in collecting fines as earned from the revenue (Johnson, M. *Removing Barriers to Access: Eliminating Library Fines and Fees on Children’s Materials*, Retrieved from <https://www.cde.state.co.us/cdelib/removingbarrierstoaccess>).

VIRL currently has up to \$63,000 encumbered on patron accounts for juvenile materials. It’s important to note that the \$63,000 is only potential income, but not actual income since staff may waive fines under certain circumstances. Based on the fines collected during the month of March 2018 we were able to estimate how much of staff time is spent dealing with overdue children’s fines. 1,629 fine collection transactions were recorded in March and at an estimated average of 5 minutes per transaction, that comes to 135.75 hours of staff time for the month, which projects to 1,629 hours of staff time per year. The base wage for our circulation staff is \$23.38 per hour, with many staff earning more than that. Using these figures, VIRL currently expends more than \$38,000 in staff time collecting fines for children’s material. In other words, the potential \$63,000 in fines income is offset by more than \$38,000 spent processing the fines.



It’s important that VIRL consider the elimination of fines on all juvenile materials, not just the elimination of fines on children patron types. Feedback from previous fine reduction initiatives at VIRL have shown that parents regularly use their cards to sign out all materials for the family, including juvenile materials.



Board of Trustees 2019 – 2023 Financial Plan: Innovation and Inspiration Business Case: Elimination of Fines on Children’s Material

Based on a snapshot of fines taken in April 2018, there were approximately \$35,000 owing for Juvenile material taken out on adult cards, while only \$27,300 was owing for Juvenile material taken out on Children’s cards. Removing only fines on the children’s cards will not remove barriers for families where the parent has fines related to children’s materials. This is highlighted in the Read Down Your Fines report presented to the Board in November 2017. The report refers to parents who could not participate in the program since the fines were for children’s materials checked out on the parent’s card. Other library systems where the fines are eliminated only on children’s accounts have seen patterns of abuse where parents start signing out adult materials on their children’s cards to mitigate their own expenses.

Future State

By eliminating fines for children’s materials we will be eliminating a major barrier children experience in accessing library services. This will allow more community members to access the vital services we offer, particularly those families that can most benefit from increased access to literacy services.

Strategic Plan Principles

Community

Fines disproportionately affect low-income families. A “vibrant, welcoming place for people of all socioeconomic groups, cultures and literacy levels” should not exclude children from low-income families, blocked by fines from accessing our collections.

Collect. Connect. Collaborate. Create.

In order to “provide our communities with access to the information they need” we need to look for ways to eliminate a significant barrier to that access. Eliminating fines for children would allow us to widen our contribution “to a more knowledgeable and connected society” while directly acknowledging a key element of this principle and “reducing barriers to access”.

Life at Work

System-wide, VIRL staff spend approximately 270 minutes per day collecting fines on children’s materials, and these are often disagreeable or stressful transactions: customers are often unhappy about paying, and staff are often unhappy blocking borrowing for children. The elimination of children’s fines would reduce a significant workplace stressor, allowing staff to focus on the more rewarding aspects of their work, helping and supporting customers.



Board of Trustees 2019 – 2023 Financial Plan: Innovation and Inspiration Business Case: Elimination of Fines on Children’s Material

VIRL Values

This business case aligns with the following VIRL values:

Leadership & Innovation

Library fines have been a long-standing part of library service and until recently, fines have not been assessed in terms of the impact on community access to the library. Eliminating fines for children is a chance for VIRL to show leadership in the library profession by responding to a demonstrated community need with a simple and innovative solution.

Information & Literacy

VIRL’s investment in “informed and literate communities” means the library must always seek to increase access to library service for the benefit of everyone in the community. Eliminating fines for children is a positive step to encourage access for all.

Proposal

If approved, this proposal will eliminate overdue fines for children as a way to reduce barrier to accessing library services in our communities.

- No overdue fines will be charged for children’s materials.
- When children’s materials are deemed “lost” a fee will be assessed for these materials, but will be eliminated if the materials are returned (processing fee remains if a replacement item has already been purchased).
- To encourage families to return materials, cards must have fewer than 10 overdue items on their card. If they have more than 10 items overdue they must return items in order to check out new materials.

Branches Impacted

This program would be for all branches, and would benefit children and families across the system. Those communities that experience high child poverty rates, high levels of vulnerability amongst their children, or who have fewer numbers of children accessing their library services will experience a particularly positive impact. These regional districts include Alberni-Clayquot, Cowichan Valley, Mount Waddington, and Skeena-Queen Charlotte, which all experience high rates of child poverty with at least 1 in 4, and up to 1 in 3 children living in poverty.

Staff stories demonstrate the impact of fines on some children and families:



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“I was hosting a grade 8 class visit. One of the students was unable to take anything out due to extensive fines on his child card. Now considered an adult, as a 13 year old with no income he was responsible for paying them off. Even though I did not make a big deal of the situation, he stood out from his classmates because he could not participate as easily. He had not used the card in years and I don’t know if he is likely to ever come back.”
 ~from Cowichan Lake

“I received a call from a distressed parent whose child had to go to Vancouver for cancer treatment. As a result of frequent trips back and forth on the ferry and other factors, the child had accumulated fines. Even though this was easy to waive, it still caused the parent unneeded stress in a time of turmoil.” ~ from Cowichan Lake

“A young mother who had grown up in the community, attended storytimes herself and knew some of the staff from childhood, had accrued a sizable debt due to her children’s overdues. She’d returned everything but she had stopped bringing her kids to the library because she was embarrassed that she couldn’t afford to pay off her fines. She only came back when she heard about Welcome Back Week. She cried when she had her account dealt with and said returning to the library was like a ‘homecoming’.” ~from Qualicum Beach

“Regarding the Read Down Your Fines initiative, I remember more than one parent being very appreciative of the program as a way to eliminate fines and get their child back to using the library again.” ~from Cumberland

“I had a child break down and cry during a class visit, because they could not fully participate due to fines on their account.” ~from Courtenay

Cost Breakdown

Table 1 VIRL Staff Time Required		
Staff	Number of Hours	Notes
	-1,629	This negative amount represents the time saved by staff during a year with the elimination of fines on children’s materials.
Total Hours	-1,629	Depending on staff pay rates this equals a potential saving of at least \$38,000, and frees staff up for value added customer service activities.



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Table 2 Potential lost revenue		
Cost	Amount	Notes
Reduction in fines collection	up to \$63,000	Amount is based on a snapshot of fines owing in Sierra for juvenile materials taken on April 17, 2018, and is 11% of total fees owing at that time.
Total Potential Lost Revenue	up to \$63,000	When VIRL eliminated children’s fines in 2007 there was an 18% drop in fine revenue. In 2008, the second year of children’s fines elimination, the loss began to stabilize and our revenue increased 7% over the previous year.
Total represents 0.29% on member levies or \$0.15 per capita.		

Analysis of Alternative Approaches

The Library has the following options:

- Option 1:** Status quo (No additional cost).
- Option 2:** Full elimination of children’s overdue fines as outlined in the proposal.
- Option 3:** Full elimination of overdue fines for children’s material borrowed on children’s cards.
- Option 4:** Maintain children’s fines, but allow blocked customers to access eResources.

Recommended option: Option 2.

Impact if Not Implemented

Option 1:

Families with limited means, including the significant number of children living in poverty within our catchment, will struggle to access library services because of the barrier created by our fine policy. Fines and denial of service have the greatest immediate impact on the families that most need our resources and services in long-term, our communities are impacted by the detrimental outcomes of low literacy.

Option 2:

Families will feel more welcome and able to access the vital services we offer. Mistakes resulting in library fines will no longer mean low-income families losing access to library services. Our libraries will be able to offer complete services to our community members that need it most. Library staff will see a decrease in stressful interactions with customers. Full elimination of children’s fines will help with improving literacy and well-being outcomes in our communities over the long term.



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Business Case: Elimination of Fines
on Children’s Material**

Option 3:

As with option 2, families will see the removal of a significant barrier to accessing our resources. There is the potential for an increase in children’s memberships, as parents sign their children up for cards of their own, rather than managing their borrowing on a single adult account. However, this plan runs the risk that adults will start signing out their materials on their children’s card in order to avoid fines. This would shift responsibility from adults to children, which is not beneficial. The plan is also significantly more cumbersome to administer in our ILS.

Option 4:

Maintains a significant barrier to accessing our physical resources, but allows children to use our eResources, which are fine-free services that cannot be lost and are automatically returned on time to the library. Low-income and low technology-literate families might find the use of eResources a barrier of its own. Additionally, children blocked from borrowing the physical collection may not conceive of the library as an accessible virtual space.



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Business Case: Young Adult ePlay Collection**

Business Case: Young Adult ePlay Collection

Background/Overview

Vancouver Island Regional Library customers are media consumers. Whether it's our much-loved DVD collection or films accessed online through resources such as Kanopy or AcornTV, VIRL has a proven track record of offering its customers the media it craves. As our customer demographics shift from Baby Boomers to Generation X and Millennials, we are seeing the rise in video gaming as a past time of our customers' households, from Masset to Sooke, Bella Coola to Tofino.

This business case proposes the creation of a circulating video game collection at the Vancouver Island Regional Library, where customers are able to borrow games for playing on the Nintendo Switch, PlayStation® 4 and XBOX One consoles. Not only would the video game collection appeal to people from a broad range of demographics, it would also support the creation of more regular gaming programs for the public, which have proven to be very popular in our branches. A variety of programs targeting different age groups would further promote VIRL branches as social hubs and community gathering spaces throughout our service area.

Current State

VIRL does not have physical video games in its collection and only provides access to video games via OnePlay, a digital service where users can instantly download and play games for free. OnePlay's collection tends to focus on children's titles and the games are limited to the Android and PC platform. A few branches have offered one-off video game programs to customers with much success, but there has been no sustained, repeated, or ongoing programming. VIRL is missing a crucial opportunity to be relevant to its Generation X and Millennial customers, for whom video games are a regular past time.

Future State

Vancouver Island Regional Library has a robust and vibrant physical ePlay collection, combining a core collection of titles across the three major platforms with a constant addition of buzz-worthy and much-anticipated popular new releases. Vancouver Island Regional Library is the place to be for our Generation X and Millennial customers, who view the library as relevant to their lives with collections, programs, and services that reflect their interests. Vancouver Island Regional Library has a demographic of new users to our branches resulting in increased engagement: more card holders, increased circulation statistics, and increased attendance at library programming.



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Strategic Plan Principles

Collect. Connect. Collaborate. Create.

Vancouver Island Regional Library strives to address both the educational and recreational needs of our customers. As outlined in the Strategic Plan, VIRL will accomplish Principle 2 by "*Developing programs and resources that appeal to people from a broad range of demographics,*" and "*Providing information and entertainment in multiple formats and continually updating the titles in our collections to meet the changing and diverse needs of our customers.*"

Creating a video game collection at Vancouver Island Regional Library ensures that our collections are relevant, appealing, and barrier-free to our Generation X and Millennial customers, for many of whom gaming is a regular past time and has been for their whole lives. These are customers who have grown up with a video game consoles in their households, where playing a game with their siblings or friends was as much something to do as watching a movie. Providing access to video games would enable our customers to continue to enjoy video gaming as entertainment, allowing them to access games that they might not otherwise have been able to afford to purchase.

VIRL Values

This business case aligns with the following VIRL values:

Leadership & Innovation

Adding a video game collection demonstrates VIRL's ability to be bold, think outside the box and realize that while our collections are strong, they are not meeting the needs of *all* our customers and non-customers. It takes innovative thinking and leadership to fill a gap for a customer base that may not currently use the Library to its fullest potential.

Information & Literacy

Many video games — most notably Role-Playing Games (RPGs) — utilize a significant amount of reading and storytelling as part of the game play experience. Adding a video game collection offers our customers alternative forms of literacy skill development, which may be of particular interest to reluctant readers.

Tradition & Technology

Adding a video game collection demonstrates VIRL's commitment to embrace and acknowledge the benefits of modern forms of entertainment, as video gaming is both a literacy skill builder and much-enjoyed past-time by our younger customer demographic.



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Proposal

VIRL is committed to maintaining excellence in collections while also keeping pace with the recreational needs of our customers. As part of our efforts to meet the changing needs of our customers, we propose the addition of video games to VIRL’s physical collection.

As VIRL’s collections are a system-wide resource, this initiative is inclusive of all 39 branches, where customers will use their local branch to access the video game collection through our existing holds and lending systems. As part of the initial phase of the initiative, a team of Customer Services Librarians will work to ensure that a core collection of games from the three major gaming platforms (Nintendo Switch, PlayStation®4, and Xbox One) set the foundation for a successful collection launch. Any new and forthcoming titles will be purchased via an Automatic Release Plan (ARP), requiring no selection by VIRL Librarians.



Demographics & Demonstrated Need

Currently, teens, Millennials and Generation X customers are underrepresented across VIRL branches. VIRL currently serves 41% of the population in our service area. In our sampling of four regions throughout our service area, although the Comox Valley has a high rate of card holders, teens, young adults and Millennials are generally an underserved demographic in VIRL. Developing a video game collection will demonstrate our relevance to these customers, increase membership rates, and develop richer relationships with people throughout these demographics.

Teen Demographics			
Branch Communities	# of Teens 15-19 in the Community	# of Teens with a Library Card	Population Served
Comox Valley (CO, MO, CU, HI, UB)	3,395	1,004	30%
District of Nanaimo (NN, WE, NA)	5,485	1,603	29%
Campbell River	1,930	512	27%
Sidney/North Saanich	1,050	324	31%



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Millennial & Generation X Demographics			
Branch Communities	# of Adults 20-44 in the Community	# of Adults 20-45 with a Library Card	Population Served
Comox Valley (CO, MO, CU, HI, UB)	16,035	7,442	46%
District of Nanaimo (NN, WE, NA)	31,040	12,943	41%
Campbell River	9,415	3,309	35%
Sidney/North Saanich	7,210	1,966	26%

* The population numbers of teens aged 15-19 & adults 20-44 in these services areas were sourced from Statistics Canada, Census Program.

The Time is Now: The Rise of Video Gaming Culture on Vancouver Island

Video Game culture on Vancouver Island is continually growing and has become a popular activity for Millennials and Generation X's. The growing number of gaming and comic conventions on Vancouver Island demonstrates the growing popularity and need for a video game collection at VIRL. In 2014, there were two Comicons in our service area: "VI Comicon" in North Saanich and "InCon" in Courtenay. As of 2018, there are now five large comic conventions throughout our service area including the Nanaimo Harbourfront's own GEEKCON — all are reporting growing attendee numbers each year.

GEEKCON's first year started small and had an attendance of over 500 people — two years later in 2018 the attendance has increased by 400% and the branch saw over 2,100 attendees throughout the day. All of GEEKCON's gaming events were extremely popular and at maximum participant levels. While organizing GEEKCON, many attendees were excited to participate in our gaming tournaments and expressed their hopes for a video game collection at VIRL.

The Millennial culture, as with the comic convention culture, stems from strong values of a "sharing economy" — many Millennials would rather have a shared video game collection at their disposal than purchasing and maintaining their own personal collection. When the Cumberland Branch reopened, it had an Xbox gaming station for use in branch — one father complimented the project, saying "it is great because I am happy knowing my kids are here in the library rather than playing somewhere out on the street." A video game collection at VIRL would support and foster the collaborative and cooperative nature of video gaming, bringing people together around a common interest and shared experience while leveraging our branches and collections to foster increased connections and community-building.



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Ratings & Titles

Video games are rated according to the Entertainment Software Rating Board (ESRB), which assigns age and content ratings for video games. Video games in Canada display the rating category on the front of the package and the content descriptors on the back of the game, making them easily noticeable by customers. The categories are as follows:

- E: Everyone
- E 10+: Everyone 10+
- T: Teen
- M: Mature 17+
- AO: Adults Only 18+

This proposal is for the collection of games rating in range from E for Everyone to M for Mature. VIRL will not collect games that are AO rating. As part of the Library Card agreement, customers assume full responsibility for the use of their card and their children's cards. In alignment with DVD borrowing, VIRL will not restrict the borrowing of video games for customers.

Staff Support

Support will include prepared talking points and a Frequently Asked Questions (FAQ) guide, including an explanation of game ratings and reviews, sent to branches and available on Inside. The document will focus on the literacy and entertainment components of video games as a valued collection item.

Marketing & Communications

Librarians from the Adult and Teen Services Committees will work with Communications staff to plan and coordinate the launch of VIRL's video game collection as part of GEEKCON 2019, to be held Saturday, March 23, 2019 at the Nanaimo Harbourfront branch. 2018's GEEKCON saw over 2,100 people enjoying all things geek and gaming related, the perfect venue for the launch of this new collection. We also plan a Father's Day marketing campaign for Sunday, June 16, 2019, inviting gamer dads to get a library card and to borrow a game from their local branch to play together with their child, to share and celebrate the day.

Collections Purchasing

A 2019 budget of \$56,250 will be split in half — 50% of funds will be spent by a team of Customer Services Librarians to establish a core collection of games from the three major gaming platforms (Nintendo Switch, PlayStation®4, and Xbox One). The other 50% of funds will be allocated to an ARP for new and forthcoming titles in 2019.

From 2020 onward, a portion of the \$45,000 budget will be used to purchase video game collection materials via an ARP, requiring no selection by VIRL librarians. The remaining portion of the funds will be used as a reserve to fulfill excessive holds.



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Repair and Replacement

There will be no repair procedures for the video game collection — as they are damaged and worn they will self-weed from the collection. Technical Services staff will use the existing process for replacing items when there are holds on the bibliographic record. Titles with one hold will be given to the Committees for review and a librarian from either the Adult or Teen Services Committee will make the final decision on whether to reorder these items.

Ongoing Collection Maintenance

The video game collection will be initially launched with games from the most recently released consoles: Nintendo Switch, PlayStation®4, and Xbox One. Currently, there are no new console releases on the horizon in the next few years. When the next generation of consoles is released, the video game ARP will be updated to stipulate only purchasing games from the new consoles — previous generation’s console games will cease being collected.

Circulation Parameters

Young Adult ePlay Collection	
Item Type	New item type: Game
Patron Types – unable to borrow	BC One Card customers, Temporary Card customers, Book Club, Internet Card , Community Access Card, Class Visit, Institution Card, Prohibited, Cash Card, Non-Resident, Non-Resident Student, Former Resident
Loan Period	7 days
Fine Rate	\$0.30 / day
Holdable	Yes
Renewable	Yes
Snags	Same as Snags procedure for DVDs.
Replacement and Processing Fees	
• Damaged or Missing	Replacement Cost + \$8.00 Processing Fee
• Case – Damaged or Missing	\$1.00
• Liner Notes	\$1.00
Holds Ratio	Same as DVDs – 11:1

Branches Impacted

All customers in VIRL’s 39 branches will have access to materials in the Young Adult ePlay Collection.



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Cost Breakdown

Table 1 Items to Purchase 2019		
Item	Cost	Notes
50 PlayStation®4 Titles	\$18,750	3-5 copies per title
50 Nintendo Switch Titles	\$18,750	3-5 copies per title
50 Xbox One Titles	\$18,750	3-5 copies per title
Total cost	\$56,250	
Total represents 0.25% on member levies or \$0.13 per capita.		

Table 2 Ongoing Costs (Titles purchased each subsequent year) 2020+		
Cost	Amount	Notes
50 PlayStation®4 Titles	\$18,750	3-5 copies per title
50 Nintendo Switch Titles	\$18,750	3-5 copies per title
50 Xbox One Titles	\$18,750	3-5 copies per title
Total Increased Annual Cost	\$45,000	Allocated yearly budget for this collection

Analysis of Alternative Approaches

The Library has the following options:

Option 1: Status quo (No additional cost)

Option 2: Recommended. It is recommended that Vancouver Island Regional Library create a Young Adult ePlay Collection at Vancouver Island Regional Library to ensure its collections are continuously evolving and are appealing to people from a broad range of demographics.

Impact if Not Implemented

Vancouver Island Regional Library is providing valuable collections to the communities it serves. Maintaining the status quo will not change that, but it will also not allow us to demonstrate our commitment to providing entertainment in multiple formats and continually updating our collections to meet the changing and diverse needs of our customers. If a Young Adult ePlay collection is not implemented, Vancouver Island Regional Library will have missed an opportunity to be relevant to its Generation X and Millennial customers, especially for many of whom video game play is a regular activity.



**Board of Trustees Meeting
2019-2023 Financial Plan:
Innovation and Inspiration**

Appendix

2019-2023 Proposed Financial Plan Schedule A

Proposed Changes to Member Levies

	<u>2019 Levy</u>	<u>2018 Levy</u>	<u>Change</u>	<u>% Change to Total Levy</u>	<u>Per Capita Change</u>
Operating Levy	\$19,968,385	\$19,222,461	\$745,924	3.38%	\$0.91
CFMP Levies					
Furniture, Fixtures, Equipment & Systems Levy	1,409,647	1,274,327	135,320	0.61%	\$0.26
Facilities Levy	1,762,059	1,595,299	166,760	0.75%	\$0.32
Total Member Levies	<u>\$23,140,091</u>	<u>\$22,092,086</u>	<u>\$1,048,004</u>	<u>4.74%</u>	<u>\$1.48</u>
Summary of Operating Levy:					
Core Levy	19,799,135	18,989,821			
Business Cases - Proposed	169,250			0.77%	\$0.39
Business Cases - Approved		232,640			
	<u>19,968,385</u>	<u>19,222,461</u>		<u>5.51%</u>	<u>\$1.87</u>

2019-2023 Proposed Financial Plan Schedule B

5 Year History of Member Levies

	<u>2015 Levy</u>	<u>2016 Levy</u>	<u>2017 Levy</u>	<u>2018 Levy</u>	<u>2019 Levy</u>
Operating Levy	\$17,552,468	\$18,002,868	\$18,637,079	\$19,222,461	\$19,968,385
Furniture, Fixtures, Equipment & Systems Levy	933,918	1,053,148	1,160,185	1,274,327	1,409,647
Facilities Levy	1,167,398	1,316,435	1,450,231	1,595,299	1,762,059
Total	<u>\$19,653,784</u>	<u>\$20,372,451</u>	<u>\$21,247,495</u>	<u>\$22,092,086</u>	<u>\$23,140,091</u>
Increase in Total Levy	\$975,420	\$718,667	\$875,044	\$844,591	\$1,048,004
Percentage Increase - Including Business Cases	5.22%	3.66%	4.25%	3.98%	4.74%

2019-2023 Proposed Financial Plan Schedule C

5 Year Financial Plan By Year

	2019	2020	2021	2022	2023
Revenues					
Member Levies	\$23,140,091	\$23,659,966	\$24,335,117	\$25,027,809	\$25,738,475
Grants	1,307,232	1,307,232	1,307,232	1,307,232	1,307,232
Overdue Fees	212,000	300,000	300,000	300,000	300,000
Investment Income	80,000	80,000	80,000	80,000	80,000
Other Branch Revenue	175,000	178,500	182,070	185,711	189,426
Transfers from Reserves	4,975,624	5,681,874	3,509,374	2,826,874	2,901,874
MFA Borrowing	8,250,000	5,000,000	5,900,000	0	0
Total Revenue	\$38,139,948	\$36,207,572	\$35,613,793	\$29,727,627	\$30,517,007
Expenditures					
Operating Expenditures	18,913,953	19,292,232	19,678,076	20,071,638	20,473,071
Library Materials	2,828,665	2,913,525	3,000,930	3,090,958	3,183,687
Capital	12,100,000	9,592,602	7,979,313	906,348	763,622
Debt Servicing	1,075,624	944,374	1,219,374	1,641,874	1,789,374
Transfers To Reserves	3,221,706	3,464,849	3,736,097	4,016,809	4,307,255
Total Expenditures	\$38,139,948	\$36,207,572	\$35,613,793	\$29,727,627	\$30,517,007

**2019-2023 Proposed Financial Plan
Schedule C-1**

**Variance Analysis
Comparison of 2019 Draft Operating Budget to 2017 Actual and 2018 Budget**

	2017 Actual	2018 Operating Budget (Adopted)	2019 Operating Budget (Proposed)	Increase (Decrease)	% Change
REVENUES					
Member Levies	\$18,637,079	\$19,222,461	\$19,968,385	\$745,924	3.88%
Grants Received	1,289,317	1,307,232	1,307,232	-	0.00%
Investment & Rental Income	68,619	70,000	80,000	10,000	14.29%
Overdue Fees	275,356	274,012	212,000	(62,012)	-22.63%
Internet Cost Recoveries	-	20,000	-	(20,000)	-100.00%
Lost Books/Cards	14,630	33,292	20,000	(13,292)	-39.93%
Misc. and Non-Resident Fees	12,056	21,301	20,000	(1,301)	-6.11%
Photocopiers	57,595	38,014	60,000	21,986	57.84%
Book and Promotional Item Sales	(1,718)	44,691	5,000	(39,691)	-88.81%
Fundraising/Donations	62,256	67,283	70,000	2,717	4.04%
Transfers from Reserves	-	-	-	-	0.00%
TOTAL REVENUES	20,415,190	21,098,286	21,742,617	644,331	3.05%
EXPENDITURES					
Automotive, Travel and Vehicle Operations	235,880	224,037	238,208	14,171	6.33%
Bank and Payroll Production Charges	82,993	79,468	69,468	(10,000)	-12.58%
Board Expenses	96,956	103,021	105,082	2,061	2.00%
Branch and Facility Costs	3,342,050	2,755,643	2,791,606	35,963	1.31%
Building and Equipment Maintenance	182,934	148,819	102,971	(45,848)	-30.81%
Communications and Internet	282,934	292,679	298,533	5,854	2.00%
Computer Networking Costs	399,844	261,018	364,073	103,055	39.48%
Consulting and Professional	553,043	244,625	179,850	(64,775)	-26.48%
Insurance	131,351	130,000	125,000	(5,000)	-3.85%
Library Materials	2,575,229	2,643,121	2,828,665	185,544	7.02%
Office, Photocopier and Postage	335,481	348,320	351,201	2,881	0.83%
Promotion and Advertising	117,925	88,589	100,362	11,773	13.29%
Training and Workshops	62,643	45,537	62,447	16,910	37.13%
Wages and Benefits	12,441,124	13,733,409	14,125,151	391,742	2.85%
TOTAL EXPENDITURES	20,840,387	21,098,286	21,742,617	644,331	3.05%
NET OPERATIONS	\$ (425,197)	\$ -	\$ -	\$ -	

**Variance Analysis
Comparison of 2019 Draft Capital Budget to 2017 Actual and 2018 Budget**

	2017 Actual	2018 Capital Budget (Adopted)	2019 Capital Budget (Proposed)	Increase (Decrease)	% Change
REVENUES					
Member Levies	\$2,670,416	\$2,869,625	\$3,171,706	\$302,081	10.53%
Transfers from Reserves	2,584,021	4,270,000	4,975,624	705,624	16.53%
MFA Borrowing	-	8,250,000	8,250,000	-	0.00%
TOTAL REVENUES	5,254,437	15,389,625	16,397,330	1,007,705	6.55%
EXPENDITURES					
Computer Networking Costs	301,007	350,000	450,000	100,000	28.57%
Capital	1,251,041	11,134,126	11,650,000	515,874	4.63%
Debt Servicing	927,951	944,374	1,075,624	131,250	13.90%
Transfers to Reserves	2,763,916	2,961,125	3,221,706	260,581	8.80%
TOTAL EXPENDITURES	5,243,915	15,389,625	16,397,330	1,007,705	6.55%
NET CAPITAL	\$ 10,522	\$ -	\$ -	\$ -	

2019-2023 Proposed Financial Plan
Schedule C-3

Variance Analysis
Comparison of 2019 Consolidated Budget to 2017 Actual and 2018 Budget

	2017 Actual	2018 Budget (Adopted)	2019 Budget (Proposed)			Increase (Decrease)	% Change
			Operating	Capital	Consolidated		
REVENUES							
Member Levies	\$21,307,495	\$22,092,086	\$19,968,385	\$3,171,706	\$23,140,091	\$1,048,005	4.73%
Grants Received	1,289,317	1,307,232	1,307,232		1,307,232	-	0.00%
Investment & Rental Income	68,619	70,000	80,000		80,000	10,000	14.29%
Overdues Fees	275,356	274,012	212,000		212,000	(62,012)	-22.63%
Internet Cost Recoveries	-	20,000	-		-	(20,000)	-100.00%
Lost Books/Cards	14,630	33,292	20,000		20,000	(13,292)	-39.93%
Misc. and Non-Resident Fees	12,056	21,301	20,000		20,000	(1,301)	-6.11%
Photocopiers	57,595	38,014	60,000		60,000	21,986	57.84%
Book and Promotional Item Sales	(1,718)	44,691	5,000		5,000	(39,691)	-88.81%
Fundraising/Donations	62,256	67,283	70,000		70,000	2,717	4.04%
Transfers from Reserves	2,584,021	4,270,000		4,975,624	4,975,624	705,624	16.53%
MFA Borrowing	-	8,250,000		8,250,000	8,250,000	-	0.00%
TOTAL REVENUES	25,669,627	36,487,911	21,742,617	16,397,330	38,139,947	1,652,036	4.53%
EXPENDITURES							
Automotive, Travel and Vehicle Operations	235,880	224,037	238,208		238,208	14,171	6.33%
Bank and Payroll Production Charges	82,993	79,468	69,468		69,468	(10,000)	-12.58%
Board Expenses	96,956	103,021	105,082		105,082	2,061	2.00%
Branch and Facility Costs	3,342,050	2,755,643	2,791,606		2,791,606	35,963	1.31%
Building and Equipment Maintenance	182,934	148,819	102,971		102,971	(45,848)	-30.81%
Communications and Internet	282,934	292,679	298,533		298,533	5,854	2.00%
Computer Networking Costs	399,844	611,018	364,073	450,000	814,073	203,055	33.23%
Consulting and Professional	553,043	244,625	179,850		179,850	(64,775)	-26.48%
Insurance	131,351	130,000	125,000		125,000	(5,000)	-3.85%
Library Materials	2,575,229	2,643,121	2,828,665		2,828,665	185,544	7.02%
Office, Photocopier and Postage	335,481	348,320	351,201		351,201	2,881	0.83%
Promotion and Advertising	117,925	88,589	100,362		100,362	11,773	13.29%
Training and Workshops	62,643	45,537	62,447		62,447	16,910	37.13%
Wages and Benefits	12,441,124	13,733,409	14,125,151		14,125,151	391,742	2.85%
Capital	1,552,048	11,134,126		11,650,000	11,650,000	515,874	4.63%
Debt Servicing	927,951	944,374		1,075,624	1,075,624	131,250	13.90%
Transfers to Reserves	2,763,916	2,961,125		3,221,706	3,221,706	260,581	8.80%
TOTAL EXPENDITURES	26,084,302	36,487,911	21,742,617	16,397,330	38,139,947	1,652,036	4.53%
NET OPERATIONS	\$ (414,675)	\$ -	\$ -	\$ -	\$ -	\$ -	

2019-2023 Proposed Financial Plan Schedule C-4

Summary of 2019 Budget Allocations

2019 Proposed Operating Revenue

	Proposed Revenue (Schedule C-1)	% of Total Revenue
Member Levies	19,968,385	92%
Grants (Note)	1,307,232	6%
Overdue Fines	212,000	1%
Investment, Rental, and Other Income	255,000	1%
Total	21,742,617	100%

Note: Includes Provincial funding and other small non-guaranteed grants (United Way, Law Matters, Canada Council BookFest).

Provincial funding has decreased from 21% in 1986 to approximately 6% in 2018.

2019 Proposed Operating Expenditures

	Proposed Operating Expenses (Schedule C-1)	% of Total Operating Expenses
Wages & Benefits	14,125,151	65%
Branch Facility Costs	2,791,606	13%
Library Materials	2,828,665	13%
Administrative Costs	1,997,195	9%
Total	21,742,617	100%

2019 Proposed Capital Transactions

	Proposed Capital Expenses (Schedule C-2)	% of Total Capital Expenses
Revenue		
CFMP Levies	3,171,706	19%
Transfers from Reserves	4,975,624	30%
MFA Borrowing	8,250,000	50%
Total	16,397,330	100%
Expenses		
Capital (including IT capital)	12,100,000	74%
Transfers to Reserves	3,221,706	20%
Payments on MFA Borrowing	1,075,624	7%
Total	16,397,330	100%

Summary of Planned Facilities Projects

Facility projects for 2019 represent the capital funding required, and form part of the proposed 2019 budget. Projects for 2020 to 2023 are estimates for planning and budgeting purposes, and will be finalized as preliminary project activities are completed. The year assigned to a project represents the year it is expected to be completed.

Changes to budget amounts will be communicated to the Board.

Large/Urban Branches								
Branch	2019	2020	2021	2022	2023	2024 and Beyond	Funding Source	Project Description & Nature
Sidney	2,000,000						Facilities Levy	Renovation/Furnishing
Port Alberni	300,000						FFE Levy	Renovation/Furnishing
Courtenay		1,500,000					Facilities Levy	Renovation/Furnishing
South Cowichan		70,000					F&E Reserve	Furnishing
Comox			100,000				F&E Reserve	Furnishing
Qualicum Beach			135,000				F&E Reserve	Furnishing
Nanaimo Harbourfront				100,000			F&E Reserve	Furnishing
Nanaimo Wellington				75,000			F&E Reserve	Furnishing
Nanaimo North					100,000		F&E Reserve	Furnishing
Cowichan						1,500,000	Facilities Levy	Renovation/Furnishing
Total Renovations	2,300,000	1,570,000	235,000	175,000	100,000	1,500,000		
New or Expanded Branches								
Sooke		7,500,000					Debt & Levies	New & Expanded Branch
Campbell River		5,000,000					Debt/Fac. Levy	New & Expanded Branch
Ladysmith			1,800,000				Debt/Fac. Levy	New & Expanded Branch
North Saanich			3,000,000				Debt/Fac. Levy	New & Expanded Branch
Total New/ Expanded	-	12,500,000	4,800,000	-	-	-		
Total Large/Urban	2,300,000	14,070,000	5,035,000	175,000	100,000	1,500,000		

Summary of Planned Facilities Projects

Facility projects for 2019 represent the capital funding required, and form part of the proposed 2019 budget. Projects for 2020 to 2023 are estimates for planning and budgeting purposes, and will be finalized as preliminary project activities are completed. The year assigned to a project represents the year it is expected to be completed.

Changes to budget amounts will be communicated to the Board.

Small/Rural Branches								
Branch	2019	2020	2021	2022	2023	2024 and Beyond	Funding Source	Project Description & Nature
Port McNeill	200,000						FFE Levy	Renovation/Furnishing
Gold River		31,000					F&E Reserve	Furnishing
Port Alice		18,000					F&E Reserve	Furnishing
Sointula			200,000				FFE Levy	Renovation/Furnishing
Bowser			27,000				F&E Reserve	Furnishing
Port Clements			20,000				F&E Reserve	Furnishing
Ucluelet				26,000			F&E Reserve	Furnishing
Quadra Island				65,000			F&E Reserve	Furnishing
Gabriola Island				63,000			F&E Reserve	Furnishing
Bella Coola				35,000			F&E Reserve	Furnishing
Cumberland					62,000		F&E Reserve	Furnishing
Cortes Island					28,000		F&E Reserve	Furnishing
Port Renfrew					14,000		F&E Reserve	Furnishing
Cowichan Lake					68,000		F&E Reserve	Furnishing
New or Expanded Branches								
Chemainus	2,700,000						Debt & Levies	New & Expanded Branch
Masset	600,000						Debt/Fac. Levy	New & Expanded Branch
Queen Charlotte	450,000						Debt/Fac. Levy	New & Expanded Branch
Sandspit	450,000						Debt/Fac. Levy	New & Expanded Branch
Tofino			1,100,000				Debt/Fac. Levy	New & Expanded Branch
Total Small/Rural	4,200,000	0	1,100,000	0	0	0		

2019-2023 Proposed Financial Plan Schedule E

5 Year Financial Plan - Capital Reserve Fund Appropriations & Expenditures

Reserve for Outfitting New and Expanded Branches	2019	2020	2021	2022	2023
Opening Balance	\$3,339,167	\$1,625,602	\$43,644	\$189,879	\$344,566
Transfers to Reserves					
From Facilities Levy	1,762,059	1,924,916	2,075,609	2,231,560	2,392,919
Transfers from Reserves					
Existing Commitments					
Debt Servicing - New/Expanded Facilities	944,374	944,374	944,374	944,374	944,374
New Commitments					
Scheduled Capital Projects	2,300,000	2,000,000	-	-	-
Debt Servicing					
- Masset / Queen Charlotte (\$1.5 M)	75,000	75,000	75,000	75,000	75,000
- Chemainus (\$2.25 M)	56,250	112,500	112,500	112,500	112,500
- Sooke (\$6.0 M)		150,000	300,000	300,000	300,000
- Campbell River (\$5.0 M)		125,000	250,000	250,000	250,000
- Ladysmith (\$1.8 M)			45,000	90,000	90,000
- Tofino (\$1.1 M)			27,500	55,000	55,000
- North Saanich (\$3.0 M)			75,000	150,000	150,000
Unscheduled Capital As Required	100,000	100,000	100,000	100,000	100,000
Total Transfers From Reserves	3,475,624	3,506,874	1,929,374	2,076,874	2,076,874
Ending Balance	\$1,625,602	\$43,644	\$189,879	\$344,566	\$660,611

Reserve for Long Term Maintenance	2019	2020	2021	2022	2023
Opening Balance	\$988,863	\$873,510	\$288,443	\$343,930	\$1,354,179
Transfers to Reserves					
From FFE Levy	634,647	864,933	985,487	1,110,248	1,239,336
	634,647	864,933	985,487	1,110,248	1,239,336
Transfers from Reserves					
Current Year Capital Projects	500,000	800,000	200,000	0	0
HVAC Replacement - Nanaimo Harbourfront		400,000			
Roof Repair - Nanaimo Harbourfront			500,000		
Hazardous Materials Assessments	50,000	50,000	30,000		
Hazardous Materials Remediation	100,000	100,000	100,000		
Unscheduled Capital As Required	100,000	100,000	100,000	100,000	100,000
	750,000	1,450,000	930,000	100,000	100,000
Ending Balance	\$873,510	\$288,443	\$343,930	\$1,354,179	\$2,493,514

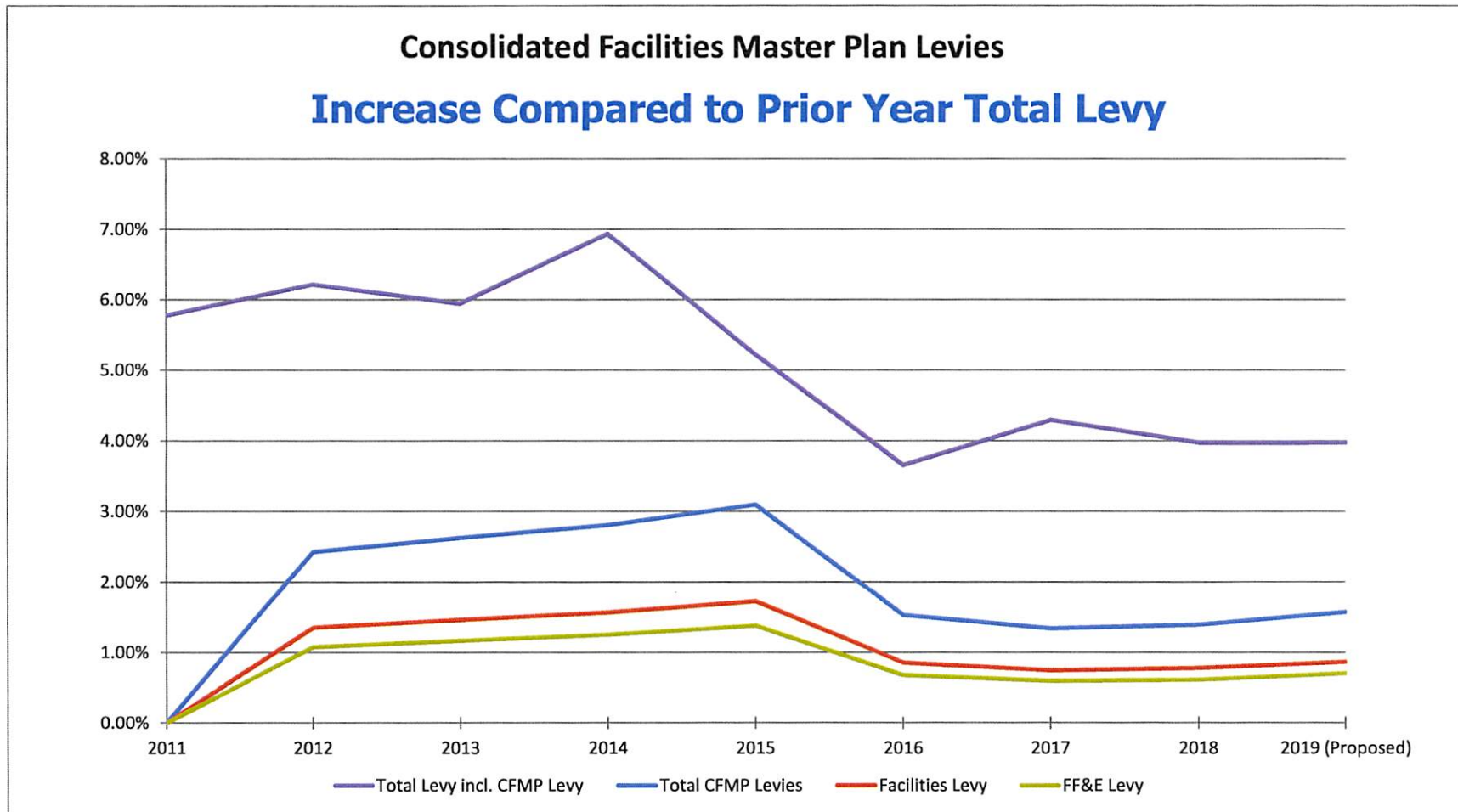
2019-2023 Proposed Financial Plan Schedule E

5 Year Financial Plan - Capital Reserve Fund Appropriations & Expenditures

Reserve for Systems & Network Replacement	2019	2020	2021	2022	2023
Opening Balance	\$32,966	\$32,966	\$32,966	\$32,966	\$32,966
Transfers to Reserves					
From FFE Levy	450,000	350,000	350,000	350,000	350,000
	450,000	350,000	350,000	350,000	350,000
Transfers from Reserves					
Payroll/HR System Replacement	100,000				
Equipment Replacement	350,000	350,000	350,000	350,000	350,000
	450,000	350,000	350,000	350,000	350,000
Ending Balance	\$32,966	\$32,966	\$32,966	\$32,966	\$32,966

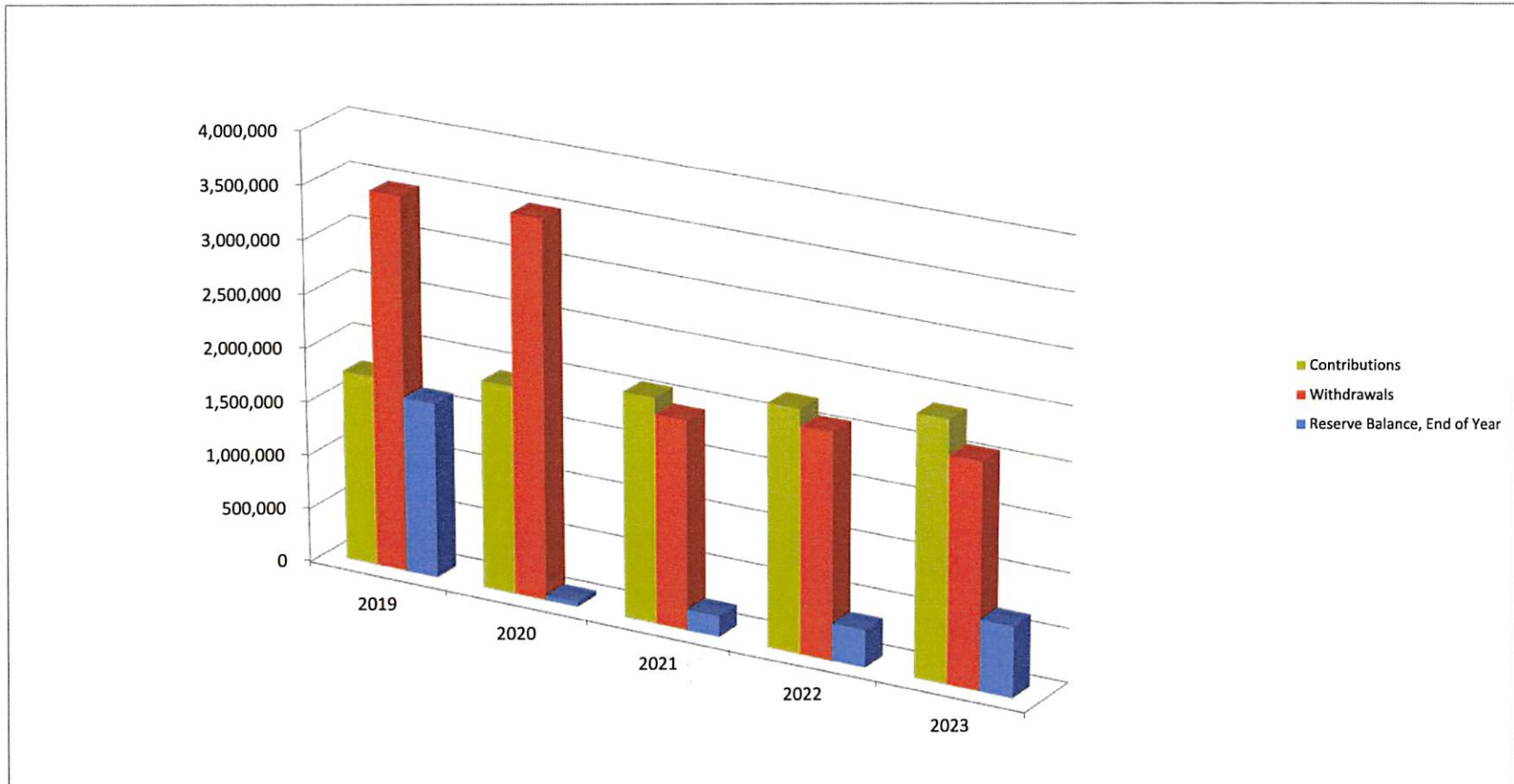
Reserve for Furniture & Equipment Replacement	2019	2020	2021	2022	2023
Opening Balance	\$115,760	\$115,760	\$115,760	\$115,760	\$115,760
Transfers to Reserves					
From FFE Levy	300,000	300,000	300,000	300,000	300,000
	300,000	300,000	300,000	300,000	300,000
Transfers from Reserves					
Furniture Replacement	300,000	300,000	300,000	300,000	300,000
	300,000	300,000	300,000	300,000	300,000
Ending Balance	\$115,760	\$115,760	\$115,760	\$115,760	\$115,760

Reserve for Vehicle Replacement	2019	2020	2021	2022	2023
Opening Balance	\$77,023	\$102,023	\$52,023	\$77,023	\$102,023
Transfers to Reserves					
From FFE Levy	25,000	25,000	25,000	25,000	25,000
	25,000	25,000	25,000	25,000	25,000
Transfers from Reserves					
Vehicle Replacement	-	75,000			75,000
	-	75,000	-	-	75,000
Ending Balance	\$102,023	\$52,023	\$77,023	\$102,023	\$52,023



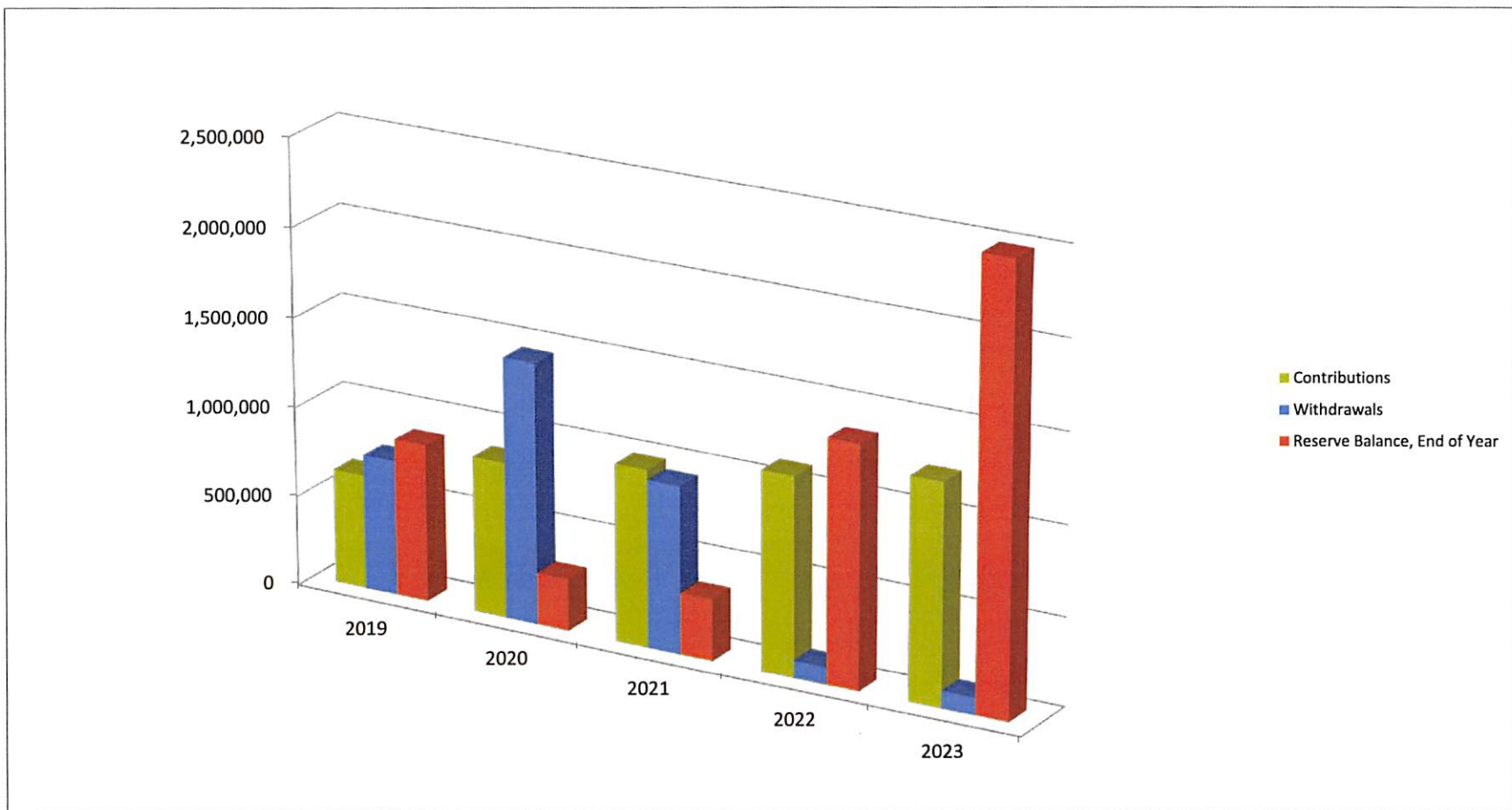
New & Expanded Branch Reserve - Budgeted Contributions, Withdrawals & Year End Balances

	2019	2020	2021	2022	2023
Contributions	1,762,059	1,924,916	2,075,609	2,231,560	2,392,919
Withdrawals	3,475,624	3,506,874	1,929,374	2,076,874	2,076,874
Reserve Balance, End of Year	1,625,602	43,644	189,879	344,566	660,611



Long Term Maintenance - Budgeted Contributions, Withdrawals & Year End Balances

	2019	2020	2021	2022	2023
Contributions	634,647	864,933	985,487	1,110,248	1,239,336
Withdrawals	750,000	1,450,000	930,000	100,000	100,000
Reserve Balance, End of Year	873,510	288,443	343,930	1,354,179	2,493,514



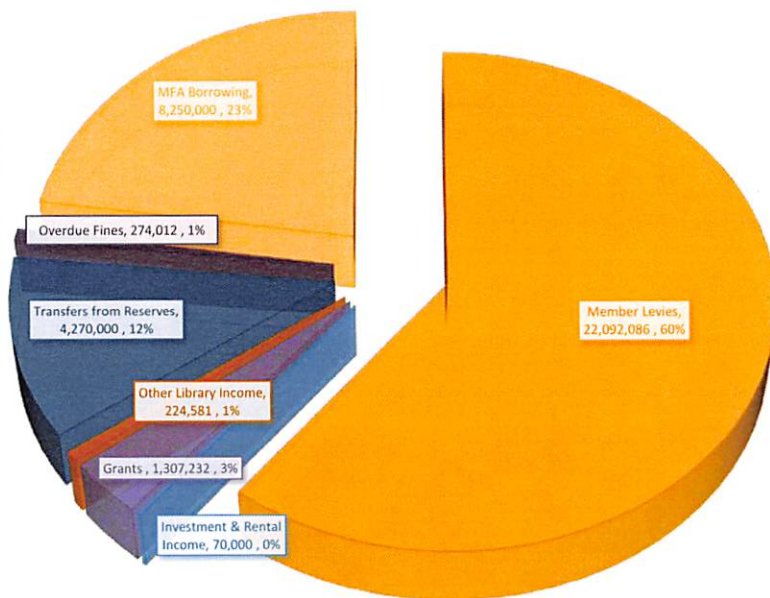
2019-2023 Proposed Financial Plan Schedule I

Revenue By Major Category

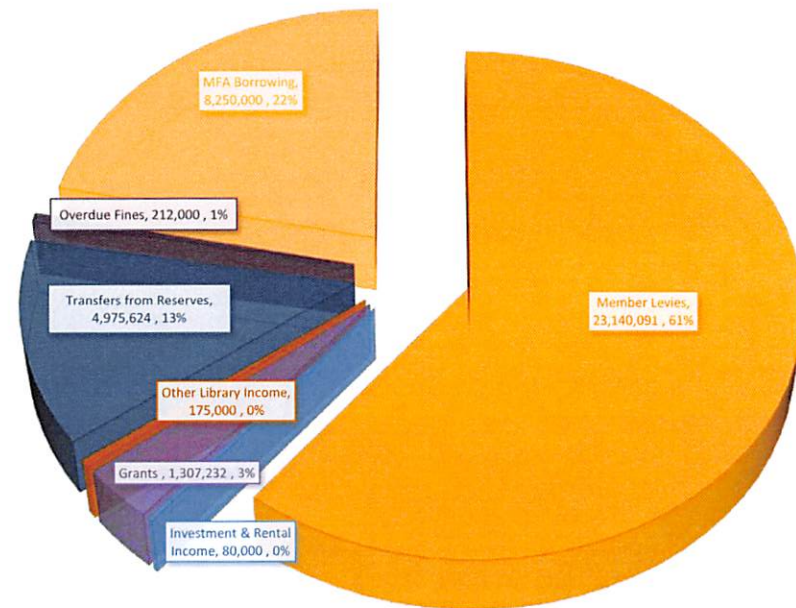
	2018 Budget	
	Amount	% of Total
Member Levies	22,092,086	61%
Investment & Rental Income	70,000	0%
Grants	1,307,232	4%
Other Library Income	224,581	1%
Transfers from Reserves	4,270,000	12%
Overdue Fines	274,012	1%
MFA Borrowing	8,250,000	23%
	<u>36,487,911</u>	

	2019 Budget	
	Amount	% of Total
Member Levies	23,140,091	61%
Investment & Rental Income	80,000	0%
Grants	1,307,232	3%
Other Library Income	175,000	0%
Transfers from Reserves	4,975,624	13%
Overdue Fines	212,000	1%
MFA Borrowing	8,250,000	22%
	<u>38,139,948</u>	

2018 REVENUES BY CATEGORY



2019 REVENUES BY CATEGORY



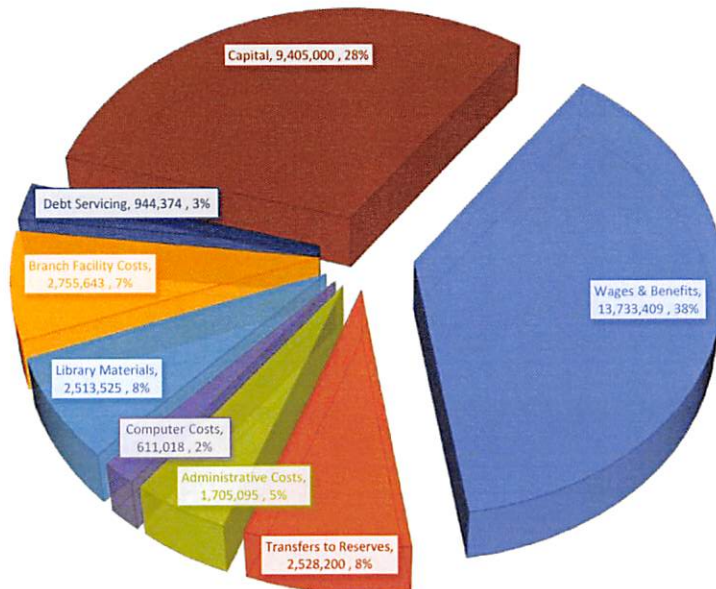
2019-2023 Proposed Financial Plan Schedule J

Expenditures By Major Category

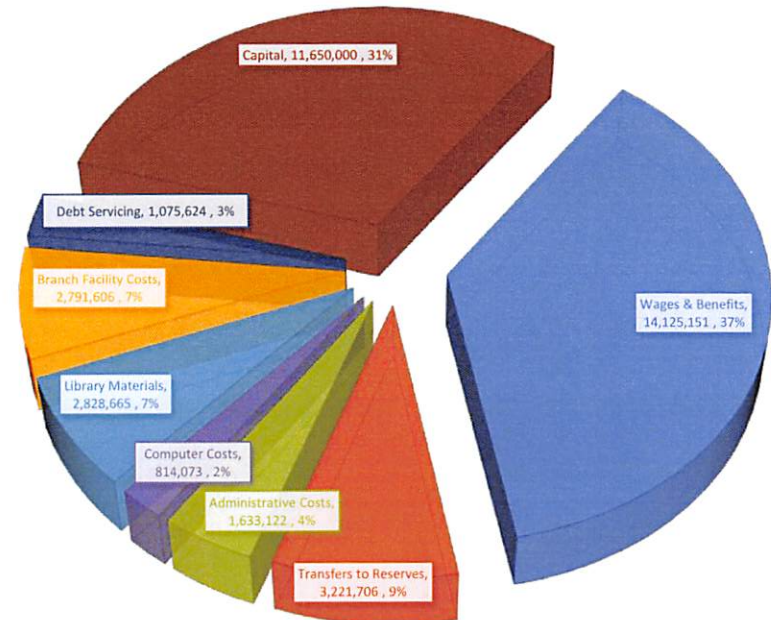
2018 Budget		
	Amount	% of Total
Wages & Benefits	13,733,409	38%
Transfers to Reserves	2,961,125	8%
Administrative Costs	1,705,095	5%
Computer Costs	611,018	2%
Library Materials	2,643,121	7%
Branch Facility Costs	2,755,643	8%
Debt Servicing	944,374	3%
Capital	11,134,126	31%
	<u>36,487,911</u>	

2019 Budget		
	Amount	% of Total
Wages & Benefits	14,125,151	37%
Transfers to Reserves	3,221,706	8%
Administrative Costs	1,633,122	4%
Computer Costs	814,073	2%
Library Materials	2,828,665	7%
Branch Facility Costs	2,791,606	7%
Debt Servicing	1,075,624	3%
Capital	11,650,000	31%
	<u>38,139,948</u>	

2018 EXPENDITURES BY CATEGORY



2019 EXPENDITURES BY CATEGORY



2019-2023 Proposed Financial Plan Schedule K

Population Portion of Levy

Municipalities	Total 2018 Population	2019 Population	Less Band Population	2019 Net Population	Population Increase (Decrease) From Previous Year	Population % Change From Previous Year	2019 Population Portion of Core Levy	Maintenance, Fixtures & F&E Levy	Facilities Levy	Total 2019 Population Portion of Total Levy	Change In Total Population Levy From Previous Year	% Change In Total Population Levy From Previous Year
	Portion of Levy				Year	Year	Levy	Levy	Levy	Year	Year	
Campbell River	842,958	34,635	(938)	33,697	1,109	3.40%	773,762	54,623	68,279	896,664	53,706	6.37%
Comox	362,864	14,425		14,425	397	2.83%	331,232	23,383	29,229	383,844	20,979	5.78%
Courtenay	662,173	26,185		26,185	586	2.29%	601,269	42,446	53,057	696,773	34,600	5.23%
Cumberland	97,079	3,699		3,699	(54)	-1.44%	84,938	5,996	7,495	98,429	1,350	1.39%
Duncan	127,887	5,040		5,040	96	1.94%	115,730	8,170	10,212	134,112	6,225	4.87%
Gold River	31,351	1,250		1,250	38	3.14%	28,703	2,026	2,533	33,262	1,911	6.10%
Ladysmith	220,828	8,949		8,949	412	4.83%	205,490	14,506	18,133	238,129	17,302	7.83%
Lake Cowichan	83,447	3,016		3,016	(210)	-6.51%	69,254	4,889	6,111	80,255	(3,193)	-3.83%
Lantzville	93,251	3,379		3,379	(226)	-6.27%	77,590	5,477	6,847	89,914	(3,337)	-3.58%
Masset	20,513	867		867	74	9.33%	19,908	1,405	1,757	23,071	2,558	12.47%
Nanaimo	2,341,079	94,743		94,743	4,239	4.68%	2,175,522	153,579	191,973	2,521,074	179,995	7.69%
North Cowichan	767,633	30,616		30,616	940	3.17%	703,015	49,629	62,036	814,680	47,047	6.13%
North Saanich	290,979	11,093		11,093	(156)	-1.39%	254,721	17,982	22,477	295,180	4,201	1.44%
Parksville	323,701	13,001		13,001	487	3.89%	298,534	21,075	26,343	345,952	22,250	6.87%
Port Alberni	457,279	15,788		15,788	(1,890)	-10.69%	362,530	25,592	31,990	420,113	(37,167)	-8.13%
Port Alice	17,176	776		776	112	16.87%	17,819	1,258	1,572	20,649	3,473	20.22%
Port Clements	7,295	373		373	91	32.27%	8,565	605	756	9,925	2,631	36.07%
Port Hardy	106,883	3,735		3,735	(397)	-9.61%	85,764	6,054	7,568	99,387	(7,496)	-7.01%
Port McNeill	60,451	2,547		2,547	210	8.99%	58,485	4,129	5,161	67,775	7,323	12.11%
Qualicum Beach	231,330	8,812		8,812	(131)	-1.46%	202,344	14,284	17,855	234,484	3,154	1.36%
Queen Charlotte	22,039	939		939	87	10.21%	21,562	1,522	1,903	24,986	2,948	13.37%
Sayward	8,045	314		314	3	0.96%	7,210	509	636	8,355	311	3.86%
Sidney	301,921	11,349		11,349	(323)	-2.77%	260,600	18,397	22,996	301,992	71	0.02%
Sooke	336,299	13,957		13,957	956	7.35%	320,486	22,624	28,280	371,390	35,092	10.43%
Tahsis	6,415	295		295	47	18.95%	6,774	478	598	7,850	1,435	22.37%
Tofino	49,975	2,200		2,200	268	13.87%	50,517	3,566	4,458	58,541	8,566	17.14%
Ucluelet	44,414	1,724		1,724	7	0.41%	39,587	2,795	3,493	45,875	1,461	3.29%
Zeballos	2,768	99		99	(8)	-7.48%	2,273	160	201	2,634	(133)	-4.82%
	7,918,034	313,806	(938)	312,868	6,764	2.21%	7,184,186	507,160	633,950	8,325,296	407,262	5.14%
Regional Districts												
Alberni-Clayoquot	198,349	10,743	(2,211)	8,532	864	11.27%	195,915	13,830	17,288	227,033	28,684	14.46%
Capital	119,920	6,986	(2,271)	4,715	79	1.70%	108,268	7,643	9,554	125,464	5,544	4.62%
Central Coast	38,620	3,215	(1,856)	1,359	(134)	-8.98%	31,206	2,203	2,754	36,162	(2,457)	-6.36%
Comox Valley	593,004	21,858	(210)	21,648	(1,277)	-5.57%	497,089	35,091	43,864	576,045	(16,959)	-2.86%
Cowichan Valley	860,858	37,838	(4,128)	33,710	430	1.29%	774,061	54,644	68,305	897,010	36,152	4.20%
Mount Waddington	49,743	3,142	(1,589)	1,553	(370)	-19.24%	35,661	2,517	3,147	41,325	(8,418)	-16.92%
Nanaimo	1,011,327	41,008	(1,058)	39,950	853	2.18%	917,346	64,759	80,949	1,063,054	51,727	5.11%
North Coast	22,737	2,246	(1,377)	869	(10)	-1.14%	19,954	1,409	1,761	23,124	387	1.70%
qathet	10,321	377		377	(22)	-5.51%	8,657	611	764	10,032	(289)	-2.80%
Strathcona	223,130	9,976	(750)	9,226	600	6.96%	211,851	14,955	18,694	245,500	22,370	10.03%
	3,128,009	137,389	(15,450)	121,939	1,013	0.84%	2,800,007	197,664	247,079	3,244,749	116,740	3.73%
TOTALS	11,046,043	451,195	(16,388)	434,807	7,777	1.82%	9,984,192	704,824	881,029	11,570,045	524,003	4.74%

2019-2023 Proposed Financial Plan Schedule L

Assessment Portion of Levy

Municipalities	Total 2018	2018 Converted	2019 Converted	Assessment	% Change From	2019 Assessment	Maintenance,	Facilities	Total 2019	Change In Total	% Change In Total
	Assessment Portion of Levy	Hospital Assessment	Hospital Assessment	Increase (Decrease) From Previous Year		Levy	Fixtures & F&E Levy		Levy	Assessment Portion of Levy	Assessment Levy From Previous Year
Campbell River	625,875	555,439,191	630,953,013	75,513,822	13.60%	559,831	39,521	49,401	648,753	22,878	3.66%
Comox	282,918	251,078,412	293,241,346	42,162,934	16.79%	260,187	18,368	22,960	301,514	18,596	6.57%
Courtenay	609,229	540,667,016	626,275,362	85,608,346	15.83%	555,681	39,228	49,035	643,943	34,714	5.70%
Cumberland	66,450	58,972,160	71,364,938	12,392,778	21.01%	63,321	4,470	5,588	73,378	6,928	10.43%
Duncan	99,836	88,600,509	102,514,020	13,913,511	15.70%	90,959	6,421	8,026	105,406	5,570	5.58%
Gold River	14,028	12,449,301	13,186,604	737,303	5.92%	11,700	826	1,032	13,559	(469)	-3.35%
Ladysmith	166,016	147,332,937	171,093,633	23,760,696	16.13%	151,808	10,717	13,396	175,920	9,904	5.97%
Lake Cowichan	51,424	45,636,931	52,007,041	6,370,110	13.96%	46,145	3,258	4,072	53,474	2,050	3.99%
Lantzville	96,283	85,447,452	100,352,969	14,905,517	17.44%	89,041	6,286	7,857	103,184	6,901	7.17%
Masset	9,381	8,325,407	8,149,495	(175,912)	-2.11%	7,231	510	638	8,379	(1,002)	-10.68%
Nanaimo	2,190,611	1,944,080,440	2,227,082,694	283,002,254	14.56%	1,976,043	139,497	174,371	2,289,910	99,299	4.53%
North Cowichan	657,444	583,455,213	652,048,186	68,592,973	11.76%	578,548	40,842	51,053	670,443	12,999	1.98%
North Saanich	552,620	490,428,238	571,557,103	81,128,865	16.54%	507,130	35,800	44,750	587,681	35,061	6.34%
Parksville	343,269	304,637,192	356,827,989	52,190,797	17.13%	316,606	22,350	27,938	366,894	23,626	6.88%
Port Alberni	269,716	239,362,515	275,331,598	35,969,083	15.03%	244,296	17,246	21,557	283,099	13,383	4.96%
Port Alice	17,554	15,578,472	15,820,493	242,021	1.55%	14,037	991	1,239	16,267	(1,287)	-7.33%
Port Clements	3,729	3,309,575	3,309,246	(329)	-0.01%	2,936	207	259	3,403	(327)	-8.76%
Port Hardy	47,186	41,875,901	43,643,478	1,767,577	4.22%	38,724	2,734	3,417	44,875	(2,312)	-4.90%
Port McNeill	32,994	29,280,508	30,339,924	1,059,416	3.62%	26,920	1,900	2,375	31,196	(1,798)	-5.45%
Qualicum Beach	277,148	245,958,184	285,870,007	39,911,823	16.23%	253,646	17,906	22,382	293,935	16,786	6.06%
Queen Charlotte	12,078	10,718,612	10,862,008	143,396	1.34%	9,638	680	850	11,168	(909)	-7.53%
Sayward	3,819	3,388,964	3,508,255	119,291	3.52%	3,113	220	275	3,607	(211)	-5.54%
Sidney	452,826	401,865,172	472,356,552	70,491,380	17.54%	419,112	29,587	36,983	485,682	32,856	7.26%
Sooke	281,707	250,004,193	295,293,646	45,289,453	18.12%	262,008	18,496	23,120	303,624	21,917	7.78%
Tahsis	4,297	3,813,440	4,121,344	307,904	8.07%	3,657	258	323	4,238	(59)	-1.38%
Tofino	122,016	108,284,199	125,373,743	17,089,544	15.78%	111,241	7,853	9,816	128,911	6,895	5.65%
Ucluelet	60,031	53,275,439	62,666,344	9,390,905	17.63%	55,603	3,925	4,907	64,434	4,403	7.33%
Zeballos	1,677	1,487,924	1,440,063	(47,861)	-3.22%	1,278	90	113	1,481	(196)	-11.69%
7,352,163	6,524,753,497	7,506,591,094	981,837,597	15.05%	6,660,438	470,187	587,733	7,718,358	366,194	4.98%	
Regional Districts											
Alberni-Clayoquot	251,696	223,370,323	253,655,983	30,285,660	13.56%	225,064	15,888	19,860	260,812	9,116	3.62%
Capital	172,515	153,100,410	173,563,395	20,462,985	13.37%	153,999	10,871	13,589	178,460	5,945	3.45%
Central Coast	25,133	22,304,694	23,707,606	1,402,912	6.29%	21,035	1,485	1,856	24,376	(757)	-3.01%
Comox Valley	644,065	571,582,450	650,075,329	78,492,879	13.73%	576,798	40,718	50,898	668,414	24,349	3.78%
Cowichan Valley	989,918	878,513,369	999,955,785	121,442,416	13.82%	887,239	62,634	78,292	1,028,165	38,247	3.86%
Mount Waddington	129,602	115,016,924	118,526,117	3,509,193	3.05%	105,166	7,424	9,280	121,870	(7,732)	-5.97%
Nanaimo	1,150,964	1,021,434,716	1,206,001,256	184,566,540	18.07%	1,070,059	75,540	94,425	1,240,024	89,060	7.74%
North Coast	38,957	34,572,400	36,556,314	1,983,914	5.74%	32,436	2,290	2,862	37,588	(1,369)	-3.51%
qathet	16,568	14,703,394	15,682,023	978,629	6.66%	13,914	982	1,228	16,124	(444)	-2.68%
Strathcona	274,460	243,572,795	268,285,749	24,712,954	10.15%	238,044	16,804	21,006	275,854	1,394	0.51%
3,693,879	3,278,171,475	3,746,009,557	467,838,082	14.27%	3,323,754	234,637	293,296	3,851,687	157,808	4.27%	
TOTALS	11,046,043	9,802,924,972	11,252,600,651	1,449,675,679	14.79%	9,984,192	704,824	881,029	11,570,045	524,003	4.74%

2019-2023 Proposed Financial Plan Schedule M

Total Member Levy

	Total 2018 Levy - Including Facilities	2018 - Core Levy	2019 - Core Levy	Change in Core Levy	% Change in Core Levy	Maintenance, Fixtures & F&E Levy - 9th year	Facilities Levy - 9th year	Total 2019 Levy - Including Facilities	Change in Total Levy from Previous Year	% Change in Total Levy	2019 Quarterly Billing
Municipalities											
Campbell River	1,468,833	1,278,041	1,333,594	55,553	4.35%	94,144	117,680	1,545,417	76,584	5.21%	386,354
Comox	645,782	561,899	591,419	29,520	5.25%	41,751	52,188	685,358	39,575	6.13%	171,339
Courtenay	1,271,402	1,106,255	1,156,950	50,695	4.58%	81,674	102,092	1,340,716	69,313	5.45%	335,179
Cumberland	163,530	142,288	148,258	5,970	4.20%	10,466	13,083	171,807	8,277	5.06%	42,952
Duncan	227,723	198,143	206,689	8,545	4.31%	14,591	18,239	239,518	11,795	5.18%	59,880
Gold River	45,379	39,485	40,403	919	2.33%	2,852	3,565	46,821	1,442	3.18%	11,705
Ladysmith	386,844	336,595	357,298	20,702	6.15%	25,223	31,529	414,050	27,206	7.03%	103,512
Lake Cowichan	134,872	117,353	115,399	(1,953)	-1.66%	8,146	10,183	133,729	(1,143)	-0.85%	33,432
Lantzville	189,534	164,915	166,631	1,716	1.04%	11,763	14,704	193,098	3,564	1.88%	48,274
Masset	29,894	26,011	27,139	1,128	4.34%	1,916	2,395	31,450	1,556	5.21%	7,862
Nanaimo	4,531,690	3,943,052	4,151,565	208,514	5.29%	293,075	366,344	4,810,985	279,295	6.16%	1,202,746
North Cowichan	1,425,077	1,239,968	1,281,564	41,596	3.35%	90,471	113,088	1,485,123	60,046	4.21%	371,281
North Saanich	843,599	734,021	761,852	27,831	3.79%	53,782	67,228	882,862	39,262	4.65%	220,715
Parksville	666,970	580,335	615,139	34,805	6.00%	43,425	54,281	712,846	45,876	6.88%	178,211
Port Alberni	726,996	632,563	606,826	(25,738)	-4.07%	42,838	53,548	703,211	(23,784)	-3.27%	175,803
Port Alice	34,730	30,219	31,856	1,637	5.42%	2,249	2,811	36,916	2,186	6.29%	9,229
Port Clements	11,024	9,592	11,501	1,909	19.91%	812	1,015	13,328	2,304	20.90%	3,332
Port Hardy	154,069	134,057	124,488	(9,568)	-7.14%	8,788	10,985	144,262	(9,808)	-6.37%	36,065
Port McNell	93,445	81,307	85,405	4,098	5.04%	6,029	7,536	98,971	5,525	5.91%	24,743
Qualicum Beach	508,478	442,430	455,991	13,561	3.07%	32,190	40,238	528,419	19,940	3.92%	132,105
Queen Charlotte	34,117	29,685	31,199	1,514	5.10%	2,202	2,753	36,155	2,038	5.97%	9,039
Sayward	11,863	10,322	10,323	1	0.01%	729	911	11,963	99	0.84%	2,991
Sidney	754,747	656,710	679,712	23,001	3.50%	47,984	59,979	787,675	32,927	4.36%	196,919
Sooke	618,006	537,731	582,493	44,762	8.32%	41,121	51,401	675,014	57,008	9.22%	168,754
Tahsis	10,712	9,321	10,431	1,110	11.91%	736	920	12,087	1,375	12.84%	3,022
Tofino	171,991	149,651	161,759	12,108	8.09%	11,419	14,274	187,452	15,461	8.99%	46,863
Ucluelet	104,445	90,878	95,190	4,311	4.74%	6,720	8,400	110,309	5,864	5.61%	27,577
Zeballos	4,444	3,867	3,551	(316)	-8.17%	251	313	4,115	(329)	-7.41%	1,029
	15,270,197	13,286,693	13,844,624	557,931	4.20%	977,347	1,221,683	16,043,654	773,457	5.07%	4,010,913
Regional Districts											
Alberni-Clayoquot	450,045	391,587	420,978	29,391	7.51%	29,719	37,148	487,845	37,800	8.40%	121,961
Capital	292,435	254,450	262,267	7,817	3.07%	18,514	23,143	303,924	11,489	3.93%	75,981
Central Coast	63,753	55,472	52,241	(3,231)	-5.82%	3,688	4,610	60,539	(3,214)	-5.04%	15,135
Comox Valley	1,237,069	1,076,382	1,073,887	(2,495)	-0.23%	75,810	94,762	1,244,459	7,390	0.60%	311,115
Cowichan Valley	1,850,777	1,610,372	1,661,300	50,928	3.16%	117,278	146,597	1,925,175	74,399	4.02%	481,294
Mount Waddington	179,345	156,049	140,826	(15,223)	-9.76%	9,941	12,427	163,195	(16,150)	-9.01%	40,799
Nanaimo	2,162,291	1,881,423	1,987,405	105,982	5.63%	140,299	175,373	2,303,077	140,786	6.51%	575,769
North Coast	61,694	53,680	52,390	(1,290)	-2.40%	3,698	4,623	60,711	(982)	-1.59%	15,178
qathet	26,889	23,396	22,571	(825)	-3.53%	1,593	1,992	26,156	(733)	-2.72%	6,539
Strathcona	497,590	432,956	449,895	16,938	3.91%	31,760	39,700	521,355	23,764	4.78%	130,339
	6,821,889	5,935,768	6,123,761	187,993	3.17%	432,300	540,376	7,096,437	274,548	4.02%	1,774,109
TOTALS	22,092,086	19,222,461	19,968,385	745,924	3.88%	1,409,647	1,762,059	23,140,091	1,048,004	4.74%	5,785,023

2019-2023 Proposed Financial Plan Schedule N

Total Member Levy Percentage Change

Municipalities	2019 Core Levy	Change in Core Levy	% Change in 2019 Core Levy to 2018 Total Levy	Maintenance, Fixtures & F&E Levy - 9th Year	Facilities Levy - 9th Year	Total 2019 Levy including Maintenance, Fixtures & F&E Facilities	Change in Total Levy from Previous Year	% Change in Total Levy 2019
Campbell River	1,333,594	55,553	3.78%	94,144	117,680	1,545,417	76,584	5.21%
Comox	591,419	29,520	4.57%	41,751	52,188	685,358	39,575	6.13%
Courtenay	1,156,950	50,695	3.99%	81,674	102,092	1,340,716	69,313	5.45%
Cumberland	148,258	5,970	3.65%	10,466	13,083	171,807	8,277	5.06%
Duncan	206,689	8,545	3.75%	14,591	18,239	239,518	11,795	5.18%
Gold River	40,403	919	2.02%	2,852	3,565	46,821	1,442	3.18%
Ladysmith	357,298	20,702	5.35%	25,223	31,529	414,050	27,206	7.03%
Lake Cowichan	115,399	(1,953)	-1.45%	8,146	10,183	133,729	(1,143)	-0.85%
Lantzville	166,631	1,716	0.91%	11,763	14,704	193,098	3,564	1.88%
Masset	27,139	1,128	3.77%	1,916	2,395	31,450	1,556	5.21%
Nanaimo	4,151,565	208,514	4.60%	293,075	366,344	4,810,985	279,295	6.16%
North Cowichan	1,281,564	41,596	2.92%	90,471	113,088	1,485,123	60,046	4.21%
North Saanich	761,852	27,831	3.30%	53,782	67,228	882,862	39,262	4.65%
Parksville	615,139	34,805	5.22%	43,425	54,281	712,846	45,876	6.88%
Port Alberni	606,826	(25,738)	-3.54%	42,838	53,548	703,211	(23,784)	-3.27%
Port Alice	31,856	1,637	4.71%	2,249	2,811	36,916	2,186	6.29%
Port Clements	11,501	1,909	17.32%	812	1,015	13,328	2,304	20.90%
Port Hardy	124,488	(9,568)	-6.21%	8,788	10,985	144,262	(9,808)	-6.37%
Port McNeill	85,405	4,098	4.39%	6,029	7,536	98,971	5,525	5.91%
Qualicum Beach	455,991	13,561	2.67%	32,190	40,238	528,419	19,940	3.92%
Queen Charlotte	31,199	1,514	4.44%	2,202	2,753	36,155	2,038	5.97%
Sayward	10,323	1	0.00%	729	911	11,963	99	0.84%
Sidney	679,712	23,001	3.05%	47,984	59,979	787,675	32,927	4.36%
Sooke	582,493	44,762	7.24%	41,121	51,401	675,014	57,008	9.22%
Tahsis	10,431	1,110	10.36%	736	920	12,087	1,375	12.84%
Tofino	161,759	12,108	7.04%	11,419	14,274	187,452	15,461	8.99%
Ucluelet	95,190	4,311	4.13%	6,720	8,400	110,309	5,864	5.61%
Zeballos	3,551	(316)	-7.11%	251	313	4,115	(329)	-7.41%
TOTALS	13,844,624	557,931	3.65%	977,347	1,221,683	16,043,654	773,457	5.07%
Regional Districts								
Alberni-Clayoquot	420,978	29,391	6.53%	29,719	37,148	487,845	37,800	8.40%
Capital	262,267	7,817	2.67%	18,514	23,143	303,924	11,489	3.93%
Central Coast	52,241	(3,231)	-5.07%	3,688	4,610	60,539	(3,214)	-5.04%
Comox Valley	1,073,887	(2,495)	-0.20%	75,810	94,762	1,244,459	7,390	0.60%
Cowichan Valley	1,661,300	50,928	2.75%	117,278	146,597	1,925,175	74,399	4.02%
Mount Waddington	140,826	(15,223)	-8.49%	9,941	12,427	163,195	(16,150)	-9.01%
Nanaimo	1,987,405	105,982	4.90%	140,299	175,373	2,303,077	140,786	6.51%
North Coast	52,390	(1,290)	-2.09%	3,698	4,623	60,711	(982)	-1.59%
qathet	22,571	(825)	-3.07%	1,593	1,992	26,156	(733)	-2.72%
Strathcona	449,895	16,938	3.40%	31,760	39,700	521,355	23,764	4.78%
TOTALS	6,123,761	187,993	2.76%	432,300	540,376	7,096,437	274,548	4.02%
TOTALS	19,968,385	745,924	3.38%	1,409,647	1,762,059	23,140,091	1,048,004	4.74%

**2019-2023 Proposed Financial Plan
Schedule O**

**Total Member Levy
Dollar, Percentage and Per Capita Changes**

Municipalities	Total 2019 Levy	Change in Total Levy over 2018	% Change in Total Levy over 2018	Per capita 2019	Change in Per Capita over 2018
Campbell River	1,545,417	76,584	5.20%	45.86	0.79
Comox	685,358	39,575	6.12%	47.51	1.48
Courtenay	1,340,716	69,313	5.44%	51.20	1.54
Cumberland	171,807	8,277	5.05%	46.45	2.87
Duncan	239,518	11,795	5.17%	47.52	1.46
Gold River	46,821	1,442	3.17%	37.46	0.02
Ladysmith	414,050	27,206	7.02%	46.27	0.95
Lake Cowichan	133,729	(1,143)	-0.86%	44.34	2.53
Lantzville	193,098	3,564	1.87%	57.15	4.57
Masset	31,450	1,556	5.20%	36.27	(1.42)
Nanaimo	4,810,985	279,295	6.15%	50.78	0.71
North Cowichan	1,485,123	60,046	4.20%	48.51	0.49
North Saanich	882,862	39,262	4.64%	79.59	4.59
Parksville	712,846	45,876	6.87%	54.83	1.53
Port Alberni	703,211	(23,784)	-3.28%	44.54	3.42
Port Alice	36,916	2,186	6.28%	47.57	(4.73)
Port Clements	13,328	2,304	20.89%	35.73	(3.36)
Port Hardy	144,262	(9,808)	-6.38%	38.62	1.34
Port McNeill	98,971	5,525	5.90%	38.86	(1.13)
Qualicum Beach	528,419	19,940	3.91%	59.97	3.11
Queen Charlotte	36,155	2,038	5.96%	38.50	(1.54)
Sayward	11,963	99	0.83%	38.10	(0.05)
Sidney	787,675	32,927	4.35%	69.40	4.74
Sooke	675,014	57,008	9.21%	48.36	0.83
Tahsis	12,087	1,375	12.83%	40.97	(2.22)
Tofino	187,452	15,461	8.98%	85.21	(3.82)
Ucluelet	110,309	5,864	5.60%	63.98	3.15
Zeballos	4,115	(329)	-7.42%	41.57	0.03
16,043,654	773,457	5.06%	51.28	1.39	
Regional Districts					
Alberni-Clayoquot	487,845	37,800	8.39%	57.18	(1.51)
Capital	303,924	11,489	3.92%	64.46	1.38
Central Coast	60,539	(3,214)	-5.05%	44.55	1.85
Comox Valley	1,244,459	7,390	0.59%	57.49	3.52
Cowichan Valley	1,925,175	74,399	4.01%	57.11	1.50
Mount Waddington	163,195	(16,150)	-9.02%	105.08	11.82
Nanaimo	2,303,077	140,786	6.50%	57.65	2.34
North Coast	60,711	(982)	-1.60%	69.86	(0.32)
qathet	26,156	(733)	-2.73%	69.38	1.99
Strathcona	521,355	23,764	4.77%	56.51	(1.18)
7,096,437	274,548	4.01%	58.20	1.78	
TOTALS	23,140,091	1,048,004	4.73%	53.22	1.48

2019-2023 Proposed Financial Plan Schedule P

Weighted Votes

Municipality/Regional District	2019 Levies	Votes
Campbell River	1,545,417	27
Comox	685,358	12
Courtenay	1,340,716	23
Cumberland	171,807	3
Duncan	239,518	4
Gold River	46,821	1
Ladysmith	414,050	7
Lake Cowichan	133,729	2
Lantzville	193,098	3
Masset	31,450	1
Nanaimo	4,810,985	83
North Cowichan	1,485,123	26
North Saanich	882,862	15
Parksville	712,846	12
Port Alberni	703,211	12
Port Alice	36,916	1
Port Clements	13,328	1
Port Hardy	144,262	2
Port McNeill	98,971	2
Qualicum Beach	528,419	9
Queen Charlotte	36,155	1
Sayward	11,963	1
Sidney	787,675	14
Sooke	675,014	12
Tahsis	12,087	1
Tofino	187,452	3
Ucluelet	110,309	2
Zeballos	4,115	1
Alberni-Clayoquot Regional District	487,845	8
Capital Regional District	303,924	5
Central Coast Regional District	60,539	1
Comox Valley Regional District	1,244,459	22
Cowichan Valley Regional District	1,925,175	33
Mount Waddington Regional District	163,195	3
Nanaimo Regional District	2,303,077	40
North Coast Regional District	60,711	1
qathet Regional District	26,156	1
Strathcona Regional District	521,355	9
TOTAL Local Levies	23,140,091	404

1/4% of Total Local Levies means Value for one vote = 57,850

Internal Note:

June 2002 Board meeting the following motion was adopted - please refer to Weighted Information file in Board files.

VIRL BR 02061:8

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

For more information please visit:
www.virl.bc.ca

Vancouver Island Regional Library

Box 3333 6250 Hammond Bay Road
Nanaimo, BC V9R 5N3

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Gabriola Island Gold River Hornby Island Ladysmith Masset Nanaimo Harbourfront Nanaimo North Nanaimo Wellington
Parksville Port Alberni Port Alice Port Clements Port Hardy Port McNeill Port Renfrew Quadra Island Qualicum Beach Queen
Charlotte Sandspit Sayward Sidney/North Saanich Sointula Sooke South Cowichan Tahsis Tofino Ucluelet Union Bay Woss

Emergency Program Coordinator Report

Board Meeting

OCT 11 2018

CCRD ITEM c(i)



**CENTRAL COAST REGIONAL DISTRICT
OPERATIONS DEPARTMENT
OCTOBER 2018
TRANSPORTATION REPORT**

TO: Courtney Kirk, CAO
CC: Board Chair Alison Sayers and Board Members
DATE: October 4, 2018
FROM: Ken McIlwain, Operations Manager
SUBJECT: Transportation Monthly Report

RECOMMENDATIONS:

1. **THAT the October 2018 Transportation Report be received.**
-

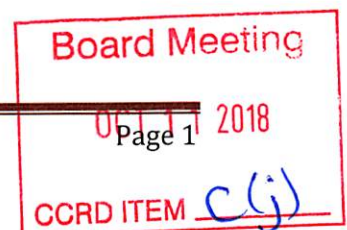
**TRANSPORTATION
OCTOBER 2018 HIGHLIGHTS**

1. After a month of shutdowns due to extreme fire danger, tree removal and land clearing operations are once again underway. The delays have put the project behind schedule and a second excavator has been brought in to start cleaning up the felled and bucked timber on Fisheries and Oceans parcel of land at the southeast corner of the airport.

Pile burning operations will start following the next significant rain event. A NOTAM has been issued to warn aircraft of smoky conditions; effective until December 31. Wildfire BC has authorized the burning operation until December 31. A message has gone out on Facebook to let the public know of the upcoming burning and expected smoke. Notices are also being placed in the local post offices.

There is approximately 800 cubic meters of timber decked that is ready to be auctioned. It is approximately 80% Sitka Spruce and 15% Western Red Cedar and 5% Alder and Birch. The wood is of average quality, typical of the wood found in valley bottom 2nd growth stands of timber.

Ground conditions being encountered are considered favorable and are facilitating relatively easy stump removal. The soft ground will become challenging as wetter fall conditions approach. Another potential issue is that access to the work site could be compromised by high water conditions.



The area of private land that was cleared and converted to field is now growing grass well and looks good. Private timber has been cleaned up and decked for the land owner to remove at their leisure.



Photo 1: Large Cottonwood stump being dug out on the west end.



Photo: Private land portions on the northwest end have been cleared, raked, rotovated and seeded.



Photo: Smaller Cedar and deciduous are being retained as they are not obstacles and offer some structure to the landscape.



Photo: Scattered leaf trees and debris piles on the west end. This area was cleared back in the late 1970's but had grown back mostly to Cottonwood that was now over the allowable height.

2. A bird strike occurred in late September. Pacific Coastal's Beechcraft 1900 hit a bald eagle on approach to runway 05. The eagle appears to have collided with the landing gear. No damage was reported. The Conservation Service was notified and at the request of the Conservation Officer, the airport attendant searched for the carcass so that it could be given to the Nuxalk Nation for ceremonial use. While some feathers were seen, the carcass disappeared and is thought to have been removed by a resident fox.
3. On August 14th, Transport Canada inspected the Bella Coola Airport for the purpose of extending the airport's Authorization status. They were impressed with the progress on obstacle removal; especially the west end.

The removal of the obstacles was critical to addressing the findings from Transport Canada. Other significant corrective actions are also required before CCRD can apply to have certification reinstated. The most significant of these required actions, is to revamp our Safety Management System (SMS), implement it and then test it. An internal and external auditing process is also a mandatory step as part of a fully functioning SMS. The funding is in place to move forward with SMS implementation and as the obstacle removal process winds down, SMS implementation will take priority.

4. There was an inquiry from the Denny Island Airport Commission around whether there was line painting scheduled in Bella Bella, and if there was merit in trying to coordinate line painting at the Denny Island Airport. After further investigation by staff and the Commission, there did not appear to be any substance to the rumor. It did however highlight the need for line painting, should the opportunity arise.

Respectfully submitted,



Ken McIlwain, RPF
Operations Manager

UBCM 2018 Report

Board Meeting
OCT 11 2018
CCRD ITEM C(K)

Request for Decision –
Thank you and
Acknowledgement
Letters, CCRD/ACRD
Panel

Board Meeting
OCT 11 2018
CCRD ITEM C(1)



BRITISH
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Anahim / Kluskus Connector Road Projects

David Van Dolah, Stuart Nechako District
Josh Pressey, Quesnel District

Board Meeting
OCT 11 2018
CCRD ITEM (m)



BRITISH
COLUMBIA



- MLA Coralee Oakes started looking at alternate access options for the communities of Lhoosk'uz Dene and Ulkatcho.
- Developing access to New Gold from the North Cariboo was identified in 2016 during the North Cariboo Regional Economic Session
- The Liberal Government committed to moving the project forward in April of 2017



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MYCARIBOONOW

QUESNEL WILLIAMS LAKE

ROAD TO NEWGOLD NOW A REALITY



- MOTI announced that they would contribute \$7 Million towards the project.
- The connector roads would be built to FLNRORD standards and would be administered by FLNRORD staff



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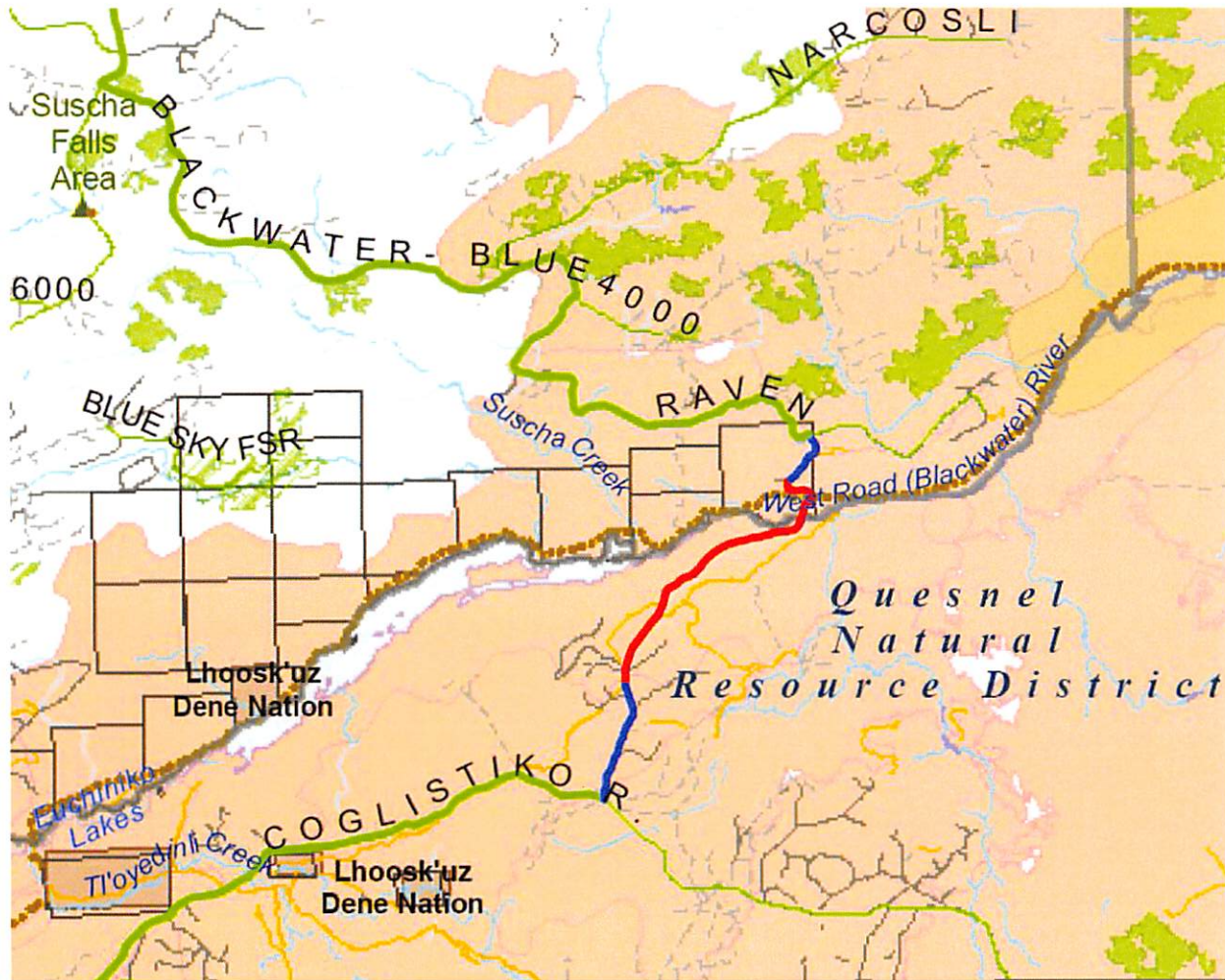
- After the North Cariboo Economic session In September of 2016, FLNRORD staff started looking at developing a Project Team and crafting a Project Charter.
- Initially the projects were led out of the Quesnel District, but due to the magnitude of the projects, Stuart Nechako District would lead the Anahim Connector Project.



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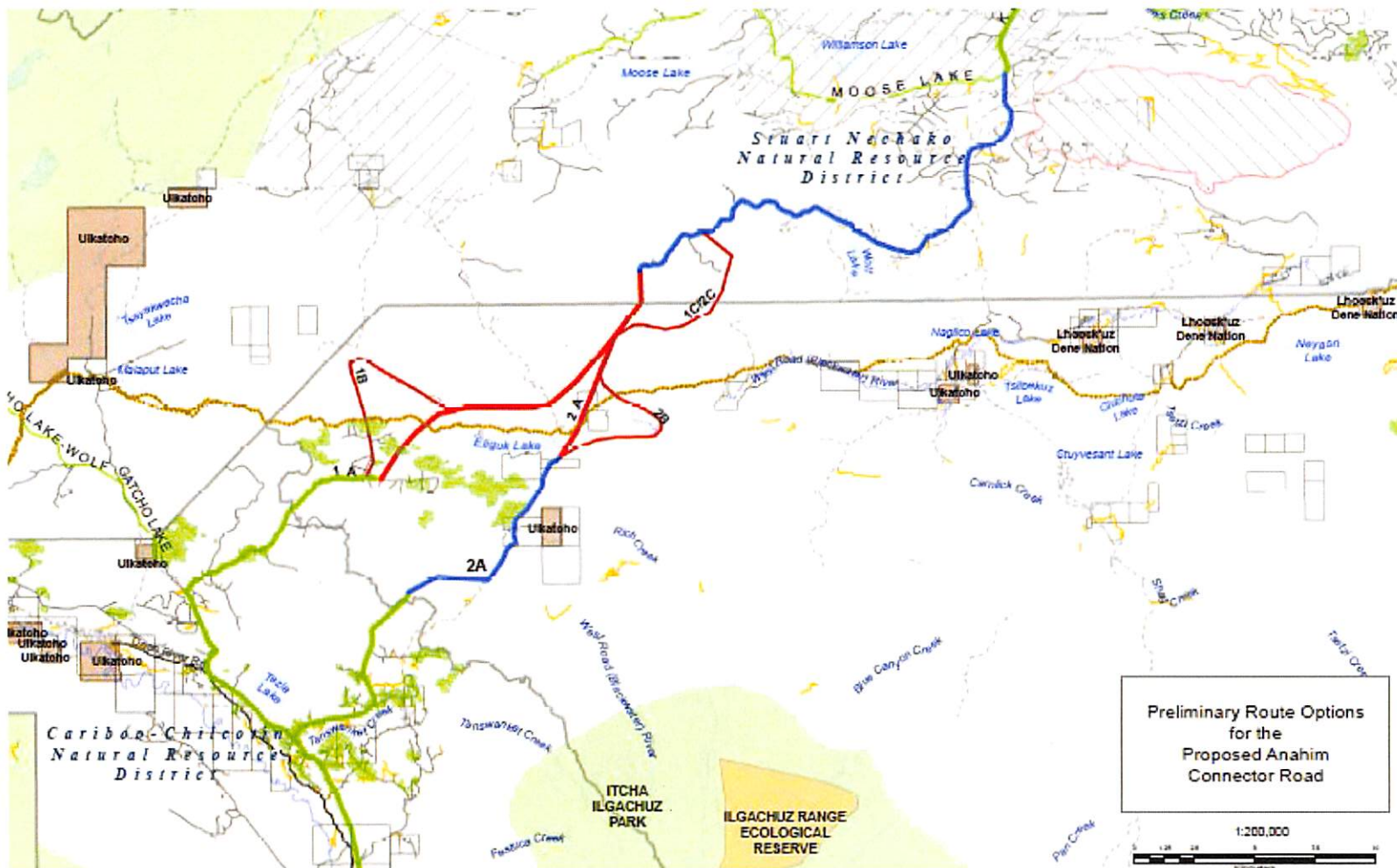
- **Location of Kluskus Project**





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- **Location of Anahim Project**





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Numerous issues to resolve:

- The proposed route would travel through Core Caribou habitat.
- The route will cross the Alexander Mackenzie Grease Trail and Blackwater River.
- Significant aboriginal values and cultural sites may be impacted.
- Impacts to various stakeholders
 - ❖ Guides, Adventure Tourism Operators, other First Nations.



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- In March of 2018, Deputy Minister Sheldan provided his approval to begin Phase 1 (the planning phase) of these Projects.
- \$500,000 was earmarked for planning activities, which would be shared between the Kluskus and Anahim projects.
- Project coding was finally received on July 30, 2018



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- **Stakeholder Engagement**

1. Met with MLA Barnett
 - Received project endorsement
2. Meetings have occurred with MLA Rustad and Vanderhoof Mayor and Council
 - Both support safety egress, both have concerns that fibre may flow out of the District. A fibre analysis is being completed by FAIB.
3. Meetings have occurred with the Cariboo and Bulkley Nechako Regional Districts.
 - CRD is supportive of all aspects of the project
 - RDBN supports safety egress, but have concerns with natural resources moving out of the area and road maintenance.
4. First Nation consultation has been initiated.
5. Meetings have yet to be scheduled with Guide Outfitters, Adventure Tourism Operators and Trappers



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- **Contracts to be completed**

1. Caribou Route Assessment

- Identify the least impact route to Caribou habitat
- Identify mitigation options or road construction strategies that would provide the least impact to Caribou.
- Caribou Region Wildlife Biologists will be conducting this work. Kevin Hoekstra & Dave Reedman will be coordinating.

2. Archaeological Impact Assessment

- Identify Arch features and if significant features exist, alter the road route to minimize impacts
- Archer CRM Partnership will be conducting this work.

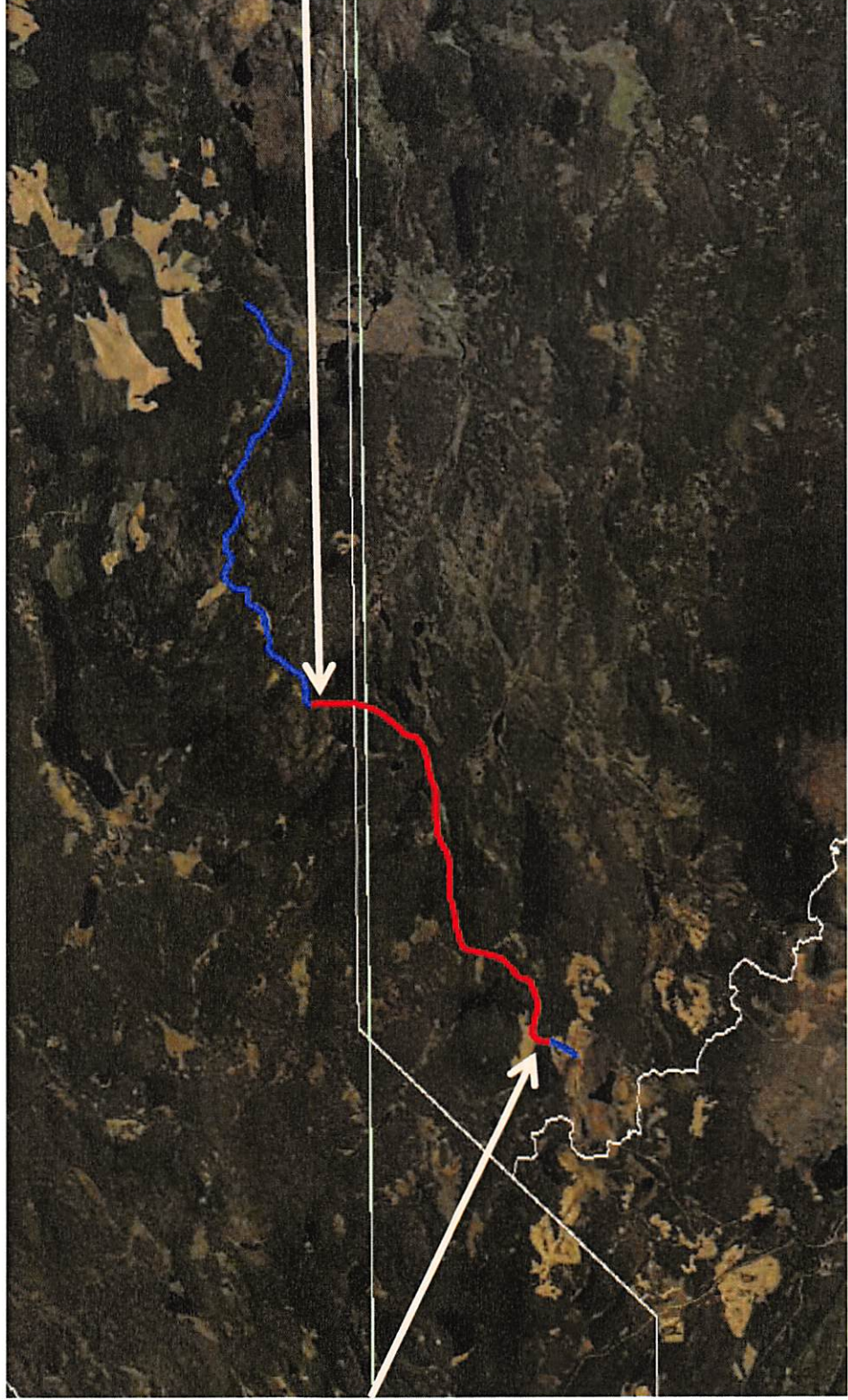
3. Provide road layout works to Ulkatcho First Nations

- Upload the Lidar developed route into iPads and have First Nation monitors aid in the layout.



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- **Proposed Route from Lidar Data - Anahim**



PofC
West
Chilcotin
Forest
Products
Road
Permit
road

PofT
183 Km
Kluskus
FSR

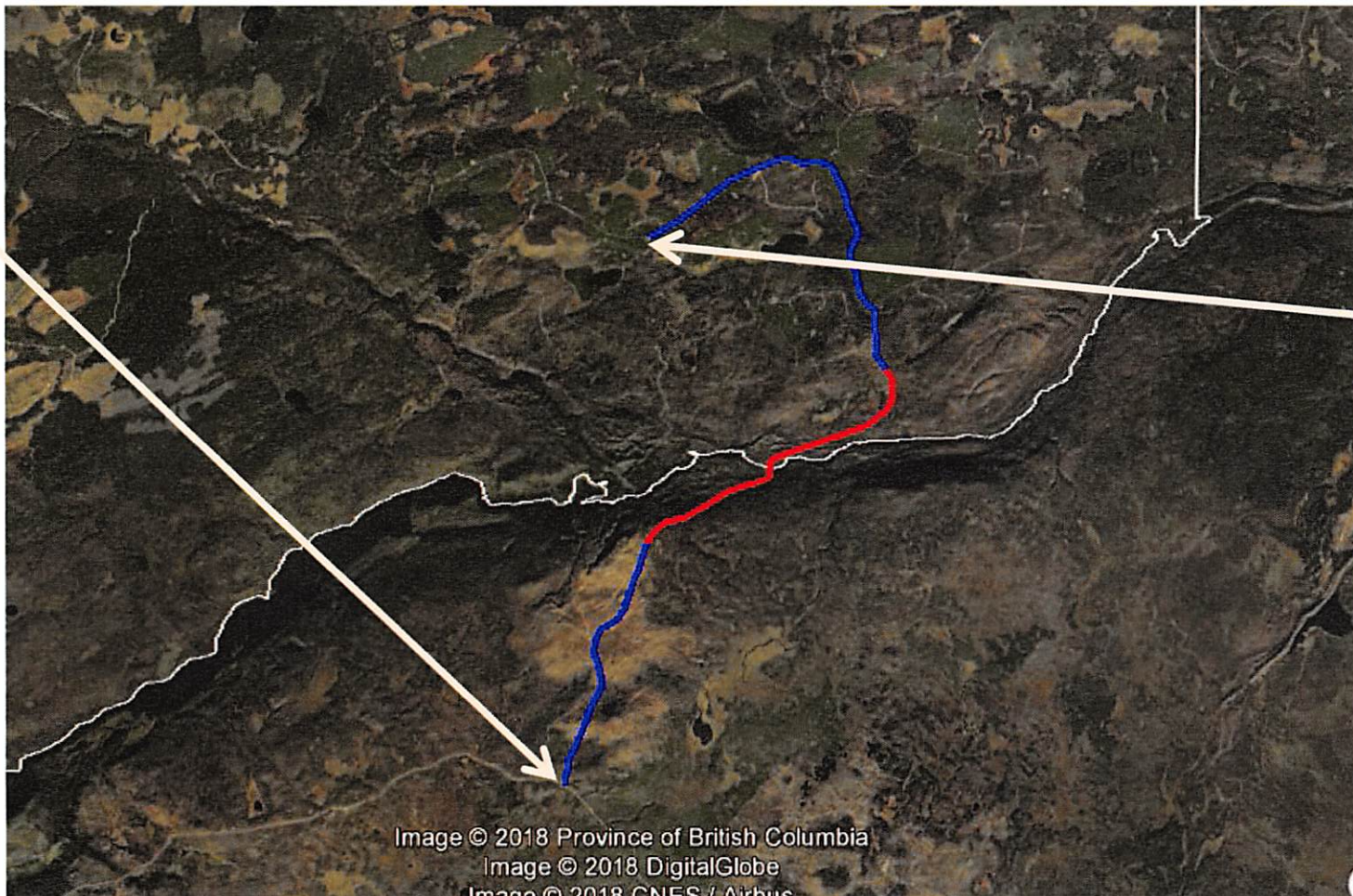


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- **Proposed Route from Lidar Data - Kluskus**

PofC of the Connector route joins the Michelle-Coglistiko FSR (4000 road) at around 54 Km



PofT of the Connector route joins the Blue 4000 FSR at around 13 Km

Image © 2018 Province of British Columbia
Image © 2018 DigitalGlobe
Image © 2018 CNES / Airbus



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- **Next Steps**
- Mid to 3rd week of October, the Project team will compile all of the assessments that have been completed.
- Starting the first week of November, the Project teams will begin drafting the Decision Briefing Notes for Minister Donaldson.
- The Final DBNs are to be submitted to MDD by December 1, 2018
- FLNRORD anticipates a Project Decision by December 31, 2018
 - If the decision is to proceed with the construction, road construction will begin May 2019.



LEGISLATIVE ASSEMBLY
of BRITISH COLUMBIA



Donna Barnett MLA
Cariboo-Chilcotin

August 8, 2018

Honourable Doug Donaldson

Minister of Forests, Lands, Natural Resource Operations, and Rural Development

Room 248 Parliament Buildings
Victoria, BC V8V 1X4

Phone: (250) 387-6240

Fax: (250) 387-1040

Doug.Donaldson.MLA@leg.bc.ca

FLNR.Minister@gov.bc.ca

Dear Minister Donaldson,

I am in full support of the Kluskus Anahim Connector route. Over the past few years I have been working with the Ulcatcho First Nations in my riding, along with the communities of Anahim Lake, Nimpo Lake, and others along Highway 20.

Due to the rural location of these communities and the high risk of fire and other natural disasters, this connector would become a vital lifeline for these residents. This route would provide an alternate access should an evacuation occur, as currently there is only one. Health and safety is a priority.

I look forward to a positive resolution to this very important project in the near future.

Yours Truly,

Donna Barnett

MLA Cariboo-Chilcotin

DB/tt

Williams Lake Constituency Office
102-383 Oliver Street
Williams Lake, BC V2G 1M4
Tel: 250-305-3800
Toni.Taylor@leg.bc.ca

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British Columbia News

Public asked for feedback on proposed Anahim Connector

<https://news.gov.bc.ca/18183>

Wednesday, October 3, 2018 4:00 PM

Vanderhoof - The public is invited to comment on a proposal to build a connector road between the communities of Vanderhoof and Anahim Lake.

The proposed road would allow traffic to travel more directly from Anahim Lake to Highway 16, providing a secondary fire-exit route for First Nations communities and rural residents.

The road would begin about 55 kilometres north of Anahim Lake at the end of the Dean River Road, pass near Eliguk Lake, and connect to the end of the Kluskus Forest Service Road. It would be built to current standards for forest service roads.

For a map of the proposed area, visit: <http://ow.ly/r0X830m3ro7>

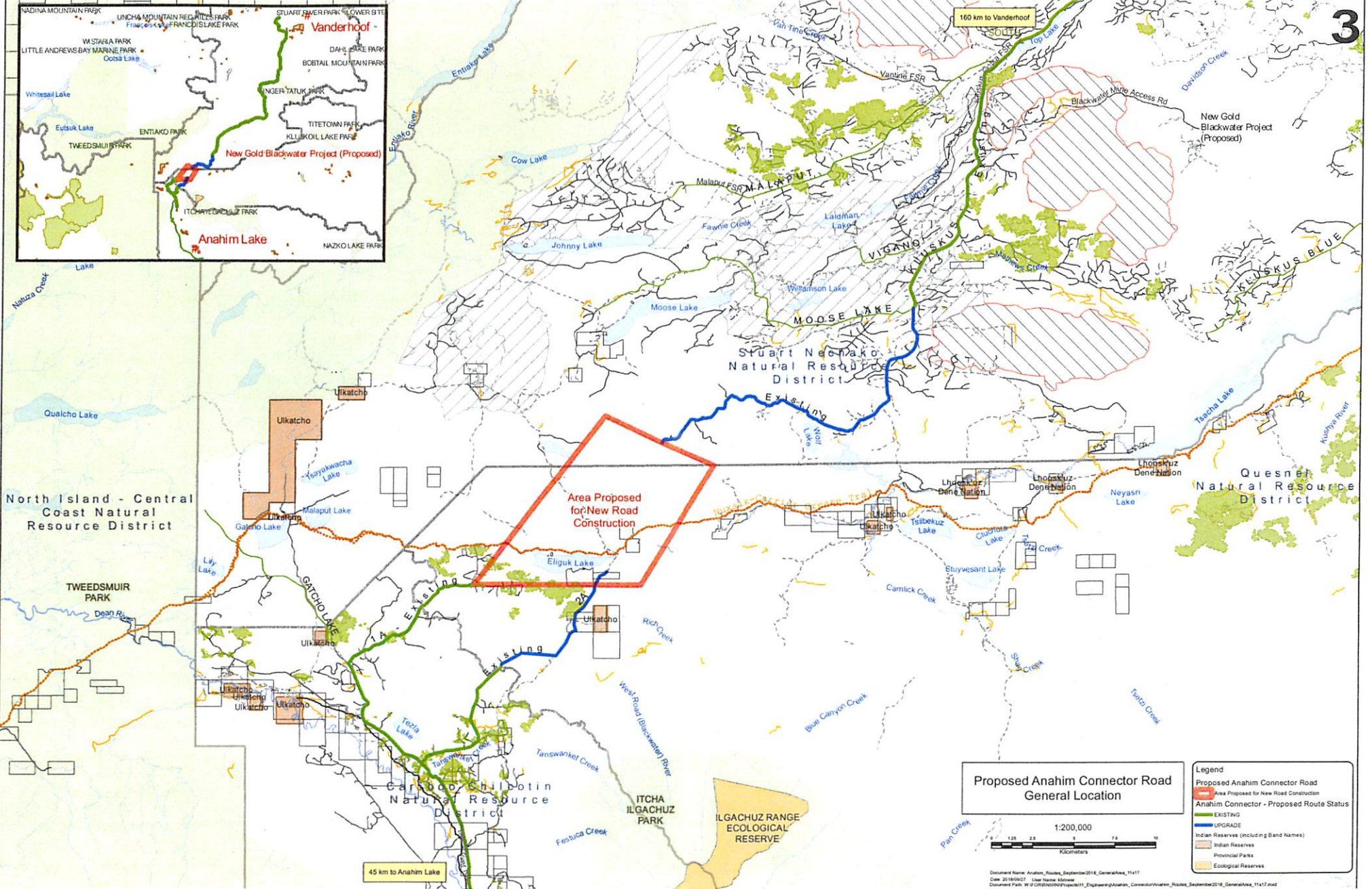
The ministry is consulting with First Nations, stakeholders and the public, as well as undertaking environmental, heritage and recreation reviews before making a decision on whether to proceed with construction.

Please provide feedback by email to the project manager, Erika Driedger, by Wednesday, Oct. 31, 2018, at: Erika.Driedger@gov.bc.ca

Media Contacts

Media Relations

Ministry of Forests, Lands, Natural Resource Operations and Rural Development
250 356-7506



Proposed Anahim Connector Road General Location

Legend

- Proposed Anahim Connector Road
- Area Proposed for New Road Construction
- Anahim Connector - Proposed Route Status
- EXISTING
- UPGRADE
- Indian Reserves (including Band Names)
- Provincial Parks
- Ecological Reserves

Document Name: Anahim_Routes_September2018_GeneralArea_11x17
 Date: 2018/09/27 User Name: k3rcow
 Document Path: W:\GIS\Projects\111_Engineering\Anahim_Connector\Anahim_Routes_September2018_GeneralArea_11x17.mxd



**CENTRAL COAST
REGIONAL DISTRICT**

P.O. Box 186, Bella Coola, B.C., V0T 1C0

Telephone 250-799-5291 Fax 250-799-5750

REQUEST FOR DECISION

To: Board of Directors
From: Courtney Kirk, Chief Administrative Officer
Meeting Date: October 11, 2018
Subject: Zoning Bylaw Amendments – Adoption

Recommendation:

THAT the Board of Directors of the Central Coast Regional District adopt Bylaw No. 483, cited as the Bella Coola Valley Zoning Bylaw No. 71, 1984 having been reconsidered and having met all prerequisites for final adoption, be now sealed and signed by the Chair and the person responsible for corporate administration.

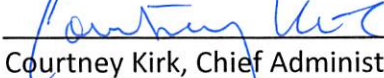
Issue/Background Summary:

On October 17, 2018 the possession, retail sale and production of cannabis will be legalized by the Federal Government upon the *Cannabis Act* coming into force. The Federal and Provincial Governments have adopted regulatory schemes governing the production and sale of cannabis. Local Governments may also regulate many aspects of the recreational cannabis industry, including by prohibiting or permitting production facilities and retail stores via zoning.

Acknowledge that the date of cannabis legalization is imminent, and that the CCRD is engaging in a broader review and updating of land use policies and bylaws, Staff recommend amending Zoning Bylaw No. 71 to prohibit cannabis production and retail sale as an interim measure pending the comprehensive review and adoption of a new Official Community Plan and Zoning Bylaw.

Policy, Bylaw or Legislation:

The proposed amendment will add a new definition of “Cannabis Operation” to the Zoning Bylaw and prohibit this use throughout the CCRD. Legal Advice was sought in the preparation of this recommendation. Administration was assured a public hearing was not required in this instance as the zoning amendment is consistent with the Official Community Plan.

Submitted by: 
Courtney Kirk, Chief Administrative Officer



**CENTRAL COAST REGIONAL DISTRICT
BYLAW NO. 483**

Being a bylaw of the Central Coast Regional District to amend Bella Coola Valley Zoning
Bylaw No. 71, 1984

WHEREAS the Board of the Central Coast Regional District deems it expedient to update the Zoning Bylaw for the Bella Coola Valley;

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

- 1) Bella Coola Valley Zoning Bylaw No. 71, 1984 is hereby amended as follows:
 - a) Add the following definition:
"Cannabis Operation" means cultivating, growing, producing, packaging, storing, distributing, dispensing, advertising, trading, or selling of Cannabis or its derivatives.
 - b) Add a new section (s.4.11):
Section 4.11 Uses Prohibited in All Zones

The following uses of land, building, and structures shall be generally prohibited in all zones unless specifically permitted:

1. Cannabis Operation

- 2) This Bylaw may be cited as "Bella Coola Valley Zoning Amendment Bylaw No. 483, 2018.

READ A FIRST TIME this 6th day of September , 2018.

READ A SECOND TIME this 6th day of September , 2018.

READ A THIRD TIME this 6th day of September , 2018.

RECONSIDERED AND FINALLY ADOPTED this 11th day of October , 2018.

Chair

Chief Administrative Officer

I hereby certify the above to be a true and correct copy of Bylaw No. 483, 2018 cited as "Bella Coola Amendment Bylaw No. 461, 2016".

Chief Administrative Officer

Dear Central Coast Regional District,

Nominations are now open for the Small Business BC Awards!

The Small Business BC Awards recognize the contributions and achievements of BC small business owners.

We kindly ask for your support in promoting the Small Business BC Awards to your members and local community. The postcards found in this package are included to help you spread the word about the contest. Our goal is to encourage small business owners to nominate their businesses, and take advantage of the marketing and PR opportunities available to them, through the Awards process.

Nominations are open to the public, meaning that anyone can nominate and vote for their favourite small businesses. And that includes you! **We would also like to invite you to nominate the top businesses in your community.** Nomination forms can be found at:

<http://sbbcawards.ca/nomination-form/>

Once again, there are ten exciting award categories:

- Premier's People's Choice
- Best Company
- Best Community Impact
- Best Concept
- Best Employer
- Best International Trade
- Best Marketer
- Best Immigrant Entrepreneur
- Best Apprentice Training
- Best Innovation

RECEIVED

SEP 27 2018

Central Coast Regional District

How it Works

Nominations and voting take place between **October 1 and November 30, 2018**. The Top 10 Finalists who receive the most votes in each award category will move on to the next stages of the contest. Winners will be announced at an exciting awards ceremony on February 21, 2019 at the Vancouver Convention Centre. For more contest details, visit <http://sbbcawards.ca/how-it-works/>

Winners will be recognized with a **cash prize of \$1,500**, an **all-access pass to Small Business BC** education and experts for one year, and the **opportunity for extensive marketing and PR exposure**.

We appreciate your support and encourage you to visit www.sbbcawards.ca for more information.

Sincerely,

EYREN UGGENTI

EVENTS COORDINATOR

SMALL BUSINESS BC

Tel: 604 775 5340 | Toll-free: 1 800 667 2272

Email: uggenti.eyren@smallbusinessbc.ca



Solutions for Small Business

Board Meeting
OCT 11 2018
COORD ITEM F(a)

Courtney E. Kirk

From: Christina Hoppe <clhoppe69@gmail.com>
Sent: Tuesday, October 09, 2018 8:58 AM
To: Courtney E. Kirk
Subject: Re: Bears

You have my permission! Please include the letter from Darla Blake dated March 17, 2015. This is not a new issue! We are over run with these apex predators. It's not uncommon to have 4 to 8 bears a day in most yards in Hagensborg. If you aren't already add yourself to the Belco bear board on Facebook. Bear encounters with people are getting very serious CH

Christina Hoppe

> On Oct 9, 2018, at 7:35 AM, Courtney E. Kirk <cao@ccrd-bc.ca> wrote:

>

> Good Morning Christina. Thank you for taking the time to write, I understand how serious a concern human/bear interactions are at the moment. I can pass on your message to the Board of Directors but I need to ask if you would like me to include it in this month's meeting package? I need your permission to do so.

>

> Kind regards,

>

> Courtney E. Kirk
> Chief Administrative Officer

>

> Central Coast Regional District

> Box 186

> Bella Coola, BC V0T 1C0

> Tel: 250-799-5291 Fax: 250-799-5750

> Email: cao@ccrd-bc.ca

> Web: www.ccrd-bc.ca www.lovecentralcoastbc.com

>

>

> -----Original Message-----

> From: Christina Hoppe <<mailto:clhoppe69@gmail.com>>

> Sent: Monday, October 08, 2018 9:52 PM

> To: cao@ccrd-bc.ca

> Subject: Bears

>

> Hey Courtney I am writing to you with concern over the amount of Grizzly bears in the Bella Coola Valley right now. I have lived here for 30 years and my husband, all his life. We have never seen bears in this many numbers ever! The bears are all around our schools, hospitals and businesses. Our children, elders and people with disabilities are house bound. The message that people are receiving is that the grizzly must be protected but not the people. I don't care about the tourism board marketing bears as a commodity, human safety is more important. We are experiencing home invasions, freezer damage, vehicle damage and livestock loss from bears. Please do something!

>

> Christina Hoppe

>

>





P.O. Box 186, Bella Coola, BC V0T 1C0
Phone (250) 799-5291 Fax (250) 799-5750 Email: info@ccrd-bc.ca

Encompassing the Coastal Communities of Ocean Falls, Bella Bella, Denny Island, Oweekeno and the Bella Coola Valley

17 March 2015

Ministry of Environment
Conservation Officer Service
PO Box 9376 Stn Prov Govt
Victoria, BC
V8W 9M5

Attention: Mark Hayden, Chief Conservation Officer

Dear Mr. Hayden

Bella Coola Valley Grizzly Bear and Wildlife Management Issues

At its meetings of 12 February 2015 and 12 March 2015, the Central Coast Regional District (CCRD) Board of Directors received information and heard concerns for public safety regarding the increasing number of Grizzly Bears and wildlife conflicts in the Bella Coola Valley.

Attached for your information are the papers received, highlighting various incidents of human/wildlife conflict reported in 2014. Last year, there appeared to be an excessive number of grizzly bears and sightings of cougars working together in groups of 2-3's. This had a significant impact on residents walking to their destinations and for the safety of children playing outdoors (even in their back yards).

CCRD have been asked to be involved in the management of these public safety issues. We are a very small regional district that is 60% First Nations, we have a small tax base to pay for services and we have no mandate or resources to handle human/wildlife conflict issues.

We are of the view such public safety issues are fully the responsibility of the provincial government. However, the Central Coast Regional District can offer its communities, and more specifically Bella Coola Valley residents, support and a political voice to express their concerns around the public safety issues.

The Conservation Officer Service (COS) Division of the Ministry of Environment has a Program Plan that looks to achieve the balance between compliance, enforcement, stewardship and public safety. Specific to public safety and human-wildlife conflicts there are objectives to minimize the impact of human-wildlife conflicts, support the public use of the environment in a way that minimizes risks to the public. Further, in the COS

Program Plan it is stated that the COS will promote public safety through effective planning, response and outreach. There is also a page on First Nations and Aboriginal People being important partners and the willingness to continue to explore opportunities to work more effectively together.

We would challenge your success in ensuring public safety, and the sensitivity to cultural matters relating to our Nuxalk Nation partners in the Bella Coola Valley.

We feel the Valley has been left to its own devices to manage wildlife and public safety issues, without an effective COS officer being available, or even living in the valley. We need appropriately trained COS officers or individuals to help balance or mitigate potential or real issues relating to wildlife management and the publics' safety. Our situation over a number of years has created a divided community on how to best handle such situations as individuals. People cannot be expected to cut down all their fruit trees or stop growing vegetables, or stay in their homes to avoid contact and encounters. There has to be an acceptable balance between the divided Bella Coola Valley communities.

The Board of Directors therefore resolved:

“15-03-07 THAT the Board of Directors for the Central Coast Regional District receive the report and attachments on item C(f) in the 12 February 2015 CCRD Board agenda, regarding Grizzly Bear concerns in the Bella Coola Valley; and

THAT based on the information provided to the Board, the CAO be requested to write to the Province advising them of the current concerns and issues raised by members of the community in the Bella Coola Valley regarding Grizzly Bear management and human/bear conflicts, and

THAT, the Province is requested to fulfill its mandate for all wildlife management, ensuring the safety and wellbeing for humans and Grizzly Bear/wildlife alike in the Bella Coola Valley, and

THAT, the Province is also requested to actively keep the wider Bella Coola Valley community and the Central Coast Regional District well informed on all actions taken by the Province, with respect to Grizzly Bear/wildlife management and to engage with First Nations on this culturally sensitive matter.

CARRIED”

In conclusion, CCRD ask that the COS take a real proactive leadership role to find that balance Bella Coola Valley residents and the CCRD Board of Directors are asking for. It has been noted, more recently, there have been steps taken to have a resident from the Bella Coola Valley employed and trained as a COS officer, this is most welcomed. However, he will have his work cut out for him here in the valley. We ask that he be available and given the resources he needs to effectively reach out and work with the various bear safety groups (including Nuxalk Nation) who hold serious concerns with respect to the growing grizzly bear and wildlife populations, encounters with humans and the public safety.

We look forward to your early response, and the development of an effective relationship with the CCRD and the Bella Coola Valley communities.

Yours sincerely

On behalf of the CENTRAL COAST REGIONAL DISTRICT



Darla Blake
Chief Administrative Officer

Cc:
Brian Rendell, Executive Director
Compliance Division

Steve Hodgson, COS Officer
Bella Coola Valley

Chief Wally Webber
Nuxalk Nation

Ms. C. Hoppe
Hagensborg

Ryan Parr
Hagensborg

Gary Shelton
Hagensborg

Jefferson Bray
Hagensborg

Encl: