

**NORTH COAST REGIONAL DISTRICT  
REGULAR BOARD MEETING  
AMENDED AGENDA**  
Held via Teleconference  
Dial: 1-877-385-4099  
Access: 3761822##  
On October 20, 2017 at 7:00 PM

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1. **CALL TO ORDER**
2. **CONSIDERATION OF AGENDA (additions/deletions)**
3. **BOARD MINUTES & BUSINESS ARISING FROM MINUTES**

3.1	Minutes of the Regular Meeting of the North Coast Regional District Board held September 22, 2017	Pg 1-8
3.2	<p>Rise and Report – September 22, 2017 (<i>no motion required</i>)</p> <p>MOVED by Director Brain, SECONDED by Director Nobels, THAT the report from the Chief Administrative Officer entitled “Human Resources Update” be received;</p> <p>AND THAT, in accordance with sections 234 and 237 of the <i>Local Government Act</i>, the Board of the North Coast Regional District assign powers, duties and functions of financial administration to Mr. Sukhraj Gill, effective immediately;</p> <p>AND THAT, in accordance with sections 234 and 236 of the <i>Local Government Act</i>, the Board of the North Coast Regional District assign powers, duties and functions of deputy corporate administration to Mr. Sukhraj Gill, effective immediately;</p> <p>AND FURTHER THAT, in accordance with sections 234 and 237 of the <i>Local Government Act</i>, the Board of the North Coast Regional District assign powers, duties and functions of deputy financial administration to Mr. Doug Chapman, effective immediately.</p> <p>IC049-2017 <span style="float: right;">CARRIED</span></p>	Verbal

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

4.1	Minutes of the Regular Meeting of the Moresby Island Management Standing Committee held September 5, 2017	Pg 9-10
4.2	Minutes of the Regular Meeting of the Committee of the Whole held September 23, 2017	Pg 11-12
4.3	Minutes of the Regular Meeting of the Electoral Area Advisory Committee held May 27, 2017	Pg 13-15

**5. DELEGATIONS**

5.1	M. Pucci, Northern Coast and North Island Director, BC Ferry Authority Board of Directors – Update on the BC Ferry Authority Board of Directors	Verbal
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**6. FINANCE**

6.1	J. Musgrave, Administrative Assistant – Cheques Payable over \$5,000 for September, 2017	Pg 16
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**7. CORRESPONDENCE**

7.1	Wolverine Terminals – Prince Rupert Marine Fuels Service Open House and Invitation to Comment	Pg 17-36
7.2	BC Ferry Services Inc. – Significant Service Request: Route 26 Evening Walk-On Service	Pg 37
7.3	BC Ferry Services Inc. – BC Ferries Executive	Pg 38-39
<u>Add:</u> <u>7.4</u>	Rainforest Alliance – Notice of Upcoming Surveillance Audit: Taan FSC Certificate (Haida Gwaii)	Pg 39a-b
<u>Add:</u> <u>7.5</u>	North Central Local Government Association – NCLGA Board Report	Pg 39c-d
<u>Add:</u> <u>7.6</u>	North Central Local Government Association – Resolutions Deadline	Pg 39e

**8. REPORTS / RESOLUTIONS**

8.1	D. Lomax, Recreation Coordinator – Haida Gwaii Regional Recreation: 2017 3 <sup>rd</sup> Quarter Reporting	Pg 40-46
8.2	D. Chapman, Chief Administrative Officer – Strategic Priorities and Local Services	Pg 47-53
8.3	D. Fish, Corporate Officer – Alternative Approval Process Results for Vancouver Island Regional Library Borrowing Service Establishment Bylaw No. 614, 2017 & Vancouver Island Regional Library Loan Authorization Bylaw No. 615, 2017	Pg 54-55

**9. BYLAWS**

9.1	Bylaw No. 614, 2017 – Being a bylaw to establish a service within the NCRD for the purpose of borrowing funds on behalf of the VIRL for the construction and renovation of library building facilities <b><i>Prior to adoption.</i></b>	Pg 56-58
9.2	Bylaw No. 615, 2017 – Being a bylaw to authorize the borrowing of \$1.5 million for the purpose of borrowing funds on behalf of the VIRL for the construction and renovation of library building facilities <b><i>Prior to adoption.</i></b>	Pg 59-61

**10. LAND REFERRALS / PLANNING** *(Voting restricted to Electoral Area Directors)*

None.	-----
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**11. NEW BUSINESS**

11.1	Directors' Reports	Verbal
11.2	Ministry of Forests, Lands and Natural Resource Operations and Rural Development – Aurora LNG Investigative Use Lease Cancellation Consultation	Pg 62-85
11.3	Vancouver Island Regional Library – Adopted 2018 Budget	Pg 86-152

**12. OLD BUSINESS**

12.1	North Coast Regional District Rebranding Strategy	Pg 153-184
12.2	North Coast Regional District Rebrand Presentation: Design Updates	Pg 185-202

**13. PUBLIC INPUT****14. IN-CAMERA**

That the public be excluded from the meeting according to sections 90(1)(a) of the <i>Community Charter</i> “personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality”.	-----
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**15. ADJOURNMENT**



## NORTH COAST REGIONAL DISTRICT

**MINUTES** of the Regular Meeting of the Board of Directors of the North Coast Regional District (NCRD) held at 344 2<sup>nd</sup> Avenue West in Prince Rupert, B.C. on Friday, September 22, 2017 at 7:00 p.m.

### PRESENT

### PRIOR TO ADOPTION

Chair	B. Pages, Village of Masset
Directors	L. Brain, City of Prince Rupert N. Kinney, City of Prince Rupert C. MacKenzie, Alternate, District of Port Edward G. Martin, Village of Queen Charlotte ( <i>teleconference</i> ) U. Thomas, Village of Port Clements ( <i>teleconference</i> ) D. Nobels, Electoral Area A K. Bergman, Electoral Area C M. Racz, Electoral Area D
Regrets	D. Franzen, District of Port Edward B. Beldessi, Electoral Area E
Staff	D. Chapman, Chief Administrative Officer D. Fish, Corporate Officer S. Gill, Treasurer
Public	0
Media	1

### 1. CALL TO ORDER 7:00 p.m.

### 2. AGENDA

MOVED by Director Racz, SECONDED by Director Nobels, that the September 22, 2017 North Coast Regional District Regular amended agenda be further amended and adopted to include the following:

7.6 Haida Gwaii Museum Announcement

**334-2017**

**CARRIED**

### 3. MINUTES & BUSINESS ARISING FROM MINUTES

3.1 Minutes of the Regular Meeting of the North Coast Regional District Board held August 18, 2017

MOVED by Director Kinney, SECONDED by Director Brain, that the minutes of Regular meeting of the North Coast Regional District Board held August 18, 2017 be adopted as presented.

**335-2017**

**CARRIED**



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

- 4.1 Minutes of the Regular Meeting of the Moresby Island Management Standing Committee held June 6, 2017

MOVED by Director Nobels, SECONDED by Director Brain, that the minutes of the Regular meeting of the Moresby Island Management Standing Committee held June 6, 2017 be received as presented.

**336-2017**

**CARRIED**

- 4.2 Minutes of the Regular Meeting of the Moresby Island Management Standing Committee held July 5, 2017

MOVED by Director Kinney, SECONDED by Director Brain, that the minutes of the Regular meeting of the Moresby Island Management Standing Committee held July 5, 2017 be received as presented.

**337-2017**

**CARRIED**

**5. DELEGATIONS**

None.

**6. FINANCE**

- 6.1 J. Musgrave, Administrative Assistant – Cheques Payable over \$5,000 for August, 2017

MOVED by Director Nobels, SECONDED by Director Brain, that the staff report on Cheques Payable over \$5,000 issued by the North Coast Regional District for August, 2017 be received and filed.

**338-2017**

**CARRIED**

**7. CORRESPONDENCE**

- 7.1 Fisheries and Oceans Canada – Hecate Advisory Committee

MOVED by Director Brain, SECONDED by Alternate Director MacKenzie, that the correspondence from Fisheries and Oceans Canada with regard to appointment to the Hecate Advisory Committee be received;

AND THAT Director Nobels be appointed as the North Coast Regional District representative to the Hecate Advisory Committee;

AND FURTHER THAT Director Thomas be appointed as the North Coast Regional District alternate representative to the Hecate Advisory Committee.

**339-2017**

**CARRIED**

*To accommodate travel arrangements for Director Nobels, staff noted it would inquire with the Committee as to whether or not a meeting date later in October 2017 was possible.*

- 7.2 Todd Stone, Official Opposition Critic for Municipal Affairs – 2017 UBCM Meeting Opportunity

MOVED by Director Brain, SECONDED by Director Nobels, that the correspondence from Mr. Stone, Official Opposition Critic for Municipal Affairs, with respect to a meeting opportunity at the 2017 UBCM convention be received.

**340-2017**

**CARRIED**

- 7.3 Greyhound Canada Transportation ULC – Amendment of Transportation License #70414

MOVED by Director Brain, SECONDED by Director Racz, that the correspondence from Greyhound Canada Transportation ULC with respect to its amendment of its transportation license #70414 be received;

AND THAT staff send correspondence to Greyhound Canada in opposition of its proposed amendment of its transportation license.

**341-2017**

**CARRIED**

- 7.4 Honourable Selina Robinson, Minister of Municipal Affairs and Housing – Minister Robinson Introduction

MOVED by Director Racz, SECONDED by Director Brain, that the correspondence from the Honourable Selina Robinson, Minister of Municipal Affairs and Housing, with respect to her introduction be received.

**342-2017**

**CARRIED**

- 7.5 Honourable Selina Robinson, Minister of Municipal Affairs and Housing – Northwest B.C. Resource Benefits Alliance

MOVED by Director Nobels, SECONDED by Director Brain, that the correspondence from the Honourable Selina Robinson, Minister of Municipal Affairs and Housing, with respect to the Northwest B.C. Resource Benefits Alliance be received.

**343-2017**

**CARRIED**

- 7.6 Haida Gwaii Museum - Announcement

MOVED by Director Kinney, SECONDED by Director Brain, that the correspondence from the Haida Gwaii Museum with respect to the announcement of the Executive Directors resignation be received for information.

**344-2017**

**CARRIED**

**8. REPORTS – RESOLUTIONS****8.1 D. Fish, Corporate Officer – Appointment of Election Officials**

MOVED by Director Brain, SECONDED by Director Racz, that the staff report entitled “Appointment of Election Officials” be received;

AND THAT pursuant to Section 58 of the *Local Government Act*, Daniel Fish be appointed Chief Election Officer for conducting the 2018 general local elections with power to appoint other election officials as required for the administration and conduct of the 2018 general local elections;

AND THAT Doug Chapman be appointed Deputy Chief Election Officer for the 2018 general local elections.

**345-2017****CARRIED****8.2 D. Fish, Corporate Officer – ePact System Update**

MOVED by Director Racz, SECONDED by Director Kinney, that the report from staff entitled “ePact System Update” be received for information.

**346-2017****CARRIED****8.3 J. Musgrave, Administrative Assistant – Support for Participation of the “Shakeout BC” Drill**

MOVED by Director Nobels, SECONDED by Director Brain, that the Board receives the staff report entitled “Support for Participation of the ShakeOut BC Drill”;

AND THAT the Board hereby approves participating in the “Great BC ShakeOut” on October 19, 2017 at 10:19am.

**347-2017****CARRIED****8.4 D. Fish, Corporate Officer – UBCM Meeting Requests Update**

MOVED by Director Nobels, SECONDED by Director Brain, that the Board that the staff report entitled “UBCM Meeting Requests Update” be received for information.

**348-2017****CARRIED****9. BYLAWS****9.1 Bylaw No. 617, 2017 – Being a bylaw to authorize the North Coast Regional District to obtain, by referendum, the opinion of the electors in a portion of Electoral Area D regarding establishing a service to provide taxation funding to assist the operational funding for the Tlell Fire Protection and Rescue Service Area**

MOVED by Director Nobels, SECONDED by Director Brain, that Bylaw No. 617, 2017 be given first reading.

**349-2017****CARRIED**

MOVED by Director Kinney, SECONDED by Director Racz, that Bylaw No. 617, 2017 be given second reading.

**350-2017**

**CARRIED**

MOVED by Director Brain, SECONDED by Director Racz, that Bylaw No. 617, 2017 be given third reading.

**351-2017**

**CARRIED**

MOVED by Director Nobels, SECONDED by Director Brain, that Bylaw No. 617, 2017 be adopted.

**352-2017**

**CARRIED**

- 9.2 Bylaw No. 618, 2017 - Being a bylaw to establish a fire and rescue protection service within a portion of Electoral Area D to provide taxation funding for the operational costs of the Tlell Volunteer Fire Department

MOVED by Director Nobels, SECONDED by Director Brain, that Bylaw No. 618, 2017 be given first reading.

**353-2017**

**CARRIED**

MOVED by Director Brain, SECONDED by Director Racz, that Bylaw No. 618, 2017 be given second reading.

**354-2017**

**CARRIED**

MOVED by Director Racz, SECONDED by Director Brain, that Bylaw No. 618, 2017 be given third reading.

**355-2017**

**CARRIED**

## **10. LAND REFERRALS / PLANNING**

None.

## **11. NEW BUSINESS**

### **11.1 Director's Reports**

MOVED by Director Kinney, SECONDED by Director Racz, that the verbal reports from the Directors, as follows, be received:

#### Director Brain – City of Prince Rupert

- The City of Prince Rupert, the District of Port Edward and Transit BC reached an agreement that saw 5 new fleet buses replace vintage fleet in the Prince Rupert and Port Edward area; and
- The City is busy preparing for UBCM with a focus on community infrastructure needs.

#### Alternate Director MacKenzie – District of Port Edward

- The City of Prince Rupert, the District of Port Edward and Transit BC reached an agreement that saw 5 new fleet buses replace vintage fleet in the Prince Rupert and Port Edward area.

Director Kinney – City of Prince Rupert

- The City of Prince Rupert will be hosting a town hall meeting with the public in the new year.

Director Nobels – Electoral Area A

- Director Nobels attended the Groundfish Advisory Committee meeting held in August in Vancouver, B.C. as the NCRD representative to that committee;
- The Aurora LNG project is no longer moving forward as a potential project in the region; and
- A couple of bears have been spotted in the community of Dodge Cove.

Director Bergman – Electoral Area C

- The Oona River Community Association completed the improved access to the Community Hall project.

Director Martin – Village of Queen Charlotte

- The Village has made public its intent to purchase 80 acres of land for a proposed sewage treatment plant in the Village and to address the Village's housing shortage; and
- The Village is busy preparing for UBCM with its focus on BC Ferries and housing shortage in the community.

Director Thomas – Village of Port Clements

- The Village met with the Ministry of Forests, Lands and Natural Resource Operations on September 18<sup>th</sup>, 2017 to discuss road use agreements for backroads on Haida Gwaii; and
- Director Thomas has been attending the Northwest B.C. Resource Benefits Alliance UBCM strategy meetings.

Chair Pages – Village of Masset

- The Village, in working with the Ministry of Environment, has now removed the derelict barge that sat in the community's harbor for years; and
- The Village has awarded the contract for its waterline replacement project that is anticipated to take place over the next 10 years.

**356-2017****CARRIED**

- 11.2 North Coast Regional District application to Northern Development Initiative Trust's Business Façade Improvement Program

MOVED by Director Racz, SECONDED by Director Nobels, that the North Coast Regional District application to Northern Development Initiative Trust's Business Façade Improvement Program be received;

AND THAT the North Coast Regional District support its application to Northern Development Initiative Trust's Business Façade Improvement Program in the amount of \$10,000, to be drawn from the nominal account.

**357-2017****CARRIED**

**11.3 Director Nobels, Electoral Area A – Dangerous Goods Transportation**

MOVED by Director Kinney, SECONDED by Director Nobels, that the verbal report from Director Nobels with respect to dangerous goods transportation be received;

AND THAT staff be directed to send correspondence to the Prince Rupert Port Authority with respect to its emergency preparedness plans and the need for collaboration with respect to emergency planning across agencies in the region.

**358-2017****CARRIED****11.4 Old Massett Village Council application to Northern Development Initiative Trust's Community Halls and Recreation Facilities Program**

MOVED by Director Racz, SECONDED by Director Nobels, that the Old Massett Village Council's application to Northern Development Initiative Trust's Community Halls and Recreation Facilities Program be received;

AND THAT the Board of the North Coast Regional District support the Old Massett Village Council's application to Northern Development Initiative Trust's Community Halls and Recreation Facilities program in the amount of \$10,000, to be drawn from the nominal account.

**359-2017****CARRIED****11.5 Haida Gwaii Regional Recreation Marketing and Communications Plan**

MOVED by Director Nobels , SECONDED by Director Racz, that the Haida Gwaii Regional Recreation Marketing and Communications Plan be received.

**360-2017****CARRIED****12. OLD BUSINESS**

None.

**13. PUBLIC INPUT**

There were 2 questions from the public.

**14. IN CAMERA**

MOVED by Director Nobels, SECONDED by Director Brain, that the Board move to the In-Camera meeting following the Regular meeting according to sections 90(1)(a)(c) and (k) of the *Community Charter* "personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality", "labour relations or other employee relations" and "negotiations and related discussions respecting the proposed provision of a municipal services that are at their preliminary stages.."

**361-2017****CARRIED**

**15. ADJOURNMENT**

MOVED by Director Brain, SECONDED by Director Nobels, that the North Coast Regional District Regular Board meeting be adjourned at 8:41 p.m.

**362-2017****CARRIED**

Approved and adopted:

Certified correct:

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Chair

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Corporate Officer



## NORTH COAST REGIONAL DISTRICT

### MORESBY ISLAND MANAGEMENT STANDING COMMITTEE

**MINUTES** of the Regular Meeting of the Moresby Island Management Standing Committee (MIMSC) held at Sandspit Lord of Life Church, Sandspit, B.C. on September 5, 2017 at 7:00 PM.

**Adopted October 3, 2017**

**PRESENT** Gail Henry, Behn Cochrane, Bill Quaas, Bill Beldessi, Stan Hovde

#### **ABSENT**

Chair Gail Henry

Vice Chair Behn Cochrane

Staff Barb Parser

Public 3

**1. CALL TO ORDER 7:05 PM**

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

2.1 Agenda September 5, 2017

**047-2017** MOTION to adopt agenda as presented moved by Bill Beldessi, seconded by Stan Hovde, Carried

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

3.1 Minutes June 2017

**048-2017** MOTION to adopt and file July Minutes, moved by Behn Cochrane, seconded by Bill Quaas, Carried

**4. DELEGATIONS**

None



**5. CORRESPONDENCE**

5.1 BC Ferries - Ivan Leung, Re: Planning phase Skidegate/Alliford Bay terminals

**049-2017** MOTION to receive and file correspondence from BC Ferries moved by Behn Cochrane, seconded by Stan Hovde, Carried

**6. REPORTS – RESOLUTIONS**

6.1 Water Operators Report

6.2 Directors Report

**050-2017** MOTION to receive and file reports moved by Stan Hovde, seconded by Behn Cochrane, Carried

**7. OLD BUSINESS**

None

**8. NEW BUSINESS**

None

**9. PUBLIC INPUT**

None

**10. IN CAMERA**

**11. ADJOURNMENT**

**051-2017** Motion to Adjourn by Gail Henry, 7:30 PM, Carried

Approved and adopted:

Certified correct:

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Chair

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Secretary



## NORTH COAST REGIONAL DISTRICT

**MINUTES** of the Committee of the Whole (CoW) meeting held at 344 2<sup>nd</sup> Avenue West in Prince Rupert, B.C. on Saturday, September 23, 2017 at 10:00 am.

### PRESENT

Chair	L. Brain, City of Prince Rupert
Directors	N. Kinney, City of Prince Rupert C. MacKenzie, Alternate, District of Port Edward G. Martin, Village of Queen Charlotte ( <i>teleconference</i> ) U. Thomas, Village of Port Clements ( <i>teleconference</i> ) K. Bergman, Electoral Area C M. Racz, Electoral Area D
Regrets	B. Pages, Village of Masset D. Franzen, District of Port Edward D. Nobels, Electoral Area A B. Beldessi, Electoral Area E
Staff	D. Chapman, Chief Administrative Officer D. Fish, Corporate Officer S. Gill, Treasurer
Public	0
Media	0

### 1. CALL TO ORDER 10:05 a.m.

### 2. AGENDA

MOVED by Director Kinney, SECONDED by Director Racz, that the September 23, 2017 Committee of the Whole meeting agenda be adopted as presented.

**003-2017**

**CARRIED**

### 3. MINUTES & BUSINESS ARISING FROM MINUTES

None.

### 4. DELEGATIONS

#### 4.1 Upanup Studios Inc. – Presentation of Rebranding Strategy and Logo Concepts

Danielle Benacquista, Digital Strategist, and Eddie Morris, Designer, for Upanup Studios Inc. addressed the Committee with respect to the North Coast Regional District (NCRD) rebranding strategy and proposed logo concepts.

Upanup Studios presented three logo concepts for consideration of the Committee with the goal of identifying a logo direction to refine for approval.

Upanup indicated that the goal of the brand identity was to ensure the identity is contemporary, adaptable and identifiable; reflects the region; usable; and conveys the uniqueness, depth, and history of the NCRD.

The Committee provided its feedback to Upanup Studios with respect the logo concepts presented and was in agreement that it preferred logo concept one, with font choices from logo concept two or three.

Upanup Studios presented the tagline “Live Extraordinary” and the Committee was in agreement that the tagline reflected the characteristics of the NCRD.

Upanup Studios agreed to refine two further logo options for review based on logo concept one and the font variations from concepts two and three.

The Chair thanked Upanup Studios for its delegation.

**5. CORRESPONDENCE**

None.

**6. REPORTS – RESOLUTIONS**

None.

**7. NEW BUSINESS**

None.

**8. OLD BUSINESS**

None.

**9. PUBLIC INPUT**

There were 0 questions from the public.

**10. IN CAMERA**

None.

**11. ADJOURNMENT**

MOVED by Director Kinney, SECONDED by Director Racz, that the Committee of the Whole meeting be adjourned at 11:03 a.m.

**004-2017**

**CARRIED**

Approved and adopted:

Certified correct:

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Chair

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Corporate Officer



**NORTH COAST REGIONAL DISTRICT  
ELECTORAL AREA ADVISORY COMMITTEE**

**MINUTES** of the Electoral Area Advisory Committee meeting held at 344 2<sup>nd</sup> Avenue West in Prince Rupert, B.C. on Friday, May 26, 2017 at 6:30 p.m.

**PRESENT**

Chair: Michael Racz, Electoral Area D

Directors: Des Nobels, Electoral Area A  
Karl Bergman, Electoral Area C  
Bill Beldessi, Electoral Area E (*regrets*)

Staff: D. Chapman, Chief Administrative Officer  
D. Fish, Corporate Officer

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**1. CALL TO ORDER 6:31 p.m.**

**2. CONSIDERATION OF AGENDA**

MOVED by Director Nobels, SECONDED by Director Bergman, that the May 26, 2017 Electoral Area Advisory Committee agenda be adopted as presented.

**012-2017**

**CARRIED**

**3. MINUTES**

3.1 Minutes of the Electoral Area Advisory Committee meeting held January 20, 2017

MOVED by Director Nobels, SECONDED by Director Bergman, that the minutes of the January 20, 2017 Electoral Area Advisory Committee meeting be adopted as presented.

**013-2017**

**CARRIED**

**4. FINANCE**

None.

**5. CORRESPONDENCE**

None.

**6. REPORTS**

None.

**7. NEW BUSINESS**

- 7.1 Tlell Fall Fair Committee – Application to Northern Development Initiative Trust’s Fabulous Festivals and Events Program

MOVED by Director Bergman, SECONDED by Director Nobels, that the Tlell Fall Fair Committee’s application to Northern Development Initiative Trust’s Fabulous Festivals and Events program be received;

AND THAT the Electoral Area Advisory Committee recommend that the Board of the North Coast Regional District support the Tlell Fall Fair Committee’s application to Northern Development Initiative Trust’s Fabulous Festivals and Events program, in the amount of \$2,500, to be used toward the Tlell Fall Fair

**014-2017**

**CARRIED**

- 7.2 Gwaii Communications – Application to Northern Development Initiative Trust’s Connecting British Columbia Program

MOVED by Director Nobels, SECONDED by Director Bergman, that Gwaii Communications’ application to Northern Development Initiative Trust’s Connecting British Columbia program be received for information.

**015-2017**

**CARRIED**

- 7.3 Crystal Cabin Business Façade Proposal

MOVED by Director Nobels, SECONDED by Director Bergman, that the Crystal Cabin’s business façade proposal be received;

AND THAT staff prepare an application to Northern Development Initiative Trust’s Business Façade program.

**016-2017**

**CARRIED**

- 7.4 Sandspit Community Society – Application to Northern Development Initiative Trust’s Fabulous Festivals and Events Program

MOVED by Director Bergman, SECONDED by Director Nobels, that the Sandspit Community Society’s application to Northern Development Initiative Trust’s Fabulous Festivals and Events program be received;

AND THAT the Electoral Area Advisory Committee recommend that the Board of the North Coast Regional District support the Sandspit Community Society’s application to Northern Development Initiative Trust’s Fabulous Festivals and Events program, in the amount of \$2,500, to be used toward the Sandspit Loggers Day sports.

**017-2017**

**CARRIED**

**8. OLD BUSINESS**

None.

**9. PUBLIC INPUT**

There were 0 questions from the public.

**10. IN CAMERA**

None.

**11. ADJOURNMENT**

MOVED by Director Nobels, SECONDED by Director Bergman, that the meeting be adjourned at 6:49 p.m.

**018-2017**

**CARRIED**

Approved & Adopted:

Certified correct:

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Chair

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Corporate Officer

**North Coast Regional District**  
**Cheques payable over \$5,000 - SEPTEMBER, 2017**

<b>Payable To</b>	<b>Date</b>	<b>Amount</b>	<b>Purpose</b>
Big Red Enterprises Ltd.	6-Sep	\$ 17,152.74	August Garbage Collection Contract
Pacific Blue Cross	6-Sep	\$ 5,517.10	September PBC & BC Life Premiums
Sperling Hansen Associates	6-Sep	\$ 5,461.00	Landfill site visit - Layout Expansion, Extension Phase 5-A
Ticker's Hauling & Storage	6-Sep	\$ 7,822.50	Transport recyclables, building/equipment/forklift rental and worker & porto toilet rental/cleaning
ePACT Network Ltd	7-Sep	\$ 10,864.00	Mass Emergency Notification System
C & C Beachy Contracting	22-Sep	\$ 7,728.00	Haul winter sand cover access road for metal salvage (Landfill)
Carlyle Shepherd & Co	22-Sep	\$ 14,070.00	2016 Regional District Audit
Upanup Studios	22-Sep	\$ 5,985.00	RD logo & designs - August (75% complete)
Receiver General	6-Sep	\$ 10,025.23	Payroll Remittance (PP18-2017)
Municipal Pension Plan	6-Sep	\$ 5,988.54	Payroll Remittance (PP18-2017)
Receiver General	22-Sep	\$ 8,951.71	Payroll Remittance (PP19-2017)
Municipal Pension Plan	22-Sep	\$ 5,807.76	Payroll Remittance (PP19-2017)
Municipal Pension Plan	29-Sep	\$ 6,151.47	Payroll Remittance (PP20-2017)

<b>CHEQUES OVER \$5,000:</b>	<b>\$ 111,525.05</b>
<b>CHEQUES UNDER \$5,000:</b>	<b>\$ 46,276.77</b>
<b>TOTAL CHEQUES:</b>	<b>\$ 157,801.82</b>

### Prince Rupert Marine Fuels Service Open House and Invitation to Comment

Wolverine Terminals ULC is proposing to construct and operate a marine vessel fuelling service within the Port of Prince Rupert.

The proposed Prince Rupert Marine Fuels Service is subject to an environmental effects evaluation under the *Canadian Environmental Assessment Act 2012* (CEAA 2012) to assist Federal Authorities in their determination of the proposed services' likelihood of resulting in significant adverse environmental effects.

A description of the proposed services' construction and operations activities are presented in the draft Project Description document available at [www.wolverineterminals.com](http://www.wolverineterminals.com).

Wolverine Terminals is hosting the following two open house events to receive public comments to be considered in the environmental effects evaluation.

Crest Hotel  
222 1st Avenue West, Prince Rupert, BC  
**October 17, 2017**  
**from 3:00 p.m. to 7:00 p.m.**

District of Port Edward Community Centre  
770 Pacific Avenue, Port Edward, BC  
**October 19, 2017**  
**from 6:00 p.m. to 8:00 p.m.**

Written comments will be received by Wolverine Terminals until 5:00 p.m. (PST)  
November 5, 2017.

Comments can be submitted by mail to:

Wolverine Terminals  
#2600, 605 – 5th Avenue SW  
Calgary, Alberta, T2P 3H5  
Attention: Public Relations

or

By email to [info@wolverineterminals.com](mailto:info@wolverineterminals.com)  
Subject line: Prince Rupert Marine Fuels Service

or

By submitting written comments  
on the forms provided at  
the open house events.



**Wolverine**  
Terminals

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



# Prince Rupert Marine Fuels Service

## Project Description



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## 1.0 INTRODUCTION

Wolverine Terminals is proposing to construct and operate Prince Rupert marine fuels service, a marine fuel delivery service for the Port of Prince Rupert that would enable cargo vessels anchored or berthed in the Port to refuel.

The Port is one of the only major global ports to not offer marine fuelling service for cargo ships. In the absence of marine fuelling services at the Port, cargo ships must carry enough fuel to make a round trip or detour to an alternative West Coast port (including the Port of Vancouver) to fuel. The additional fuel carried to make the round trip displaces potential cargo and increases shipping cost.

In 2016, 461 vessels visited the Port and that number is forecasted to grow. Having a local fuel service will assist in achieving this forecasted growth. Types of vessels that visit the Port include cruise ships, cargo ships, ferries, fishing vessels and private boats. The scope of this service includes fuel associated with cargo ships and ferries.

Aside from the lack of fuel the Port has many strategic advantages that would help support future growth. The Port is the closest North American port to Asia and has the deepest natural harbour in North America. The Port also has direct access to a rail network with connections to markets across North America and significant capacity to increase traffic volumes.

The Port was designated a National Harbour in 1972 and is under the jurisdiction of the Prince Rupert Port Authority (PRPA). Established under the *Canada Marine Act*, the PRPA is mandated to support Canada's trade activity by facilitating and expanding the movement of cargo and passengers within the Port. The PRPA would be the lead federal authority responsible for reviewing the proposed service and ensuring it meets all rules and regulations relating to the safe, efficient and environmentally responsible handling of shipping traffic. The proposed service will be assessed to determine if there will be potential physical, biological or human (social) effects and what measures are needed to eliminate or mitigate potential significant adverse environmental effects.

## 2.0 PROJECT OVERVIEW

### 2.1 Project Summary

Wolverine Terminals' Prince Rupert marine fuels service would provide the Port with a marine fuelling service capable of fuelling cargo ships, increasing the port's capacity and enhancing the Port's ability to attract more traffic. The Port is currently one of the only North American West Coast ports that cannot offer fuelling service to cargo ships.

The proposed service includes the construction of a marine berth and the operation of a marine fuelling service in the inner and outer harbours of the Port. The marine berth would be located at a site previously used by harbour towing companies adjacent to the Westview Terminal owned by Pinnacle Renewable Energy Group, providing direct access to the existing Aquatrain Terminal. Refer to Figure 1 attached for the location of the services' proposed marine berth location.

Project construction would primarily be marine based, however some onshore work may be required.

Construction components of the service would include:

- Installation of three new mooring dolphins that would be interconnected.
- Installation of a gangway connecting the marine berth to the shore.
- Connections to land-based electrical, water and gas utility services.
- Off-site fabrication of a rail barge and a fuel distribution barge.

Operational components of the service would include:

- Loading rail tank cars onto a rail barge at the existing Aquatrain Terminal.
- Towing and mooring the rail barge to the nearby marine berth.
- Offloading marine fuel from the rail cars into the rail barge.
- Transferring the marine fuel to a fuel distribution barge.
- Delivering fuel to ships anchored or berthed in the inner and outer harbours of the Port via the fuel distribution barge.

### 2.2 Background and Rationale

Current marine fuel supply to the region has historically been transported from refineries in Vancouver or Puget Sound. The fuel must then be transported by tug and barge through the Inside Passage to Prince Rupert, increasing the cost of marine fuel in northwest B.C. The high cost of transporting marine fuel to the Prince Rupert area currently makes fuelling at the Port less economic to the extent that much of the trans-Pacific shipping currently arriving at the Port leaves Asian home ports with enough fuel to make the round trip. This potentially impacts the amount of cargo a ship can carry and makes the trip to Prince Rupert less economic than other competing West Coast ports.

All marine fuels for the proposed service would be transported to Prince Rupert via rail, avoiding the Inside Passage between Puget Sound and Prince Rupert. The volume of fuel delivered to Prince Rupert would depend on a number of economic factors, however it is estimated that volumes would be 1,000 tonnes per day.

The Port of Prince Rupert's direct and extensive rail network access means that marine fuels can be readily sourced from anywhere at the best available price across North America. Providing fuel at a competitive price would increase the attractiveness of the Port as a potential destination and make it more competitive with other West Coast ports.

### 2.3 Proponent Information

Wolverine Terminals ULC is a Calgary, Alberta-based company focused on the safe and efficient development of energy-related marine terminals at key ports in Canada and the U.S. As a Canadian subsidiary of Wexford Capital LP (75 per cent ownership) and Gulfport Energy Corporation (25 per cent ownership), Wolverine's experienced team has resources and a strong track record of building and operating safe, environmentally responsible and successful energy service businesses.

Wexford Capital LP is an SEC-registered investment advisor with over US\$4 billion in assets under management as of December 31, 2013 including US\$2 billion in the energy and natural resources sectors. Listed on the NASDAQ (symbol: GPOR), Gulfport Energy Corporation is a value-driven, growth-oriented exploration and development company with an enterprise value of approximately US\$5 billion USD. It was formerly part of Wexford's portfolio.

Proponent Contacts:

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### 3.0 PROJECT INFORMATION

#### 3.1 Project Components and Activities – Construction

##### 3.1.1 Marine Berth

The marine berth is comprised of three mooring dolphins installed approximately 30 metres from the shore at a water depth of approximately 20 metres. The mooring dolphins would be supported by steel and batter piles that would be affixed to the seabed and capped with concrete. It is anticipated the piles would be installed using conventional methods.

Each mooring dolphin would consist of approximately nine steel piles, each with a diameter of 1.6 metres, that would be driven into the underlying bedrock. The total marine seafloor footprint of the three mooring dolphins is estimated to be less than 30 metres<sup>2</sup>. The mooring dolphins will be connected with gangways that will enable operators to attach mooring lines to the individual dolphins.

A small bridge (gangway) would also be constructed from one of the mooring dolphins to an onshore landing area to provide site access. An intermediate pile support would be required at the mid-span of this gangway. Pedestrian access to the project site would be via this gangway and through one or more crew transport vessels that will be capable of landing at a floating dock attached to one of the mooring dolphins.

Figure 2 and Figure 3, attached, show the location of the project's proposed marine berth site.

##### 3.1.2 Rail Barge

The rail barge is designed to be compatible with the existing Aquatrain Terminal ramp and to accommodate 24 rail tank cars on deck (Figure 4). Each rail tank car would have a capacity of approximately 100 tonnes. The total capacity which includes rail car storage and below deck tanks will be approximately 12,500 metric tonnes. The rail barge dimensions are approximately:

- 135 metres in length
- a beam of 32 metres
- a depth of 7 metres

Design components for spill prevention and response, safety systems, noise suppression and air emissions are based on Transport Canada requirements and industry best practices, with the storage tank design allowing for segregation of multiple grades of fuel. The barge will have four rail lines of six rail tank cars, with each rail tank car aligning with a dedicated catchment basin and the entire top deck surrounded by coaming.

##### 3.1.3 Fuel Distribution Barge

The fuel distribution barge is a state-of-the-art conventional barge capable of blending and offloading fuel to ocean-going vessels (Figure 5). The fuel distribution barge will operate in accordance with Transport Canada requirements and industry best practices to avoid spills and minimize air, noise, and light emissions.

The fuel distribution barge will have a capacity of approximately 4,800 metric tonnes. Its dimensions are approximately:

- 82 metres in length
- a beam of 20 metres
- a depth of 6 metres

Industry best practices for spill prevention and response (including a spill boom that will be available to quickly surround the barge), noise suppression, air emissions and fuel storage will be incorporated into the design. The cargo tanks will be completely protected by double bottom and wing tanks. These tanks meet requirements set out in the International Convention for the Prevention of Pollution from Ships (MARPOL), the International Safety Guide for Oil Tankers and Terminals (ISGOTT) as well as all applicable regulations.

### **3.2 Project Components and Activities – Operations**

#### **3.2.1 Aquatrain Terminal**

Railcars containing marine fuels would be transported by rail to the existing Aquatrain Terminal in Prince Rupert. Full rail tank cars would then be loaded onto the rail barge at the Aquatrain Terminal during appropriate tide heights. Once the rail tank cars are emptied at the proposed marine berth, they would be transported back to the Aquatrain Terminal. The unloading and loading of rail tank cars to and from the rail barge at the Aquatrain Terminal would be handled by rail personnel.

#### **3.2.2 Marine Berth Site**

With the rail tank cars loaded onto the rail barge, a tug will be used to maneuver the rail barge to the marine berth. At the marine berth, the marine fuel will be transferred from the rail tank cars into heated tanks located below deck. Fuel will then be transferred from the rail barge to the fuel distribution barge. Once filled, the fuel distribution barge will be towed to vessels requiring fuel at designated locations within the inner and outer harbour.

The rail barge will be able to generate sufficient power to operate essential systems during transportation, berthing operations and fuel offloading. It is anticipated that electricity and natural gas will be available from shore.

#### **3.2.3 Marine Fuel Transfers**

Loading, conventional pumping and metering systems will be used to load fuel onto the receiving vessels. The volume of fuel to be transferred will be controlled by a programmable and automated pumping system.

The marine fuel transfers, called “bunkering”, will be supervised by a certified individual (e.g. master mate, engineer, or tanker-man). A pre-fuelling work plan will be prepared for each operation, as vessels may vary in design and fuelling procedure. The pre-fuelling plan will be discussed for each receiving vessel during a pre-fuelling meeting with all crew members. The pre-fuelling plan will detail the total volume of fuel to be pumped into the receiving vessel, fuel quality, the number of tanks to be filled, the amount of fuel to be delivered to each tank, and the fuel level and tank volume at which topping off procedures may apply.

#### **3.2.4 Barge Spill Prevention Systems**

##### ***Rail Barge***

The rail tank car offloading process on the rail barge will be fully enclosed with multiple layers of

containment. The contents of each rail tank car will be offloaded using a hose connected to its bottom valve.

In the unlikely event of a hose or valve failure, the fuel will be contained by the catchment sump located under the rail tank cars. These sumps will be inset into the main deck, measuring approximately 2 metres long by 1 metre wide and 1 metre deep. A coaming lip will extend around the sump above the level of the main deck to prevent rainwater from entering the system. When not in use, the sumps will be protected by a cover. The sumps will drain directly to marine fuel disposal tanks. An additional layer of containment will be provided by a spill coaming around the entire barge deck.

All rainwater collected will be diverted to a tank equipped with water filtration prior to discharge.

### **Fuel Distribution Barge**

Fuel will be transferred from the fuel distribution barge to the receiving vessel using a conventional hose connection. Hoses and equipment will be thoroughly inspected prior to each use; a coaming will surround the pump metering skids; and a spill boom will be readily available and deployed by a separate vessel (e.g. the tug) in the unlikely event of an overboard spill.

In addition to the spill containment systems, industry best practices and procedures will be developed with the target of zero spillage during all operations. Emergency spill response procedures will be developed in alignment with existing best practices, procedures and resources at the Port and implemented as defined in the Shipboard Oil Pollution Emergency Plan (SOPEP). Crews will also be trained, and regularly re-trained, in the use of spill response equipment, practices and procedures.

### **3.3 Project Schedule**

Subject to regulatory approvals and confirmation of a final investment decision, the proposed project schedule, which includes First Nations and public engagement; regulatory submissions, review and decisions; detailed engineering; construction and fabrication, would see Prince Rupert marine fuels service operational by early 2019, according to the following proposed schedule.

- Mid-2018: Regulatory approval and detailed engineering complete
- Early 2019: Construction of the marine berth
- Early 2019: Off-site fabrication of the two barges
- Mid-2019: Delivery and commissioning of the barges

Additionally, comprehensive First Nations and Public Engagement Plans will be developed and implemented throughout the lifecycle of the project.

### **4.0 ENVIRONMENTAL PERMITTING**

The proposed project is not subject to an environmental assessment under the *Canadian Environmental Assessment Act* (CEAA) 2012 as it is not a “designated project” under the Regulations Designating Physical Activities (SOR/2012-147). However, the proposed project meets the definition of a “project” on federal lands. A “project” is defined by Section 66 of CEAA 2012 as a physical activity that is carried out on federal lands or outside Canada in relation to a physical work and is not a designated project. For the proposed service, the physical activity is the construction of the marine berth and the operation of the vessel refuelling activities. The proposed services’ physical work is the installation of new vessel mooring dolphins in parts of the marine environment defined as federal lands.

The proposed service is located on federal lands managed by the PRPA, a Canada Port Authority

established under Section 8 of the *Canada Marine Act*. In accordance with Schedule 3 of CEAA 2012, the PRPA is defined as a Federal Authority that has powers, duties or functions in relation to an assessment of the environmental effects of a “designated project” or “project” on federal lands within the PRPA’s jurisdiction. Section 67 of CEAA 2012 specifies that Federal Authorities such as the PRPA must not make a decision about a proposed “project” on federal lands unless the proposed “project” is determined to be unlikely to cause significant adverse environmental effects, or the Governor in Council decides that those effects are justified.

Transport Canada (TC) is also considered to be a Federal Authority for the proposed service due to their administration of the *Navigation Protection Act* (R.S.C. 1985). There will likely be a requirement for TC to review an application to their Navigation Protection Program and consider granting an approval that allows the service to proceed.

Fisheries and Oceans Canada (DFO) is not considered to be a potential Federal Authority for the proposed service at this time because the proposed service can likely be constructed and operated in a manner that avoids causing serious harm to fish or contravening *Species at Risk Act* (S.C. 2002) prohibitions. Health Canada and Environment and Climate Change Canada are also not considered to be potential Federal Authorities for the proposed service at this time because the proposed service can likely be constructed and operated in a manner that avoids causing significant adverse environmental effects to human health or the environment. Federal Authorities such as the PRPA and TC may seek expert advice from DFO, Health Canada and Environment and Climate Change Canada to assist in decision making.

An environmental effects evaluation of the proposed service is required to assist Federal Authorities in their determination of the proposed services’ likelihood of resulting in significant adverse environmental effects.

### 5.0 PROJECT SETTING AND SITE INFORMATION

Information on the physical, biological and human (social) environment is being gathered for the environmental effects evaluation to describe the existing environment in and around the proposed marine berth location.

#### 5.1 Physical Environment

Physical environmental effects being evaluated include air and noise emissions. Information is currently being gathered at, and adjacent to, the proposed marine berth location to determine potential impacts.

Indigenous traditional knowledge provided by First Nations during ongoing engagement regarding these physical components will be integrated into the environmental effects evaluation. The methods for integration will be reviewed with First Nations.

#### 5.2 Biological Environment

Important biological components being evaluated at, and adjacent to, the proposed service include terrestrial, freshwater and marine plants and animals. These plants and animals are considered important to First Nations and the public.

Some species of plants and animals are important for commercial, recreational, and Aboriginal fisheries or for ecological reasons. Other species of plants and animals are considered important as they are considered at risk and require special attention and consideration. Identifying plant and animal habitat (places where plants and animals live) is critical to determining potential impacts as some areas of the Port



are considered more significant or sensitive than others.

The on-land portion of the proposed marine berth is limited to the concrete landing and proposed gangway that will provide site access. Terrestrial vegetation and wildlife is expected to be limited at this site due to its proximity to an active rail yard that has been in continuous operation for more than 100 years. The nearest mapped sensitive wildlife habitat is a great blue heron (*Ardea herodias fannini*) nest colony about 600 metres southwest of this site (BC CDC 2017b).

There are no freshwater watercourses or waterbodies at or immediately adjacent to the on-land portion of the proposed marine berth. The closest freshwater watercourse is located about 700 metres northeast of the proposed marine berth.

Various marine plants and animals live in the Port including eelgrass, kelp, fish, invertebrates, mammals and birds. Fisheries and Oceans Canada, the PRPA, and other organizations have mapped sensitive shorelines and marine habitats in and adjacent to the Port and proposed marine berth location. The results of this mapping suggests that the marine environment at and near the proposed marine berth location has low fish habitat value (WWF-Canada North Coast program 2011).

Eelgrass and kelp provide important places for marine animals to live. Eelgrass and canopy forming kelp have been found along parts of the coast in the Port, but none were found along the shoreline at the proposed marine berth location (BCMCA 2010).

Some important fish known to live in the Port include salmon, trout and herring. There are several streams that flow into the Port and surrounding waters that support spawning of Chinook salmon (*Oncorhynchus tshawytscha*), chum salmon (*O. keta*), coho salmon (*O. kisutch*), pink salmon (*O. gorbuscha*), sockeye salmon (*O. nerka*), coastal cutthroat trout (*O. clarkii clarkii*) and rainbow trout (*O. mykiss*) (BC MOE 2017). These salmon and trout likely travel through the Port (migrating) and may spend some time feeding (rearing) and preparing for spawning (holding) in the Port as well. Herring are known to spawn along part of the coastline in the Port, but not at or adjacent to the proposed marine berth location (DFO 2016). Twelve fish species at risk might also live in the Port, but none have been confirmed except for coastal cutthroat trout (BC CDC 2017a; Government of Canada 2017b). A portion of the coastline around the Port has been classified based on its fish habitat value to help determine the impacts of future marine infrastructure (PRPA 2011). The coastline adjacent to the proposed project marine berth location has been classified as having low fish habitat value (PRPA 2011).

Types of invertebrates that live in the Port include crab, shrimp and urchins. The Port overlaps with important areas for inshore Tanner crab, Dungeness crab, green sea urchin and shrimp (Clarke and Jamieson 2006; DFO 2015). The endangered northern abalone may live within the jurisdiction of the Port, but it is unlikely to live at the proposed marine berth location based on the physical and biological characteristics of the site.

Ten marine mammals occur in the Port of Prince Rupert (BCMCA 2010), and six of these are species at risk (BC CDC 2017a; Government of Canada 2017b). The Port overlaps with important areas for the northern resident killer whale, humpback whale and Steller sea lion (Clarke and Jamieson 2006a).

Types of birds that occur in the Port include waterfowl, raptors, seabirds and shorebirds. Nine bird species at risk might live in the Port (BC CDC 2017a; Government of Canada 2017b). The Port overlaps with an Important Bird Area for waterfowl and seabirds (IBA Canada 2017), and an important area for black and white-winged scoters (Clarke and Jamieson 2006a, b; DFO 2016).

Indigenous traditional knowledge provided by First Nations during ongoing engagement regarding these biological components will be integrated into the environmental effects evaluation. The methods for integration will be reviewed with First Nations.

### 5.3 Human Environment

Human environment (social environment) effects that will be assessed for the environmental effects evaluation include archaeology, heritage, land and marine use, socioeconomics, and visual amenities. Information on existing social environment conditions will be gathered through secondary data collection (literature review), primary data collection (key informant interviews) and through First Nations and public engagement.

The methods for identifying and integrating information regarding the use of lands and resources by First Nations for traditional purposes will be addressed during ongoing engagement.

## 6.0 POTENTIAL ENVIRONMENTAL EFFECTS AND MITIGATION

Wolverine Terminals is committed to working collaboratively with First Nations and the public to identify potential adverse effects of the proposed service on physical, biological, and human environment components and to develop measures that will be effective at avoiding, mitigating, or otherwise managing potential adverse effects.

The environmental effects evaluation is in the early stages of development, however, a preliminary list of potential adverse effects and mitigation measures is included below.

### 6.1 Physical Environment

Potential adverse effects to the physical environment may include noise and air emissions. Mitigation measures may include restricting construction and operation hours to certain periods and limiting fuel transfers to certain locations in the Port.

### 6.2 Biological Environment

Potential adverse effects to the biological environment may include effects from marine fuel spills on marine plants and animals. Multiple spill prevention and containment systems, such as double walled hulls, spill catchment basins, and spill coaming, have been incorporated into the design of the rail barge and fuel distribution barge to prevent spills from entering the marine environment. Additional mitigation measures may include limiting fuelling to certain areas within the Port and restricting fuelling during adverse weather and ocean conditions.

In addition to the spill prevention and containment systems, industry best practices and procedures will be developed with the target of zero spillage during all operations. Emergency spill response procedures (including a spill boom that will be available to quickly surround the barge) will be developed in alignment with existing best practices, procedures and resources at the Port and implemented as defined in the Shipboard Oil Pollution Emergency Plan (SOPEP). Crews will also be trained, and regularly re-trained, in the use of spill response equipment, practices and procedures.

### 6.3 Human Environment

Potential adverse effects to the human environment may include:

- Navigation from increased vessel traffic within the Port.
- Land and/or marine access, use and tenures due to project No Unauthorized Entry Areas, road and marine transportation of materials and supplies during construction, marine fuel loading and transfer during operations.
- Visual quality during project construction activities and operations of the new marine berth.

- Nearby human receptors from changes to the noise, visual and/or air quality environment during construction and operations and associated nuisance effects.

Potential effects and mitigation measures relating to Indigenous use of lands and resources for traditional purposes will be identified in collaboration with First Nations during ongoing engagement.

### 7.0 PROJECT ENGAGEMENT PLANS

#### 7.1 Public and Stakeholder Engagement Plan

Wolverine Terminals' Prince Rupert marine fuels service is committed to transparent, meaningful and timely stakeholder engagement with local government(s), the public, regulatory agencies, local businesses, and interest groups. Wolverine Terminals' public engagement objectives include:

- Providing regular information to the public and stakeholders regarding the proposed Project in a timely and effective manner.
- Providing information through a variety of methods in a way that is a consistent, straightforward and easy to understand.
- Facilitating meaningful engagement opportunities and dialogue with the public and stakeholders, including opportunities to provide feedback and address potential concerns.
- Demonstrating to regulators and to the public how their input, issues and concerns are addressed and integrated into the Project.
- Supporting respectful public and stakeholder relationships throughout the lifecycle of the Project.

Wolverine Terminals is developing a Public and Stakeholder Engagement Plan that meets PRPA engagement requirements. Under this Plan, the project will: identify affected stakeholders; develop and implement engagement tools (including website, informational materials and mailouts, a toll-free project information phone line and voicemail, project information email address and, potentially, social media tools); collaboratively exchange information about the proposed service during stakeholder meetings and public information session(s)/open houses; gather and consider stakeholder input; and address stakeholder questions and concerns.

#### 7.2 First Nations Engagement Plan

Wolverine Terminals has developed an engagement stream designed specifically to share information with – and seek input from – affected First Nations. The objectives of the First Nations Engagement Plan are to:

- Identify each affected First Nation's preferred approaches for engaging with Wolverine Terminals.
- Provide timely and relevant information to each affected First Nation, allow for a reasonable review period and actively seek and respond to feedback and input regarding issues and interests.
- Identify capacity and resources that affected First Nations may require to assist them with effectively participating in the regulatory review process.
- Involve First Nations in the environmental effects evaluation process.
- Gather sufficient background information on the use of lands and resources for traditional purposes to adequately assess potential effects.
- Collaboratively develop measures to avoid, mitigate or otherwise manage potential significant adverse environmental effects.
- Develop long-term mutually beneficial relationships with First Nations.

Wolverine Terminals will seek input from affected First Nations and the PRPA in developing the First Nations Engagement Plan and in identifying potential impacts the proposed service may have on First

Nations. The First Nations Engagement Plan will guide activities with First Nations to help inform PRPA's and Transport Canada's determination of whether the project is likely to result in significant adverse environmental effects.

The First Nations Engagement Plan will be designed to meet the required regulatory and procedural aspects of Indigenous engagement.

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## 9.0 FIGURES

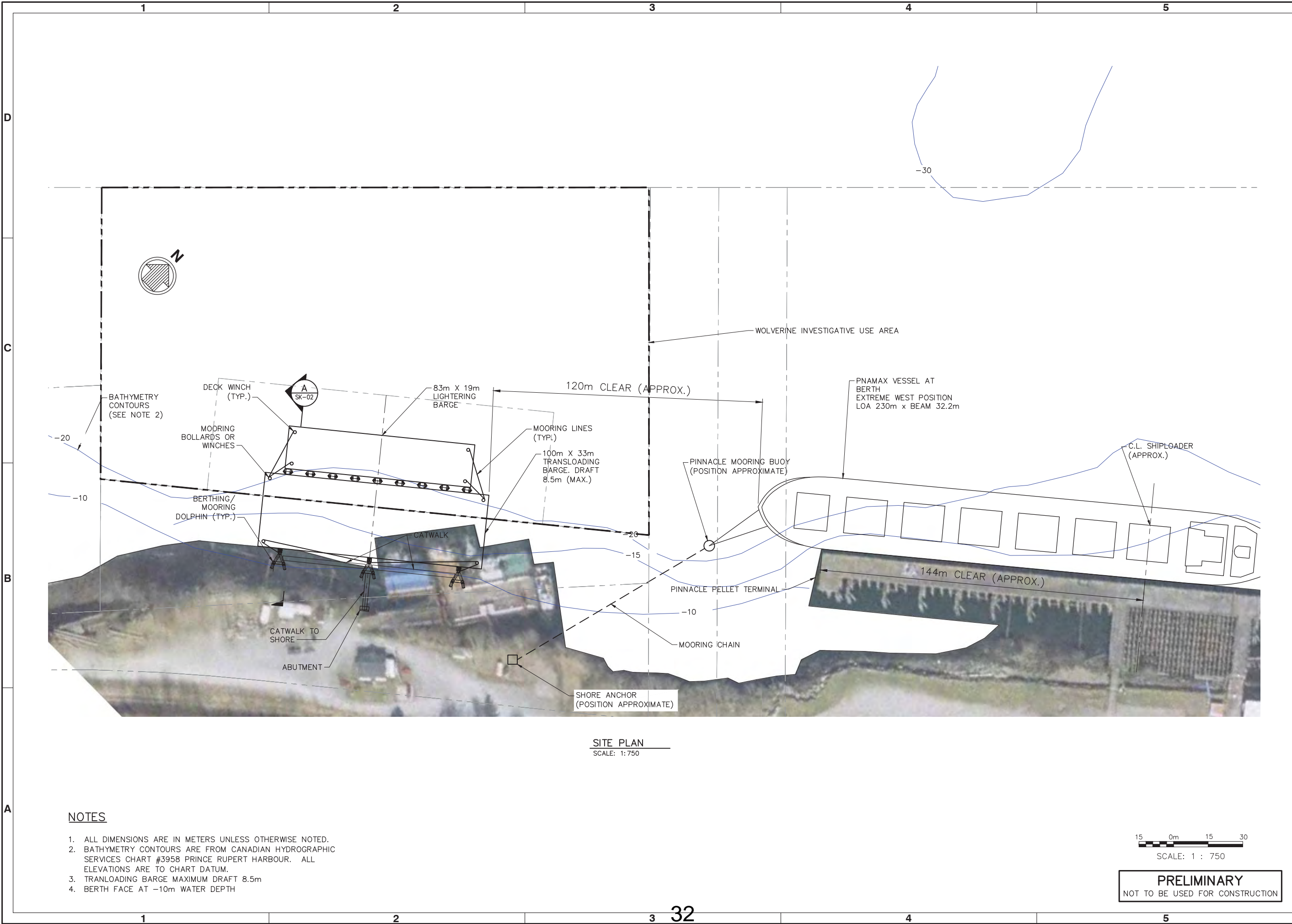
Figure 1: Site Location

Figure 2: Site Plot Plan

Figure 3: Proposed Marine Fuel Service Mooring Site

Figure 4: Rail Barge Conceptual Design

Figure 5: Fuel Distribution Barge Conceptual Design



NOTES

1. ALL DIMENSIONS ARE IN METERS UNLESS OTHERWISE NOTED.
2. BATHYMETRY CONTOURS ARE FROM CANADIAN HYDROGRAPHIC SERVICES CHART #3958 PRINCE RUPERT HARBOUR. ALL ELEVATIONS ARE TO CHART DATUM.
3. TRANLOADING BARGE MAXIMUM DRAFT 8.5m
4. BERTH FACE AT -10m WATER DEPTH

15 0m 15 30  
SCALE: 1 : 750

PRELIMINARY  
NOT TO BE USED FOR CONSTRUCTION

Revision			
Rev	By	Date	Description
B	ISSUED FOR REVIEW	2017/03/13	RB
A	ISSUED FOR REVIEW	2016/12/05	RB

BUNKER FUEL PROJECT

SITE PLAN

Rev	A
Date	
Drawn by	RB
Checked by	PC
Reviewed by	
Submitted by	MOFFATT & NICHOL
Project No.	9436
Drawing code	
Drawing Scale	Plot scale: 1:1 (Metric D)

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VANCOUVER, BC CANADA V5Z 4J7  
604-707-9004

SEAL

Sheet Reference No.

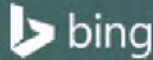
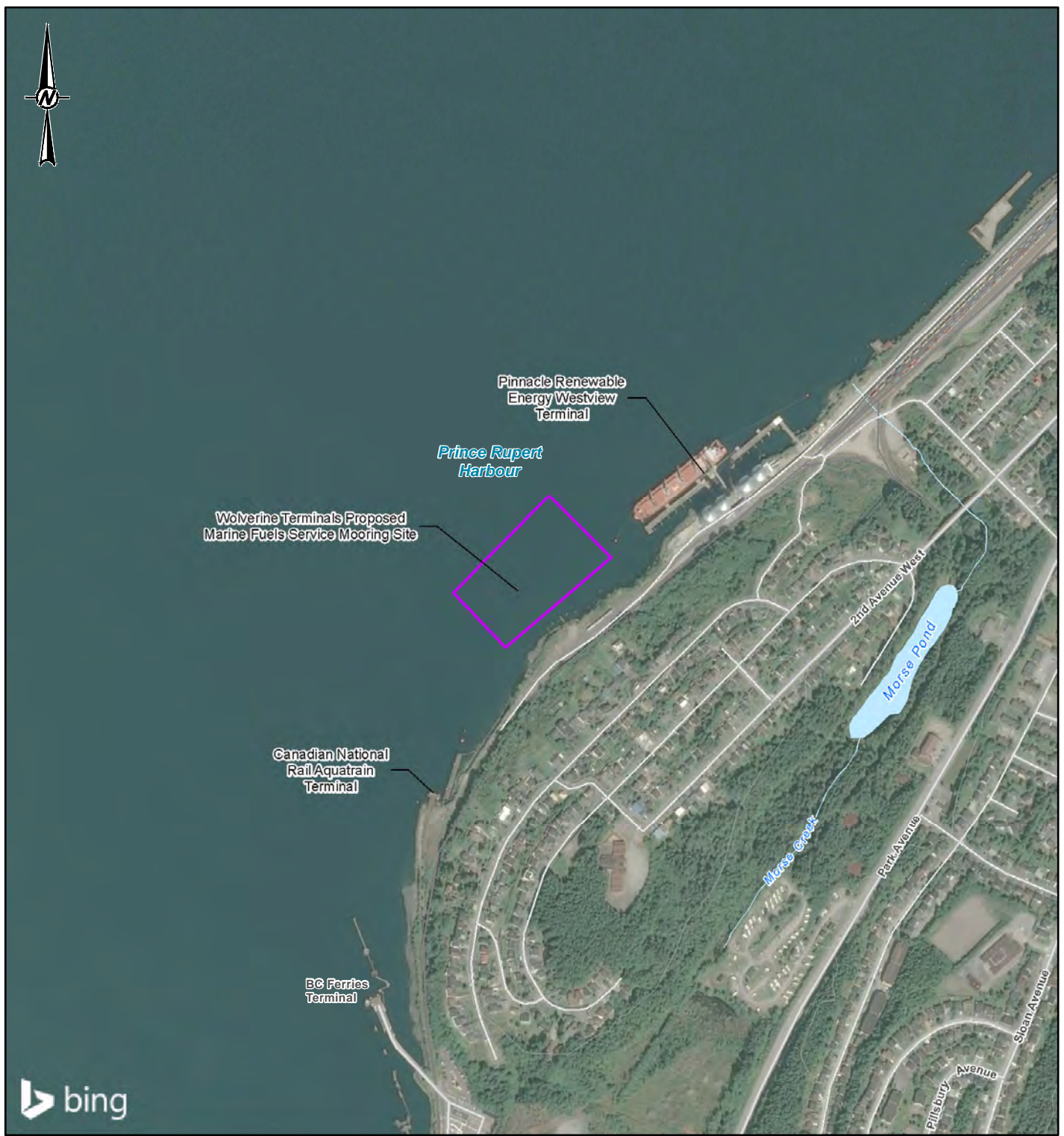
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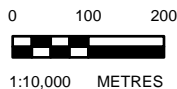




LEGEND

- MAJOR ROAD
- LOCAL ROAD
- RAILWAY
- WATERCOURSE
- PROPOSED MARINE FUELS SERVICE MOORING SITE

**DRAFT**



REFERENCES

1. ROADS OBTAINED FROM CANVEC © DEPARTMENT OF NATURAL RESOURCES CANADA. ALL RIGHTS RESERVED.
  2. RAILWAYS OBTAINED FROM IHS ENERGY INC.
  3. IMAGERY OBTAINED FROM BING MAPS FOR ARCGIS PUBLISHED BY MICROSOFT CORPORATION, REDMOND, WA, MAY 2009
- COORDINATE SYSTEM: NAD 1983 UTM ZONE 9N

CLIENT  
**WOLVERINE TERMINALS**



PROJECT  
**PRINCE RUPERT MARINE FUELS PROJECT**

TITLE  
**PROPOSED MARINE FUELS SERVICE MOORING SITE**

CONSULTANT



YYYY-MM-DD 2017-10-04

DESIGNED BD

PREPARED RC

REVIEWED

APPROVED

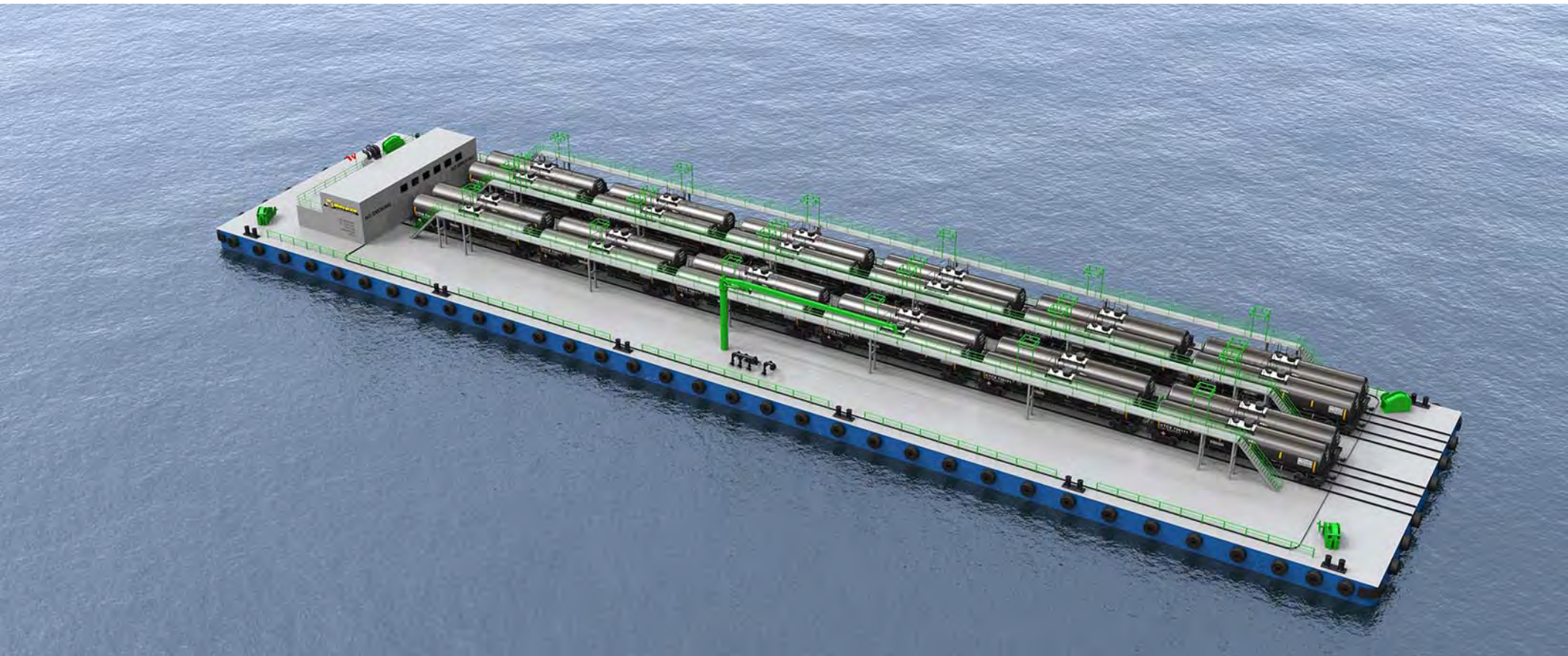
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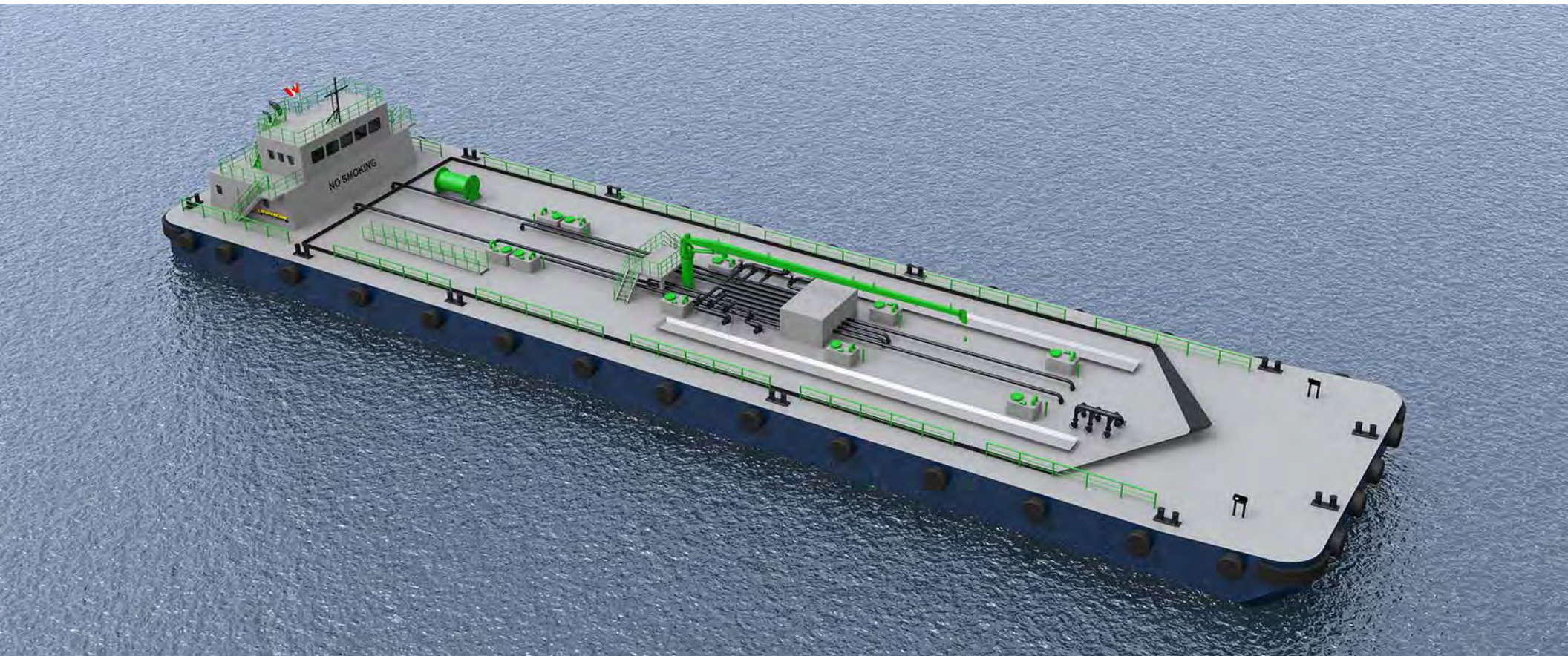
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FIGURE  
**3**









**Daniel Fish**

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**From:** Greg Martin <mayor@queencharlotte.ca>  
**Sent:** Monday, October 2, 2017 4:03 PM  
**To:** Daniel Fish  
**Cc:** Andrew Hudson  
**Subject:** FW: SSR 2017-05 - Route 26 evening walk-on service

Hi Daniel,

Please add this to our next NCRD agenda. While at first blush the rejection seems unfortunate, I feel that it adds weight to our request to have Route 26 (Aliford) restored to it's pre-2014 service level, meaning restoring evening service.

Thanks,

Greg

---

**From:** Guenette, Darin [mailto:Darin.Guenette@bcferries.com]  
**Sent:** September-28-17 11:48 AM  
**To:** Greg Martin <mayor@queencharlotte.ca>  
**Subject:** RE: SSR 2017-05 - Route 26 evening walk-on service

Hi Greg,

Thanks for our call...below is a formal reply for you.

BC Ferries has reviewed the referenced SSR submission submitted August 11, 2017 and determined that we will not pursue the start-up of an evening walk-on service for Route 26.

Our initial analysis provided an estimate that operational costs will significantly exceed any projected revenue and that, additionally, substantial infrastructure upgrades would be required at Alliford Bay terminal in order to support this type of service. We cannot identify a scenario where BC Ferries could sustain an evening service with water taxi or the Kwuna without incurring high costs that would be borne across our network, and by all fare-payers.

We are aware that the Ministry of Transportation and Infrastructure is already considering the feasibility of establishing this type of service as an unregulated contracted service and therefore have informed them of this request and our response. We feel that the decision of whether to establish this service is truly a policy decision, and thus the Ministry is much better placed to make the decision.

Regards,

Darin Guenette

Manager, Public Affairs

**British Columbia Ferry Services Inc.**

The Atrium

Suite 500, 1321 Blanshard St., Victoria, BC V8W 0B7

**T:** 1-877-978-2385 (toll free) or 250-978-2385 **C:** 250-213-9253 **F:** 250-978-1119

[darin.guenette@bcferries.com](mailto:darin.guenette@bcferries.com)

**bcferries.com | Facebook | Twitter**

**Daniel Fish**

---

**From:** Greg Martin <mayor@queencharlotte.ca>  
**Sent:** Thursday, October 5, 2017 2:38 PM  
**To:** Daniel Fish; Sandra Brown  
**Cc:** barry.cunningham@princerupert.ca; 'Billy.yovanovich@skidegate.ca'  
**Subject:** BC Ferries Executive

Dear Daniel and Sandra,  
 Please add to our respective agendas.  
 Thanks,  
 Greg

---

**From:** Guenette, Darin [mailto:Darin.Guenette@bcferries.com]  
**Sent:** October-05-17 12:13 PM  
**To:** susanna.braund@ubc.ca; ianc@uvic.ca; pryan@island.net; keithrush17@gmail.com; sharon@penelakut.ca; fdfrketich@hotmail.com; jchodgkins@shaw.ca; jaclegg@primesignal.com; rickandcandace@gmail.com; Greg Martin <mayor@queencharlotte.ca>; XT:Schlichting, Mark <mark@shearwater.ca>; k.bartonbridges@gmail.com; haroldswierenga@gmail.com; hollingshead@telus.net; emhage@mac.com; mumford@telus.net; pmfletch@live.com  
**Cc:** Collins, Mark <Mark.Collins@bcferries.com>  
**Subject:** new executive to lead SP&CE team

Hello all Chairs/co-Chairs,  
 This morning, a realignment of our corporate structure was announced. This provided us with notice of the executive who is now leading the Strategic Planning & Community Engagement team - Mark Wilson. As SP&CE Vice President, Mark will also be the executive leading the FAC process, and is therefore planning on attending as many Oct/Nov FAC meetings as he can fit into his schedule. For those of you who may not be familiar with Mark, he has been the Vice President of Engineering for the past four years or so.

As for this realignment process, there are a couple of points I want to stress about why this was done. First, these changes were done to better support our mission to focus even more on putting the customer first, while striving to be safe, dependable and trusted, and provide a great travel experience. A big part of this focus is to work hard at sincerely engaging with communities when we make decisions that affect them. Part of our strategy is to put the customers and communities at the centre of everything we do.

As we have made these changes, we also ensured we are remaining as lean and efficient as we can, and this realignment allowed us to reduce our executive team from ten to nine people. One of the most notable ways of accomplishing this, was to create the role of Vice President & Chief Operating Officer, which is Corrine Storey's new position. Corrine will be responsible for 'all things operational' – such as fleet operations, engineering, terminal operations, the Operations & Security Centre, our Safety/Health team, crewing/training...and more. Those of you who know Corrine will likely be interested in seeing her accept these new challenges.

Note that the Customer Service part of her portfolio will now be included in the responsibilities of Janet Carson, our VP of Marketing & Customer Experience. This is also the department that Public Affairs now is found, so I will also be working more closely with Janet. Some of you will know Janet from the FAC meetings she attended last spring, and I believe she is interested in attending future meetings where it makes sense.

So, at the upcoming FAC meetings, you will likely see both Mark Collins and Mark Wilson attending, when possible. Please share this information with your committee as you see fit, and we can discuss further details at the meetings if you wish.

Regards,

Darin Guenette  
Manager, Public Affairs

**British Columbia Ferry Services Inc.**

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Suite 500, 1321 Blanshard St., Victoria, BC V8W 0B7

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[darin.guenette@bcferries.com](mailto:darin.guenette@bcferries.com)

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## NCRD Info

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**From:** Mylene Raimbault <mraimbault@ra.org>  
**Sent:** Monday, October 16, 2017 4:23 PM  
**Cc:** David Brunelle  
**Subject:** Notice of an upcoming surveillance audit: Taan FSC certificate (Haida Gwaii)

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hello to you,

We wish to inform you that a team of auditors from the Rainforest Alliance will be visiting Haida Gwaii during the week of October 30<sup>th</sup> to conduct a third party evaluation to assess how Taan's (Haico's) forest management activities compare against the Forest Stewardship Council (FSC) standards. David Brunelle (in cc) and I plan to conduct field visits and also meet with Indigenous representatives, forest workers and local stakeholders to gather input which will contribute to assess Taan's overall environmental performance and level of engagement with the people and organizations in the surrounding area.

It would be greatly appreciated to receive your input should you have interests to take part in this process. We are looking to hear from your experiences in engaging with Taan and any suggestions you may have on specific sites / recent operations that may be relevant for us to visit during our stay. Please note the input and views received in the course of these audits remain confidential unless directed otherwise. However, a summary of issues highlighted and general audit findings will be made publicly available. The results of previous evaluations can be found at the following link:  
<https://info.fsc.org/details.php?id=a0240000006uStfAAE&type=certificate>

**I will be available any time within the next three weeks (including evenings)** for a phone interview, and will look to meet with some representatives in person during my stay in the area. Please suggest a few dates and times that would best suite you along with full coordinates, and I will try to work my schedule around those, and confirm interviews as soon as I can.

I look forward to speaking with you in the near future and will be standing by to receive further indications on your interests and availabilities. Please forward to anyone else who you think may be interested in providing comments during this process.

Salutations,

**Mylène Raimbault, ing.f.**  
Spécialiste en certification forestière  
Forest Management Specialist  
RAINFOREST ALLIANCE  
Tel : (819) 949-3056  
Fax : 866-438-1971  
<http://www.rainforest-alliance.org/business>



Pour en savoir plus sur notre travail - Learn about our work

#FollowtheFrog

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RECEIVED OCT 16 2017

Regional District of North Coast  
14 - 342 3rd Avenue West  
Prince Rupert, BC  
V8J 1L5

October 16<sup>th</sup>, 2017

Re: NCLGA Board Report

Dear Mayors, Chairs, Councillors and Directors,

This is a brief NCLGA Board Report to keep you updated on your area association's most recent news:

Resolutions: We are asking all of you to consider resolutions for the upcoming NCLGA, UBCM cycle sooner rather than later this year. In fact, we've set a **friendly deadline of February 9<sup>th</sup>, 2018** for resolution submissions which will help us create a more robust advocacy process. As you know, resolutions are the bedrock of our advocacy efforts. As such, your NCLGA Board wants to create the best resolutions process of all the area associations in BC.

Mayors, Chairs and CAOs Roundtable: The NCLGA will be helping to put together a second Northern Mayors, Chairs and CAOs roundtable on January 19<sup>th</sup>, 2018. Mayor Hall and the City of Prince George will play host to the daylong event, as we build on the last roundtable. More to come on this in the coming weeks. The event is supported, financially, by the Northern Voices Endowment Fund.

Community Leadership Awards: The NCLGA's Community Leadership Awards are proving to be a very popular initiative. 2018 will mark the third cycle of nominations for the awards, which are presented at the annual convention banquet. March 16<sup>th</sup> is the deadline to get nominations in to our office. The rules are very simple and straight forward and can be found on your NCLGA website. Essentially, any individual can nominate a local government for an event or initiative in three categories: economic development, environmental stewardship and/or social responsibility.

Rural Roundtable: The last Roundtable event (which took place in Terrace) for Electoral Area Directors was a resounding success. The EAD's on our board are in the throes of planning another "Rural Roundtable" for the second week of May, 2018 in Fort Nelson. You can expect a slightly different format as our organizing team applies lessons learned and participant input from last time around. Like the Mayors and Chairs roundtable, the Rural Roundtable is supported by the NCLGA's Northern Voices Endowment Fund.

Dave MacDonald, Mayor	District of Port Edward, North Coast Regional District	Appointed Regional Representative
Lynne Christiansen, Councillor	City of Terrace, Kitimat-Stikine Regional District	Appointed Regional Representative
Joan Sorley, Director	Cariboo Regional District	Appointed Regional Representative
Shane Brienens, Mayor	District of Houston, Bulkley-Nechako Regional District	Appointed Regional Representative
Pat Crook, Mayor	District of Mackenzie, Regional District of Fraser-Fort George	Appointed Regional Representative
Lorraine Gerwing, Councillor	Fort Nelson, Northern Rockies Regional Municipality	Appointed Regional Representative

We greatly appreciate your hard work and dedication to making central and northern BC the best place in the world to live, work and play.

Sincerely,



Shaely Wilbur  
NCLGA President

*Thank you for all  
you do to build  
a stronger NEBC*



Regional District of North Coast  
14 - 342 3rd Avenue West  
Prince Rupert BC  
V8J 1L5

RECEIVED OCT 16 2017

October 10, 2017

Re: Resolutions deadline

Good Morning NCLGA Local Governments,

In an attempt to strengthen the resolution process and allow enough time for thorough review, research and dialogue with members, the NCLGA board is asking that resolutions be submitted by February 9<sup>th</sup>, 2018.

Technically, NCLGA bylaws call for resolution submission no later than sixty days before the AGM. However, this deadline constricts our ability to help coordinate amongst our membership, have UBCM do the necessary policy research and then disseminate all resolutions and background material as thoroughly as possible.

Resolutions will not be considered late before March 9<sup>th</sup>, but we are asking for a friendly deadline of February 9<sup>th</sup> next year.

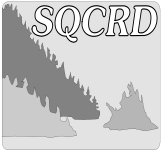
Thank you for accommodating this request as we build a more robust and fruitful resolutions process moving forward.

Sincerely,

Shaely Wilbur,

A handwritten signature in cursive script, appearing to read "Shaely Wilbur", is written over a horizontal line.

President, NCLGA  
City Councillor, Dawson Creek



## STAFF REPORT

**DATE:** October 20, 2017

**TO:** Haida Gwaii Regional Recreation Commission

**FROM:** D. Lomax, Haida Gwaii Regional Recreation Coordinator

**SUBJECT:** Haida Gwaii Regional Recreation: 2017 3<sup>rd</sup> Quarter Reporting

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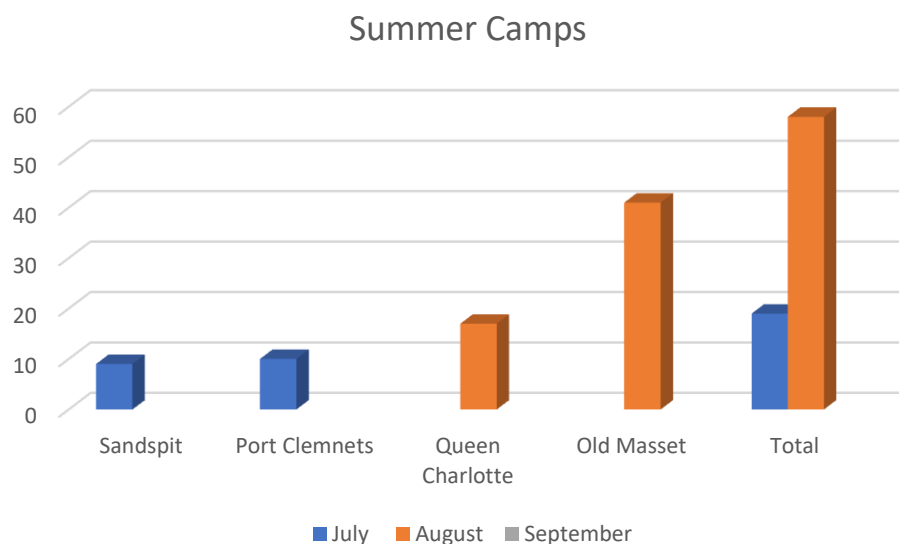
### BACKGROUND:

Throughout July to September 2017 (Q3 2017), Haida Gwaii Regional Recreation (HGR) offered support for programs in varying degrees of capacity, which included the operation of registered HGR programs; coordination and support for drop-in sports programs; and participation and support for community events across Haida Gwaii. These programs are categorized as being either: ran/led; cooperative/partnership; or supporting.

### DISCUSSION:

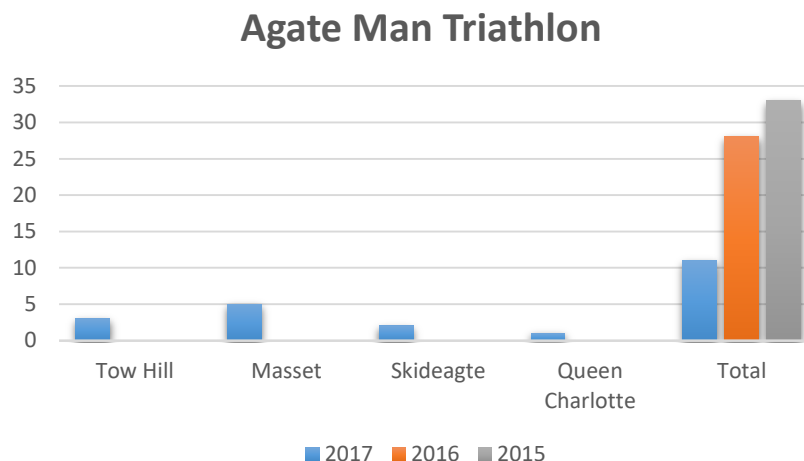
#### Summer Program-Masset, Port Clements, Queen Charlotte and Sandspit (Ran/Led Program)

The annual HGR Summer Programs continued once again in the communities of Masset, Port Clements, Queen Charlotte and Sandspit. The summer staff designed each location's camp schedule to include key elements of fun, education, activity and culture, and have expanded on previous years' programs to incorporate Haida storytelling, cedar weaving, body-based art creation, nutrition and healthy eating, ornithology and biodiversity of Haida Gwaii, and an ever-increasing network of on-island organizations.



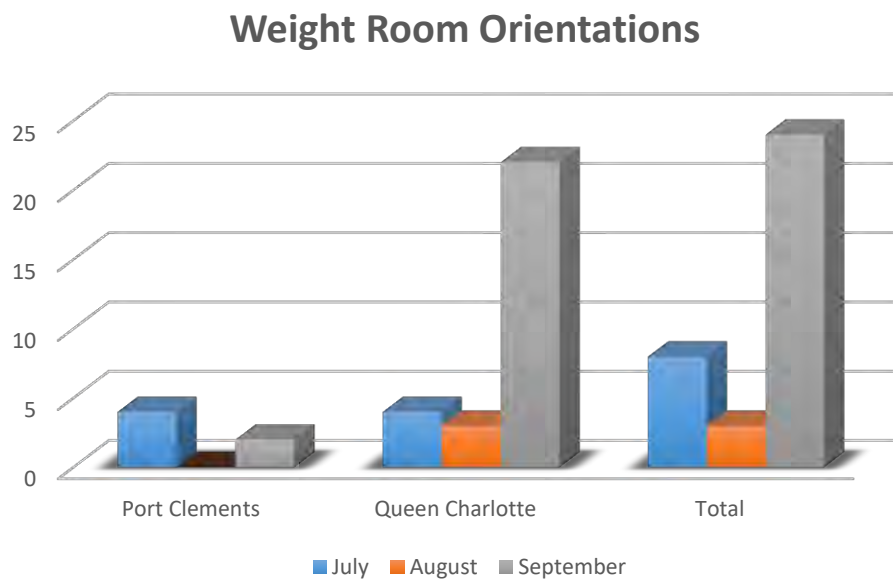
### Agate Man Triathlon (Ran/Led Program)

The Agate Man triathlon was held on Saturday, August 19<sup>th</sup> and featured a solo, relay and family fun option to complete the triathlon. The course includes a 500-meter swim, 20-km bicycle and a 6-km run. There was a drastic decrease in overall participation this year. Harbor Days in Masset was cancelled this year and was a great event that tied in well with the Agate Man over the last few years which could have been a reason for the overall lack of participation. Next year HGR will be working closely with the village of Masset along with other communities to get more all islands participation for this great community event.



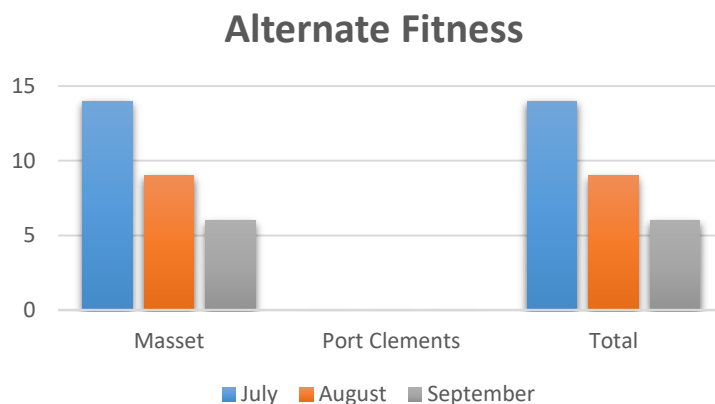
### Weight Room Orientations-Port Clements and Queen Charlotte (Ran/Led Program)

Throughout Q3 2017, HGR held a total of 5 weight room orientation sessions, with a total of 35 participants.



### **Alternate Fitness-Masset and Port Clements (Ran/Led Program)**

Alternate Fitness, held in Masset, runs every Tuesday and Thursday. The class averaged 10 participants per month. Alternate Fitness, will be starting again in November once a week in Port Clements.

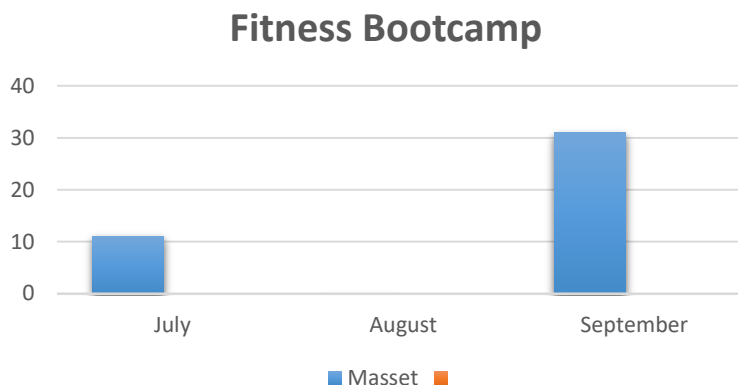


### **Circuit Fitness-Sandspit (Ran/Led Program)**

This circuit program is held at Agnes L. Mathers Elementary in Sandspit. This program aims to create an open and inclusive venue for anyone looking to increase their level of fitness. Due to construction of the new school in Sandspit the current gymnasium is unusable and we will be looking at carrying on with the program later in the fall/beginning of winter.

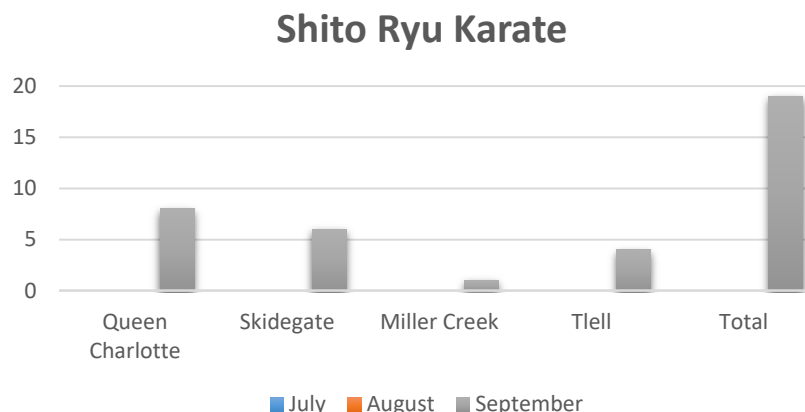
### **Fitness Bootcamp-Masset (Ran/Led Program)**

The Fitness Bootcamp provides a mixture of exercises and cardiovascular training designed to work the heart and lungs and give almost every muscle in the body a workout. This class is suitable for novice exercisers and fitness enthusiasts alike, because individuals are allowed to work at their own personal level and intensity. The Fitness Bootcamp runs 3 classes every Monday, Wednesday and Friday and, in Q3 2017, averaged 21 participants. Due to the time of year, the program saw decline in participants in July and the program was cancelled in August due to lack of registrations.



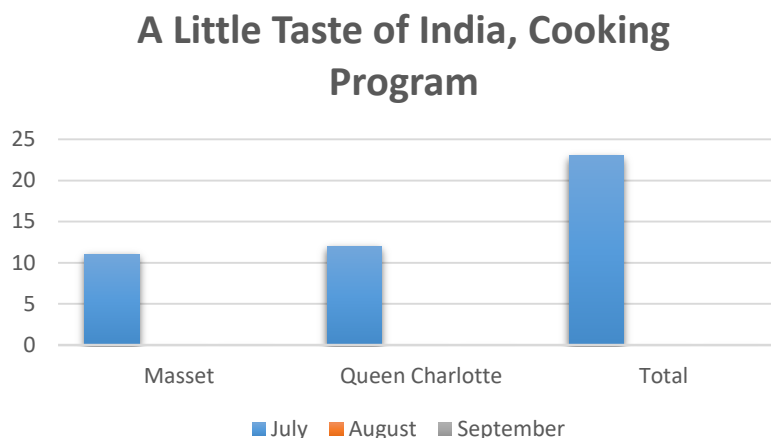
### Shito Ryu Karate-Skidegate (Ran/Led Program)

Shito Ryu Adult and Youth Karate Sensei, Deavlan Bradley, has kick started this program at Queen Charlotte Secondary School, which runs for its 6<sup>th</sup> consecutive year, twice-weekly. Shito Ryu Karate is attended by youth and adults ages 7-57 and during the month of September saw a total 19 participants.



### A Little Taste of India, Cooking Program (Ran/Led Program)

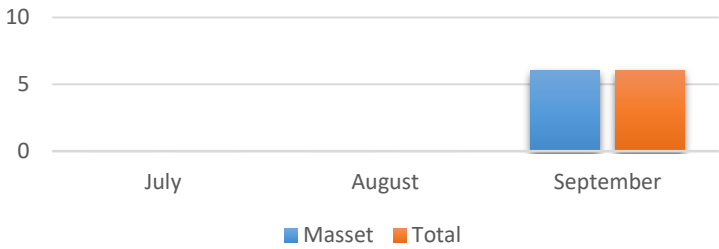
Back in the spring, HGR broadened its program base by offering a 6-week cooking program in both Masset and Queen Charlotte. This program should have been included in the Q2 report but there was a delay in data collection.



### Red Cross Emergency Child Care First Aid and CPR (Ran/Led)

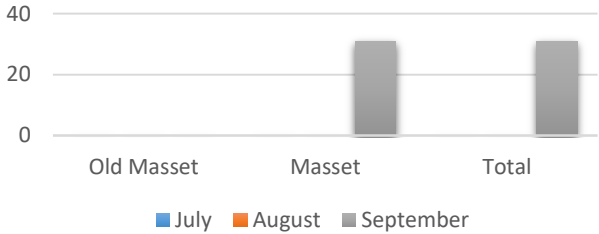
HGR is now a training partner with Red Cross. This will allow HGR to host First Aid and CPR courses through the islands. With the ASSAI program beginning in the month of October, HGR held an Emergency Child Care First Aid and CPR program to get HGR instructors certified before the programs begin.

### Emergency Child Care First Aid Course

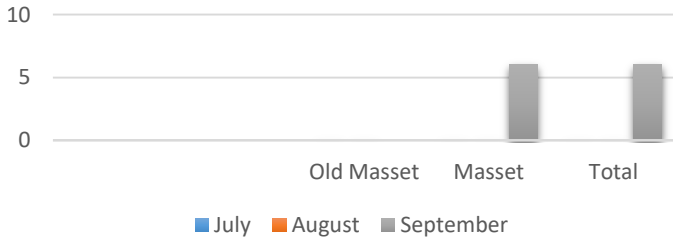


**“Drop-in” Programs- Gudangaay Tlaats’gaa Naay Secondary School, Masset (Ran/Led Programs)**

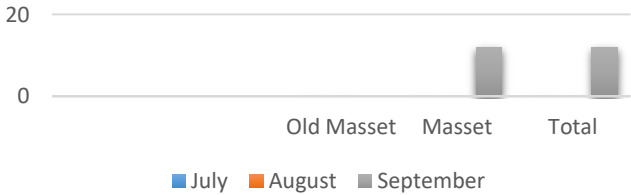
### Co-ed Volleyball



### Co-ed Badminton



### Co-ed Sr. Basketball

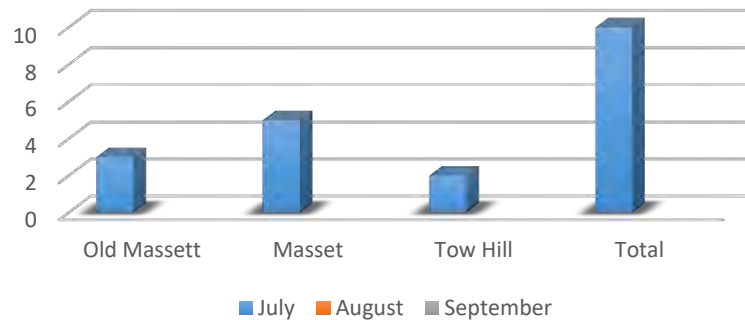




### **Driftwood Dance Academy 1-week Workshop (Supporting)**

Back in July a parent group approached HGR to offer a “supporting” role to help bring over Driftwood Dance Academy for 1 week. HGR provided the space and 3rd party liability insurance for the program.

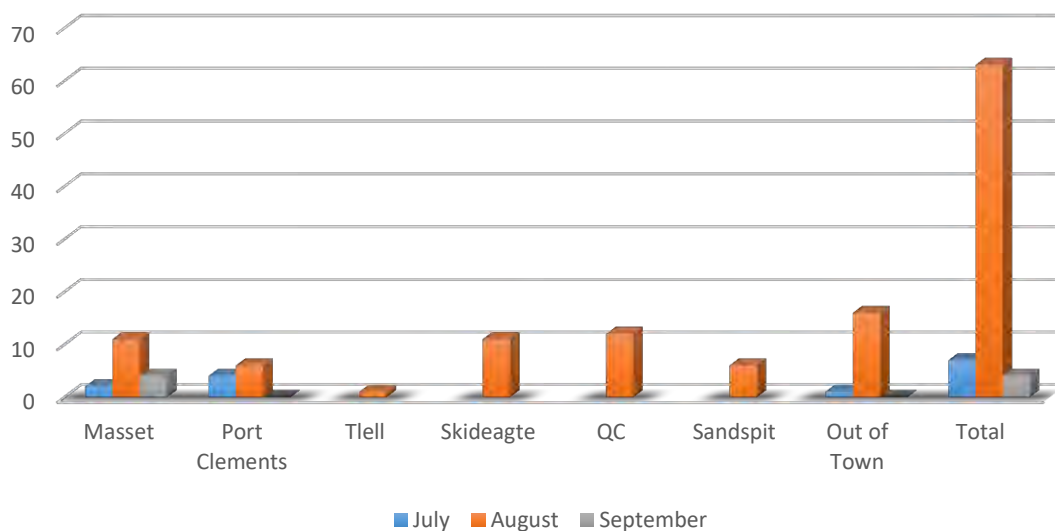
#### **Driftwood Dance Academy**



### **The Horses for Haida Gwaii Project (Supporting)**

The Horses for Haida Gwaii Project is all about sharing the equine experience. From riding lessons to beach rides, they offer tailored horse experiences to meet both skill and comfort levels. The horses are based out of Port Clements but can travel all islands. Cyndi Bird, owner and operator, has been leading programs for HGR and the ASSAI program for over a year now from Run, Jump, Throw, Wheel clinics, archery, hula hooping and her horse program. The program provided above and beyond numbers during the month of August due to the pony rides offered at the Tlell Fall Fair.

#### **The Horses For Haida Gwaii Project**

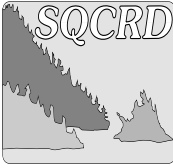


### Additional Reporting

- Upcoming fall programs, Aikido (Masset), Kung Fu (Masset), International Cooking Class (Queen Charlotte), Tree Climbing (Sandspit), Salsa and Cardio Dance (Queen Charlotte), Just Dance, (Queen Charlotte), Alternate Fitness (Port Clements), Total Body Conditioning (Port Clements), Senior Yoga (Port Clements), Circuit Fitness (Sandspit);
- SQx Dance Academy 2-day workshop that started in October;
- Cat Leaps Gymnastics program to begin October 30 – November 24. This program will be hosted in Masset for the first 2 weeks and Queen Charlotte for last 2 weeks;
- Cat Leaps Gymnastics program will be in Sandspit to host a 2-day work shop during the weekend of November 11 – 12;
- Baby Sitting Courses to be held throughout the communities over the fall months;
- More First Aid/CPR programs to be hosted throughout the communities over the fall months;
- Drop-in programs will be in full swing; and
- After School Sport and Art Initiative (ASSAI) program will begin its 7th year of programming on Haida Gwaii.

### **RECOMMENDATION:**

Staff is recommending that the Board receive the Haida Gwaii Regional Recreation Coordinators report entitled “Haida Gwaii Regional Recreation: 2017 4th Quarter Reporting” for information.



## STAFF REPORT

**DATE:** October 20, 2017

**TO:** North Coast Regional District Board

**FROM:** Chief Administrative Officer

**SUBJECT:** Strategic Priorities and Local Services

---

### Recommendation:

**THAT** the report from the Chief Administrative Officer, dated October 20, 2017, be received for future reference,

**AND** that staff writes a response letter to Attachment A of the Chief Administrative Officer's report, dated October 20, 2017, outlining why the Strategic Priorities are developed and the process for creating local services in rural areas.

---

### Purpose of the Report:

This report discusses the Corporate Strategic Priorities versus the local priorities for each electoral area. An outline is provided for future reference on the steps required to establish a local or sub-regional service.

### Options:

1. Receive the report for future reference and authorize Staff to write a response letter to Attachment A of this report outlining the process for creating a service area and how the Strategic Priorities are established;
2. Receive the report for future reference.

### Background:

The North Coast Regional District (NCRD) consists of the City of Prince Rupert, District of Port Edward, Village of Masset, Village of Port Clement, Village of Queen Charlotte, Electoral Areas A,C,D and E. Together these communities act as a "Federation" on various issues in our Region. As a corporate body, the Board of Directors prepared our Strategic Priorities in late April 2015. The corporate strategic priorities are relevant to the "Federation" and not specifically to any one local community.

In October 2017, the NCRD received correspondence from a resident of Electoral Area C with respect to the Board's strategic priorities and service development within Oona River. Correspondence has been included as Attachment A to this report.

## **Discussion:**

Each local government located within the NCRD will develop their own specific strategic priorities that may or may not coincide or be congruent to the strategic priorities of the NCRD. It is expected that local strategic priorities would not contradict those strategic priorities of the NCRD. Each electoral area can also establish local strategic priorities with the same provision that they not contradict the NCRD strategic priorities. Each electoral area director could discuss their local priorities with the Chief Administrative Officer and Staff, if their constituents had certain specific local issues that needed addressing.

Services can be delivered on a regional basis (everyone participates), a sub-regional basis (one or more areas participate) or a local service (a small portion of one or two areas participate). To set up a service, the process of establishing a local service is fairly straight forward:

1. If one or more people present an idea to the elected official (Director) concerning an idea for a service;
2. When the basic idea for the service is worked out, and the Director believes it is a good idea, s/he presents it to the Board;
3. Board directs Staff to develop the parameters, costs, and cost recovery methods;
4. Staff works with the Director to conclude the study for the service;
5. Staff, along with the Director, hold a community meeting to present the idea, costs, cost recovery methods and the most appropriate approval process (petition, alternative approval, or referendum);
6. If there is general support for the service, Staff will present the conclusion to the Board;
7. Staff will develop the Service Establishing bylaw along with the required approval method bylaw;
8. Board gives first three readings to service establishment bylaw and adopts the approval method bylaw;
9. Approval process is followed;
10. If approved final reading is given to the establishment bylaw after the approval of the Ministry of Municipal Affairs and Housing
11. Relevant information is provided to the British Columbia Assessment Authority so the participating properties can be included in the established service area;
12. The Staff prepares a budget for Board consideration.

This process would remain consistent with the NCRD's *Establishing Regional District Services Policy* (Attachment B) and would ensure that projects and commitments undertaken by the NCRD are done so under a duly established service.

## **Conclusion:**

The Strategic Priorities for the NCRD were developed with the corporate body in mind. Each electoral area Director is also welcome to create a list of priorities for his/her electoral area. Creating local service areas to meet the approved priorities is not a difficult process and will outline the service, the cost of the service, and how the cost recovery will be set up.

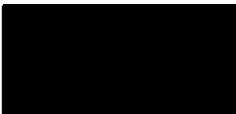
## NCRD Info

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**From:** [REDACTED]  
**Sent:** Friday, October 6, 2017 2:53 PM  
**To:** info@sqcrd.bc.ca  
**Cc:** Karl Bergman  
**Subject:** Strategic Priorities

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

As no email address are available on the website, please forward this open letter to the SQCRD Representatives. Thank you.



Oona River, BC

V0V 1E0

Oct 6, 2017

Dear Regional Representatives,

As a taxpayer, I look to the Regional District for a strong and consistent focus on delivering primary services and infrastructure improvements to its communities. After reviewing the SQCRD website's *Strategic Priorities for 2015-2018* I became very concerned that the priorities listed do not include infrastructure and service development, but rather they address what are administratively derived objectives such as organizational development, planning, leadership and advocacy. I am very discouraged with these points as strategic objectives. They are not about service to the public but are focused on organizational self-service. This is not what I expect from tax dollars.

As an example of the kind of the kind of unfocused initiatives that administratively derived priorities engage in rather than services to the public I point to last year's "OCP in a Week" process. While community planning as an incremental ongoing service that engages citizens with options for services delivered over time is needed, the ill-conceived OCP in-a-week process provided little if any substance for our communities.

I believe that if Oona River residents or Area A & C residents had been canvassed for a list of community priorities prior to initiating the Urban Systems Ltd. “OCP in a Week” process that this process would not have made the list.

Here’s a short list of items that may have made such a list at Oona River.


- upgrading and/or replacing Oona River’s collapsing First Aid Station, library and museum building,
- rebuilding the failing water and sewer system at the community hall,
- providing garbage disposal facilities such as a temporary on site barge to collect worn out vehicles and other iron,
- recycling options,
- road maintenance,
- development of innovative septic and sewer techniques for small rural coastal landholders,
- a non-tidal dependent harbour...

The DRAFT Urban Systems OCP product was a montage of standard text pasted from other planning forums interwoven with sparse local knowledge. Here’s what we got:

- An Urban Systems “OCP in a week” approach that was confused in purpose, and rushed (read pushy).
- A *draft* introductory paragraph describing the landscape as being “raw” or “unforgiving”.
- A tired description of Oona River as being at the “edge of the world”.
- A bucolic statement saying we “pull our food out of the ocean”.
- A cut and paste from Northern Health Authority bylaws included in both the Oona River draft OCP and the Area A and C draft OCP. (These bylaws do not address the unique and

challenging issues regarding sewage disposal systems specific to Oona River or remote North Coast communities.)

- A tiny circle drawn around Oona River that limited rather than expanded the community's ability to comment on activities proposed for the greater area.
- Sub-standard mapping.
- No product?



Because the “Regional District” prioritized administratively derived objectives such as advocacy and organizational development rather than actual services to communities Oona River has been left wanting. A lot of money, staff time and citizen time was wasted on the failed Urban Systems planning initiative, money and effort that could have provided services and infrastructure rebuilds at Oona River, for example, the handicap access to the community hall has taken years to complete because

of a lack of funding!

Would the Regional District please get on track and focus their *Strategic Priorities* on service to communities.

Yours truly,



Oona River



## Skeena-Queen Charlotte Regional District

### BOARD POLICY

<b>Title:</b>	<b>Establishing Regional District Services</b>	
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#### 1. PURPOSE

The Regional District has historically accepted donated assets, entered in land tenures various agreements with the understanding that these assets and agreements would be managed by a third party, and there would be no commitment by the Regional District for funding. The Regional District has also, from time to time, applied for grants to fund projects that are not Regional District projects. These two practices have created issues in terms of ongoing operating costs, liability coverage and the ability to manage assets or activities.

The *Local Government Act* is very specific on the need for regional districts to establish a service, by bylaw, in order to undertake certain activities.

The purpose of this policy is to provide clear direction on the need to ensure that any activity, work or facility undertaken by or on behalf of the Regional District is done through an established service.

#### 2. POLICY

Any activity, work or facility undertaken or provided by or on behalf of the Regional District (RD) must be done through an established service.

When there is not an existing established service under which the Regional District can undertake a proposed activity, work or facility, the Board shall consider whether it wishes to establish a new service. If the Board does not establish a new service, the Regional District shall not undertake the proposed activity, work or facility nor enter into an agreement with another party to do so on behalf of the RD.

Nor will the Regional District apply for grant funding for projects that are not part of a Regional District established service, except where third parties are specifically required to apply through the RD as part of the terms of the grant program, i.e. Community Recreation Program (Province of BC).

#### 3. TERMS / DEFINITIONS

*"Establishing Bylaw"* has the same meaning as the definition in section 5 of the *Local Government Act*; excerpt as follows:

*"establishing bylaw" means an establishing bylaw, under section 800 [establishing bylaws required for most services], for a regional district service;*



*“Established Service”* for the purposes of this policy is a service that has been created by the adoption of a service establishment bylaw or is otherwise allowed by the *Local Government Act* without adopting an establishing bylaw. [LGA S800(2)]

*“Service”* has the same meaning as the definition in section 5 of the *Local Government Act*; excerpt as follows:

"service" means, in relation to a regional district,

- (a) an activity, work or facility undertaken or provided by or on behalf of the regional district and the exercise of regulatory authority under Part 15 [Specific Regional District Service Powers], section 796 (4) and (5) [general authority for services] or section 796.2 [general authorities in relation to services] in relation to such an activity, work or facility, and
- (b) a regulatory service.

#### **4. SCOPE**

Applies to all activities, work or facilities undertaken or provided by or on behalf of the Regional District.

#### **5. RESPONSIBILITY**

The Chief Administrative Officer is responsible for making the Board aware of the need to have an established service under which to undertake any proposed new activity, work or facility.

The Board is responsible for ensuring that the *Local Government Act* is followed in relation to the need to have an established service under which to undertake any proposed new activity, work or facility.

#### **6. PROCEDURE**

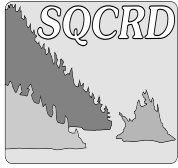
n/a

#### **7. REFERENCES**

*Local Government Act:*

- Sections 5 Definitions;
- 800 Establishing bylaws required for most services; and
- 800.1 Required content for establishing bylaws.

<b>Approval Date:</b>	August 9, 2013	<b>Resolution No.</b>	311-2013
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## STAFF REPORT

**DATE:** October 20, 2017

**TO:** Doug Chapman, Chief Administrative Officer

**FROM:** Daniel Fish, Corporate Officer

**SUBJECT:** Alternative Approval Process Results for Vancouver Island Regional Library Borrowing Service Establishment Bylaw No. 614, 2017 & Vancouver Island Regional Library Loan Authorization Bylaw No. 615, 2017

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### Recommendation:

**THAT** the staff report entitled “Alternative Approval Process Results for Vancouver Island Regional Library Borrowing Service Establishment Bylaw No. 614, 2017 & Vancouver Island Regional Library Loan Authorization Bylaw No. 615, 2017” be received;

**AND THAT**, at the time of consideration, Bylaw No. 614, 2017 and Bylaw No. 615, 2017 be adopted.

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### PURPOSE:

To provide the results from an Alternative Approval Process (AAP) conducted for Bylaw No. 614, 2017 & Bylaw No. 615, 2017.

### BACKGROUND:

At its regular meeting held August 18, 2017, the Board of the North Coast Regional District (NCRD) approved the entering into of an AAP for Bylaws No. 614 and 615, 2017, which included:

- The service area comprised of the Villages of Queen Charlotte and Masset, as well as Electoral Area E;
- An elector response deadline of October 6<sup>th</sup>, 2017 at 4:30 p.m.;
- Establishment and approval of a notice of AAP and supplemental elector response form; and
- A fair determination of the total number of electors of the service area as 128 electors.

### DISCUSSION:

The NCRD proceeded with an AAP for the proposed Vancouver Island Regional Library Borrowing Service Establishment Bylaw No. 614, 2017 & Vancouver Island Regional Library Loan Authorization Bylaw No. 615, 2017. The results below confirm that elector approval through the AAP has been obtained.

Advertising of the AAP notification was included in *the Observer* on August 25<sup>th</sup> and September 1<sup>st</sup>, 2017, with the deadline for receipt of elector response forms being set at 4:30 p.m. on Friday, October 6<sup>th</sup>, 2017.

<b>10% of electors within the service area</b>	128
<b>Number of valid elector response forms received</b>	0

**RECOMMENDATION:**

On the basis of the elector response forms received by the deadline, the Corporate Officer has determined that elector approval, in accordance with section 342 of the *Local Government Act*, has been obtained.

The Board of the NCRD may now proceed with the adoption of Bylaw No. 614, 2017 and Bylaw No. 615, 2017.

**NORTH COAST REGIONAL DISTRICT****BYLAW NO. 614, 2017**


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A bylaw to establish a service within the North Coast Regional District for the purpose of borrowing funds on behalf of the Vancouver Island Regional Library for the construction and renovation of library building facilities

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**WHEREAS**

- i. Section 179(1)(b) of the *Community Charter* empowers a regional district to borrow money to lend to a person or public authority under an agreement;
- ii. The Board of the North Coast Regional District wishes to establish a service for the purpose of borrowing funds on behalf of the Vancouver Island Regional Library for construction and renovation of library facilities in Queen Charlotte, Masset and Sandspit, B.C.;
- iii. The Vancouver Island Regional Library will be responsible for servicing the debt under an agreement with the North Coast Regional District. Should the Vancouver Island Regional Library default on its obligations under this agreement, the North Coast Regional District will levy the requisition needed to service the debt;
- iv. Participating area approval is required and shall be obtained by alternative approval process under section 345 of the *Local Government Act*;
- v. Pursuant to section 342(4) of the *Local Government Act*, the Board of the North Coast Regional District has authorized, by resolution adopted by at least 2/3 of the votes cast, that participating area approval will be obtained for the entire service area;
- vi. The approval of the inspector of municipalities has been obtained under section 342(1)(a) of the *Local Government Act*.

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

**SERVICE**

- 1. The service being established is for the purpose of borrowing funds to provide capital financing to the Vancouver Island Regional Library for the construction and renovation of library building facilities.

**BOUNDARIES**

- 2. The boundaries of the service area shall be coterminous with the boundaries of the Village of Queen Charlotte, the Village of Masset and Electoral Area E.

**PARTICIPATING AREA**

- 3. The participating areas for this service are the Village of Queen Charlotte, the Village of Masset and Electoral Area E.

## **COST RECOVERY**

4. As provided in Section 380 of the *Local Government Act*, the annual costs of providing the service may be recovered by one or more of the following:
  - a. Property value taxes imposed in accordance with Division 3 of Part 11 [Requisition and Tax Collection];
  - b. Parcel taxes imposed in accordance with Division 3 of Part 11 of the *Local Government Act*;
  - c. Fees and charges imposed under section 397 of the *Local Government Act*;
  - d. Revenues raised by other means authorized under this or another Act;
  - e. Revenues received by agreement, enterprise, gift, grant or otherwise.

## **MAXIMUM REQUISITION**

5. The maximum amount that may be requisitioned annually for the service shall be (\$170,000).

## **CITATION**

6. This bylaw may be cited as the "Vancouver Island Regional Library Borrowing Service Establishment Bylaw No. 614, 2017".

READ A FIRST TIME this 26<sup>th</sup> day of May, 2017.

READ A SECOND TIME this 26<sup>th</sup> day of May, 2017.

READ A THIRD TIME this 26<sup>th</sup> day of May, 2017.

## **APPROVED BY THE INSPECTOR OF MUNICIPALITIES**

this 23<sup>rd</sup> day of June, 2017.

## **APPROVAL OF THE ELECTORS RECEIVED BY ALTERNATIVE APPROVAL PROCESS**

this 6<sup>th</sup> day of October, 2017.

ADOPTED THIS \_\_\_\_ day of \_\_\_\_\_, 2017.

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Chair

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Corporate Officer



## ***Statutory Approval***

***Under the provisions of section*** \_\_\_\_\_ **342**

***of the*** \_\_\_\_\_ **Local Government Act**

***I hereby approve Bylaw No.*** \_\_\_\_\_ **614, 2017**

***of the*** \_\_\_\_\_ **North Coast Regional District**,

***a copy of which is attached hereto.***

***Dated this*** \_\_\_\_\_ **23<sup>rd</sup>** ***day***

***of*** \_\_\_\_\_ **June** \_\_\_\_\_ ***, 2017***

A handwritten signature in black ink, appearing to be "JL", written over a horizontal line.

**Deputy Inspector of Municipalities**

## NORTH COAST REGIONAL DISTRICT

## BYLAW NO. 615, 2017

---

A bylaw to authorize the borrowing of one and a half million dollars (\$1,500,000) for the purpose of borrowing funds on behalf of the Vancouver Island Regional Library for the construction and renovation of library building facilities

---

**WHEREAS:**

- i. Pursuant to Section 348 of the *Local Government Act*, if money is to be borrowed for the start of a service, the establishing bylaw and the loan authorization bylaw must, for the purpose of obtaining participating area approval, be dealt with as if they were one bylaw;
- ii. The Board of the North Coast Regional District adopted Bylaw No. 614, 2017 for the purpose of borrowing funds on behalf of the Vancouver Island Regional Library for the construction and renovation of library building facilities;
- iii. The authority to borrow under this loan authorization bylaw expires 5 years from the date on which it is adopted;
- iv. Pursuant to Section 407 of the *Local Government Act*, participating area approval is required and shall be obtained by alternative approval process under Section 345 of the *Local Government Act*;
- v. The approval of the inspector of municipalities is required under Section 403 of the *Local Government Act*.

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

- 1. The North Coast Regional District service for which this bylaw relates to is the Vancouver Island Regional Library Borrowing Service.
- 2. The North Coast Regional District is hereby empowered and authorized to borrow, on behalf of the Vancouver Island Regional Library upon the credit of the North Coast Regional District a sum not exceeding One and a Half Million Dollars (\$1,500,000) for the construction and renovation of library building facilities.
- 3. The maximum term for which debentures may be issued to secure the debt intended to be created by this bylaw is 20 years.

4. This bylaw may be cited as the “Vancouver Island Regional Library Loan Authorization Bylaw No. 615, 2017.”

READ A FIRST TIME this 26<sup>th</sup> day of May, 2017.

READ A SECOND TIME this 26<sup>th</sup> day of May, 2017.

READ A THIRD TIME this 26<sup>th</sup> day of May, 2017.

APPROVED BY THE INSPECTOR OF MUNICIPALITIES

this 23<sup>rd</sup> day of June, 2017.

APPROVAL OF THE ELECTORS RECEIVED BY ALTERNATIVE APPROVAL  
PROCESS

this 6<sup>th</sup> day of October, 2017.

ADOPTED THIS \_\_\_\_ day of \_\_\_\_\_, 2017.

---

Chair

---

Corporate Officer





## ***Statutory Approval***

***Under the provisions of section*** \_\_\_\_\_ ***403***

***of the*** \_\_\_\_\_ ***Local Government Act*** ***and***

***of section*** \_\_\_\_\_ ***179*** ***of the*** \_\_\_\_\_ ***Community Charter***

***I hereby approve Bylaw No.*** \_\_\_\_\_ ***615, 2017***

***of the*** \_\_\_\_\_ ***North Coast Regional District***,

***a copy of which is attached hereto.***

***Dated this*** \_\_\_\_\_ ***23<sup>rd</sup>*** ***day***

***of*** \_\_\_\_\_ ***June*** \_\_\_\_\_ ***, 2017***

\_\_\_\_\_  
***Deputy Inspector of Municipalities***

**Daniel Fish**

---

**From:** Fur, Tami FLNR:EX <Tami.Fur@gov.bc.ca>  
**Sent:** Wednesday, October 4, 2017 2:34 PM  
**To:** 'Daniel Fish'  
**Cc:** Stussi, Steven FLNR:EX  
**Subject:** AURORA CLOSE OUT: Cancel consultaitonon Investigative Use lease  
**Attachments:** IUL 6408871 full copy SIGNED.pdf; Schedule A MAP IUL 6408871 (1).pdf; Schedule B MGMT PLAN IUL 6408871.pdf; Aurora LNG FLNRO Phase II ESA Borehole Amendment April 15 2016 MOD 1.pdf; CA20085\_Phase2\_ESA\_Amendment\_Map\_Final\_20160406 MOD 1.pdf; Mod 1 6408871 SIGNED.pdf

Hello Daniel,

With the recent announcement by Aurora LNG, led by Nexen Energy to close the Digby Island LNG Facility Project and not pursue the development of an LNG Liquefaction Facility, we would like to conclude referral process regarding Nexen's interest in pursuing an LNG Investigative Use Lease.

Nexen's efforts going forward will focus on the demobilization of the investigative program previously authorized under an Investigative Use Licence (see attached for the licence and the modification documents). The current Investigative Use Licence is set to expire November 15th, 2017. Nexen will require more time to develop and complete the full demobilization plan.

The Crown will require a demobilization plan that considers:

- 1) The steps required to return to lands to a state as close to non-detection of the investigative work as reasonably possible
- 2) A site inspection by FLNRO once the demobilization plan is complete
- 3) A final demobilization report

I understand that on site there is currently:

- boardwalks
- landing pads
- met towers,
- timber storage
- cleared areas at drilling sites
- piezometers
- medi shack
- plastic piping in a number of bore holes that were used for monitoring -other equipment

At this time, I would like to provide the opportunity for the North Coast Regional District to provide any comments regarding demobilization of Nexen's investigative activities on Digby Island. If you would like to discuss further, please contact me with some convenient times/dates and we can set up a teleconference. I am aiming to have comments submitted to Nexen by Friday October 20th.

Please do not hesitate to call me any time.

Many thanks  
Tami

**Tami Fur**

Manager Crown Land Opportunities

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

780 Blanshard Street, Victoria BC

Office : 250-387-9746 Cell: 250-896-1054



AURORA LNG  
801 – 7<sup>TH</sup> AVENUE SW  
CALGARY, AB CANADA T2P 3P7

T: (403) 699-4000  
www.auroralng.com

April 15, 2016

Tami Fur  
Project Manager - Crown Land Opportunities & Restoration Branch  
Forests, Lands and Natural Resource Operations  
PO BOX 9352 Stn Prov Govt, Victoria, BC, V8W9M1

Dear Tami Fur:

RE: Management Plan Amendment, Staging Area

As part of Nexen Energy's ULC (Nexen) on-going investigation into the technical feasibility of the Digby island area for the proposed Aurora LNG project, Nexen would like to amend the *Investigation Licence of Occupation (Licence) file # 6408871* and the *Updated Management Plan, Digby Island Investigation Use License, November 17, 2015 (Management Plan)* to include certain planned Phase II Environmental Site Assessment (ESA) activities.

Phase II ESA activities proposed in the amendment are: drilling 25 boreholes (11 boreholes at Frederick Point, 1 borehole at Delusion Bay, and 13 boreholes at Casey Cove); and installing 22 monitoring wells. Please refer to *Table 1 – Digby Island Phase II ESA Borehole Location Summary and Map – Geotechnical Drilling Program 2016/2017 Digby Island AOI ESA Phase 2 – Amendment* for locations of the proposed boreholes. Map has been included in the transmittal documents.

**Table 1 – Digby Island Phase II ESA Borehole Location Summary**

Boreholes ID	UTM EASTING	UTM NORTHING	Description
MW16-04A	411050.7477	6012866.554	Engine Rooms (Frederick Point)
BH16-04B	411045.2015	6012879.034	Engine Rooms (Frederick Point)
MW16-05	410781.5505	6012951.295	Charcoal Shed (Frederick Point)
MW16-06	410928.8382	6012919.15	Coal Shed (Frederick Point)
MW16-07	411036.8821	6012901.221	Reserve Coal Bin (Frederick Point)
MW16-08	410931.7169	6013024.219	Paint Stores (Frederick Point)
MW16-09A	411036.8864	6012779.194	Chemical Toilet Nos. 1 and 2 (Frederick Point)
MW16-09B	411116.6515	6012808.931	Chemical Toilet Nos. 1 and 2 (Frederick Point)
MW16-10	410963.3988	6012973.332	Bottle Cache (Frederick Point)
MW16-11	410991.1296	6012909.544	Work Shop (Frederick Point)
MW16-12	411085.4106	6012802.765	Shelter Stores (Frederick Point)
MW16-13	409938.8259	6013001.116	Cabin (Delusion Bay)
MW16-14A	410269.4785	6015354.599	Boat Yard/Ramp (west of Nexen Property)
BH16-14B	410291.9436	6015349.684	Boat Yard/Ramp (west of Nexen Property)
MW16-15	410121.7521	6015372.316	Shack of Unknown Origin (west of Nexen Property)
MW16-16	410351.6167	6015322.305	Carbide Storage Shed (Nexen Property)
MW16-17A	410428.1386	6015365.129	Power House and Machine Shop (Nexen Property)
MW16-17B	410421.8203	6015372.15	Power House and Machine Shop (Nexen Property)
MW16-18A	410400.0571	6015364.427	Carpenter Shop and Buoy Shed (Nexen Property)
MW16-18B	410388.1225	6015361.619	Carpenter Shop and Buoy Shed (Nexen Property)
MW16-19	410433.7549	6015384.786	Stores (Nexen Property)
MW16-20A	410326.3434	6015341.26	Stores and Boat Weigh Shed (Nexen Property)
MW16-20B	410315.1108	6015342.664	Stores and Boat Weigh Shed (Nexen Property)
MW16-21	410415.5019	6015393.211	Blacksmith Shop (Nexen Property)
MW16-22	410374.7839	6015338.452	Rail Line (Nexen Property)

Boreholes will be used to assess current soil conditions such as: soil composition, colour, density, moisture content, and hydrocarbon impacts. Monitoring wells will be installed in boreholes and will be used to assess current ground water conditions such as: electrical conductivity, temperature, pH, turbidity, dissolved oxygen, oxidation-reduction potential, and dissolved metals.

No clearing is anticipated proposed activities as boreholes/monitoring wells be drilled using handheld augers on crown land Fredrick Point, Casey Cove and Delusion Bay (Crown land) and small track mounted drills on Casey Cove (Nexen Property). Photos of the proposed equipment have been included in transmittal documents. An alteration permit under Section 12 of the Heritage Conservation Act is required to complete the aforementioned boreholes on Casey Cove whereas archeological resources will be avoided on Frederick Point and Delusion Bay.

Field screening activities for archeological resources, environmental constraints and unexploded ordnance at Frederick Point, Casey Cove and Delusion Bay are scheduled for April 2016 and ESA activities. The proposed boreholes/monitoring well locations have been reviewed internally and field screening methodologies, as described in the Management Plan, will be followed.

Stakeholders have been notified and these documents have also been included in the transmittal for your review.

Field execution for proposed Phase II ESA activities are tentatively scheduled for May 2016, once regulatory approvals have been acquired

If there are any questions and requests for additional information, please feel free to contact the undersigned.

Sincerely,

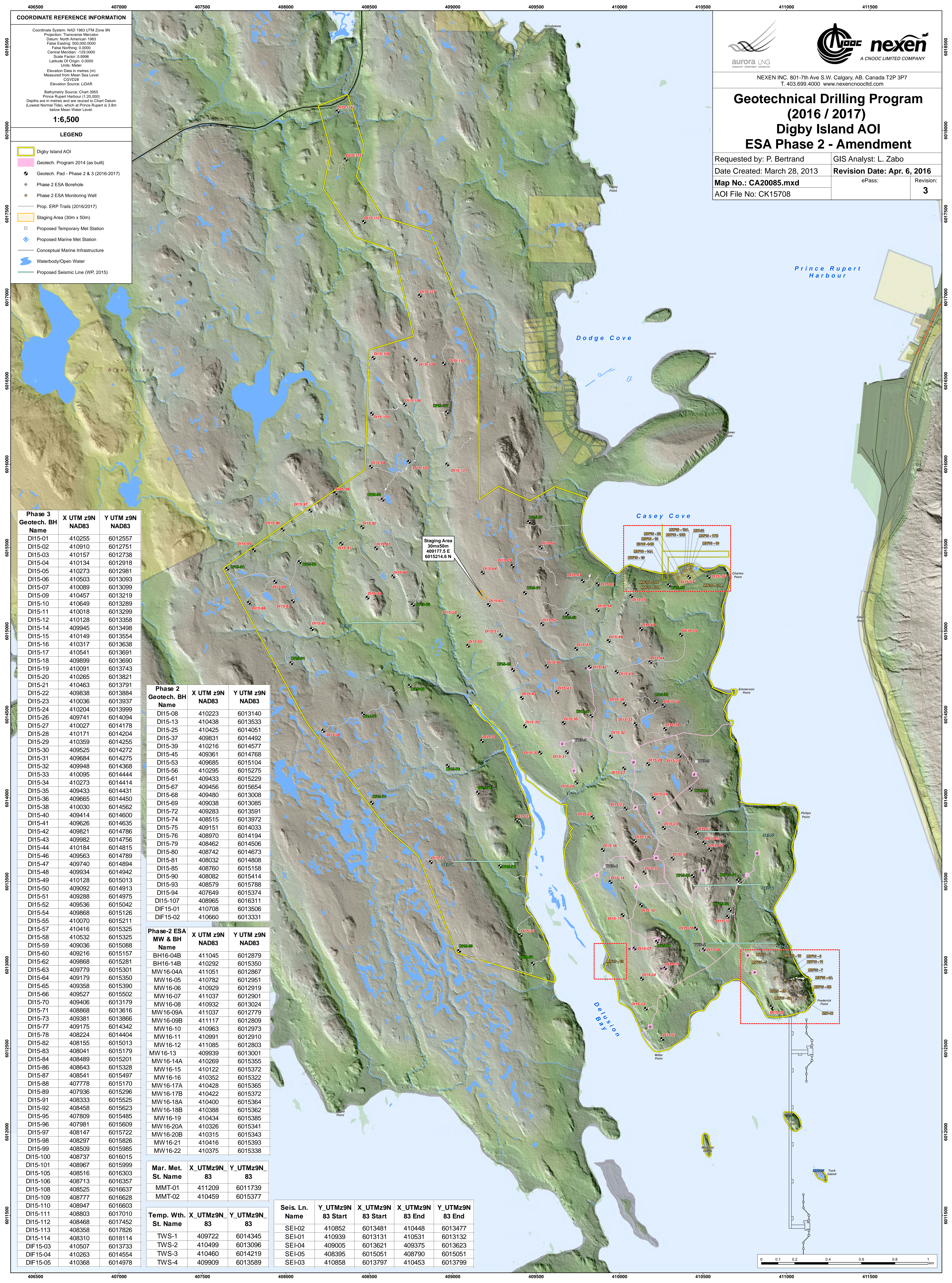


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Trent Larson

Aurora LNG, Regulatory AdvisorManager, Regulatory Affairs Nexen Energy ULC  
T: (403) 699-4290:: C: (587) 226-6323 :: E: [trent.larson@nexencnooltd.com](mailto:trent.larson@nexencnooltd.com)





COORDINATE REFERENCE INFORMATION

Coordinate System: NAD 1983 UTM Zone 9N  
Projection: Transverse Mercator  
Datum: North American 1983  
False Easting: 500,000.0000  
False Northing: 0.0000  
Central Meridian: -123.0000  
Scale Factor: 0.9996  
Latitude Of Origin: 0.0000  
Units: Meter  
Elevation Data in metres (m)  
Measured from Mean Sea Level  
CGVD28  
Elevation Source: LIDAR  
Bathymetry Source: Chart 3655  
Prince Rupert Harbour (1:20,000)  
Depths are in metres and are referred to Chart Datum  
(Lowest Normal Tide), which at Prince Rupert is 3.8m  
below Mean Water Level.

**1:6,500**

LEGEND

Digby Island AOI

Geotech. Program 2014 (as built)

Geotech. Pad - Phase 2 & 3 (2016-2017)

Phase 2 ESA Borehole

Phase 2 ESA Monitoring Well

Prop. ERP Trails (2016/2017)

Staging Area (30m x 50m)

Proposed Temporary Met Station

Proposed Marine Met Station

Conceptual Marine Infrastructure

Waterbody/Open Water

Proposed Seismic Line (WP, 2015)



NEXEN INC. 801-7th Ave S.W. Calgary, AB, Canada T2P 3P7  
T. 403.699.4000 www.nexenenergy.com

**Geotechnical Drilling Program  
(2016 / 2017)  
Digby Island AOI  
ESA Phase 2 - Amendment**

Requested by: P. Bertrand	GIS Analyst: L. Zabo	
Date Created: March 28, 2013	Revision Date: Apr. 6, 2016	
Map No.: CA20085.mxd	ePass:	Revision:
AOI File No: CK15708		3

Phase 3 Geotech. BH Name	X UTM z9N NAD83	Y UTM z9N NAD83
DI15-01	410255	6012557
DI15-02	410910	6012751
DI15-03	410157	6012738
DI15-04	410134	6012918
DI15-05	410273	6012981
DI15-06	410503	6013093
DI15-07	410089	6013099
DI15-09	410457	6013219
DI15-10	410649	6013289
DI15-11	410018	6013299
DI15-12	410128	6013358
DI15-14	409945	6013498
DI15-15	410149	6013554
DI15-16	410317	6013638
DI15-17	410541	6013691
DI15-18	409899	6013690
DI15-19	410091	6013743
DI15-20	410265	6013821
DI15-21	410463	6013791
DI15-22	409838	6013884
DI15-23	410036	6013937
DI15-24	410204	6013999
DI15-26	409741	6014094
DI15-27	410027	6014178
DI15-28	410171	6014204
DI15-29	410359	6014255
DI15-30	409525	6014272
DI15-31	409684	6014275
DI15-32	409948	6014368
DI15-33	410095	6014444
DI15-34	410273	6014414
DI15-35	409433	6014431
DI15-36	409665	6014450
DI15-38	410030	6014562
DI15-40	409414	6014600
DI15-41	409626	6014635
DI15-42	409821	6014786
DI15-43	409982	6014756
DI15-44	410184	6014815
DI15-46	409563	6014789
DI15-47	409740	6014894
DI15-48	409934	6014942
DI15-49	410128	6015013
DI15-50	409092	6014913
DI15-51	409288	6014975
DI15-52	409536	6015042
DI15-54	409868	6015126
DI15-55	410070	6015211
DI15-57	410416	6015325
DI15-58	410532	6015325
DI15-59	409036	6015088
DI15-60	409216	6015157
DI15-62	409868	6015281
DI15-63	409779	6015301
DI15-64	409179	6015350
DI15-65	409358	6015390
DI15-66	409527	6015502
DI15-70	409406	6013179
DI15-71	408868	6013616
DI15-73	409381	6013866
DI15-77	409175	6014342
DI15-78	408224	6014404
DI15-82	408155	6015013
DI15-83	408041	6015179
DI15-84	408489	6015201
DI15-86	408643	6015328
DI15-87	408541	6015497
DI15-88	407778	6015170
DI15-89	407936	6015296
DI15-91	408333	6015525
DI15-92	408458	6015623
DI15-95	407809	6015485
DI15-96	407981	6015609
DI15-97	408147	6015722
DI15-98	408297	6015826
DI15-99	408509	6015985
DI15-100	408737	6016015
DI15-101	408967	6015999
DI15-105	408516	6016303
DI15-106	408713	6016357
DI15-108	408525	6016637
DI15-109	408777	6016628
DI15-110	408947	6016603
DI15-111	408803	6017010
DI15-112	408468	6017452
DI15-113	408358	6017826
DI15-114	408310	6018114
DIF15-03	410507	6013733
DIF15-04	410263	6014554
DIF15-05	410368	6014978

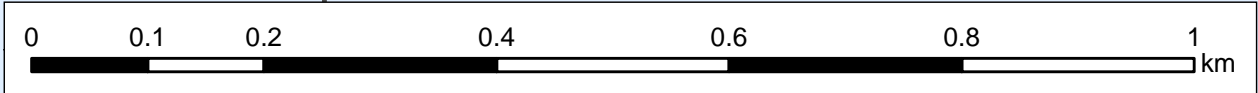
Phase 2 Geotech. BH Name	X UTM z9N NAD83	Y UTM z9N NAD83
DI15-08	410223	6013140
DI15-13	410438	6013533
DI15-25	410425	6014051
DI15-37	409831	6014492
DI15-39	410216	6014577
DI15-45	409361	6014768
DI15-53	409685	6015104
DI15-56	410295	6015275
DI15-61	409433	6015229
DI15-67	409456	6015654
DI15-68	409480	6013008
DI15-69	409038	6013085
DI15-72	409283	6013591
DI15-74	408515	6013972
DI15-75	409151	6014033
DI15-76	408970	6014194
DI15-79	408462	6014506
DI15-80	408742	6014673
DI15-81	408032	6014808
DI15-85	408760	6015158
DI15-90	408082	6015414
DI15-93	408579	6015788
DI15-94	407649	6015374
DI15-107	408965	6016311
DIF15-01	410708	6013506
DIF15-02	410660	6013331

Phase-2 ESA MW & BH Name	X UTM z9N NAD83	Y UTM z9N NAD83
BH16-04B	411045	6012879
BH16-14B	410292	6015350
MW16-04A	411051	6012867
MW16-05	410782	6012951
MW16-06	410929	6012919
MW16-07	411037	6012901
MW16-08	410932	6013024
MW16-09A	411037	6012779
MW16-09B	411117	6012809
MW16-10	410963	6012973
MW16-11	410991	6012910
MW16-12	411085	6012803
MW16-13	409939	6013001
MW16-14A	410269	6015355
MW16-15	410122	6015372
MW16-16	410352	6015322
MW16-17A	410428	6015365
MW16-17B	410422	6015372
MW16-18A	410400	6015364
MW16-18B	410388	6015362
MW16-19	410434	6015385
MW16-20A	410326	6015341
MW16-20B	410315	6015343
MW16-21	410416	6015393
MW16-22	410375	6015338

Mar. Met. St. Name	X_UTMz9N_83	Y_UTMz9N_83
MMT-01	411209	6011739
MMT-02	410459	6015377

Temp. With. St. Name	X_UTMz9N_83	Y_UTMz9N_83
TWS-1	409722	6014345
TWS-2	410499	6013096
TWS-3	410460	6014219
TWS-4	409909	6013589

Seis. Ln. Name	Y_UTMz9N_83 Start	X_UTMz9N_83 Start	X_UTMz9N_83 End	Y_UTMz9N_83 End
SEI-02	410852	6013481	410448	6013477
SEI-01	410939	6013131	410531	6013132
SEI-04	409005	6013621	409375	6013623
SEI-05	408395	6015051	408790	6015051
SEI-03	410858	6013797	410453	6013799







November 19th, 2015

Nexen Energy ULC  
801-7th Ave SW,  
Calgary AB T2P 3P7

Attention: Darcy Janko, Regulatory Manager

**Re: Investigative Use Licence to allow investigative activities as described in the Environmental Management Plan dated November 17<sup>th</sup>, 2015 and titled "Updated Management Plan Digby Island Investigative Use Licence".**

Investigative Licence of Occupation ("Licence") file # 6408871 issued to Nexen Energy ULC

1. In this Licence:
  - a. "Archaeological Material" means both a "heritage wreck" and a "heritage object" as those terms are defined in the Heritage Conservation Act;
  - b. "Date of Issuance" means the date this Licence is signed by the Minister of Forests, Lands and Natural Resource Operations or the minister's authorized representative.
  - c. "Hazardous Substances" means any substance which is hazardous to persons, property or the environment, including without limitation
    - (i) waste, as that term is defined in the *Environmental Management Act*; and
    - (ii) any other hazardous, toxic or other dangerous substance, the use, transportation or release into the environment of which, is now or from time to time prohibited, controlled or regulated under any laws or by any governmental authority, applicable to, or having jurisdiction in relation to, the Land;
  - d. "Improvements" includes anything made, constructed, erected, built, altered, repaired or added to, in, on or under the Land, and attached to it or intended to become a part of it, and also includes any clearing, excavating, digging, drilling, tunneling, filling, grading or ditching of, in, on or under the Land;
  - e. "Land" means the Crown land, including submerged Crown land;
  - f. "Licence Holder" means Nexen energy ULC;
  - g. "Management Plan" means the November 17<sup>th</sup>, 2015 Management Plan prepared by the Licence Holder and attached to this licence as Schedule B, and includes any amendments to the Management Plan that may be approved in writing by the Province from time to time;
  - h. "Permitted Uses" means only those activities expressly set out in the Management Plan;

- i. "Province" means her Majesty the Queen in right of the Province of British Columbia, as represented by the Minister of Forests, Lands, and Natural Resource Operations;
- j. "Term" means the period of time set out in section 3; and
- k. "we", "us" or "our" refers to the Province alone and never refers to the combination of the Province and the Licence Holder; that combination is referred to as "the parties"; "you" or "your" refers to the Licence Holder.

2. The Schedules to this Licence are as follows:

A: Land

B: Management Plan

Each schedule to this Licence is an integral part of this Licence as if set out at length in the body of this Licence.

- 3. This Licence grants you and your authorized employees, contractors and agents the permission to use and occupy the Land for the Permitted Uses. This Licence expires two years from the Date of Issuance unless extended in writing by us.
- 4. If we require the Land for our own use or, in our opinion, it is in the public interest to cancel this Licence and we have given you 30 days written notice of such requirement or opinion this Licence will, at our option and with or without entry, terminate and your right to use and occupy the Land will cease.
- 5. The fee payable for this Licence is \$500 and is payable in advance on or before the Date of Issuance. Funds should be provided by cheque payable to the Minister of Finance.
- 6. This Licence only constitutes a permission to use and occupy the Land and you agree to comply with all other applicable laws, bylaws, orders, directions, ordinances, and regulations of any governance authority having jurisdiction in any way affecting your use or occupation of the Land or otherwise applicable to the Permitted Uses.
- 7. You must:
  - a. not commit any wilful or voluntary waste, spoilage or destruction on or of the Land;
  - b. not do anything which constitutes a nuisance to an owner or occupier of land, including submerged land, in the vicinity of the Land;
  - c. use and occupy the Land only in accordance with and for the purposes set out in the Management Plan;
  - d. not construct, place or affix any Improvements on or to the Land except as expressly described in the Management Plan;
  - e. not use all or any part of the Land:
    - (i) for the storage or disposal of any Hazardous Substances; or
    - (ii) in any manner whatsoever which causes or contributes to any Hazardous Substances being added or released on, to or under the Land or into the environment from the Land in concentrations that exceed applicable standards under applicable laws; and



- f. restore the Land to the satisfaction of the Province following expiration or cancellation of this License, including the removal of Improvements if required by the Province.
8. This License does not entitle you to exclusive possession of the Land. You will not interfere with any other person who may be lawfully entitled to enter upon, use or occupy the Land and you release and discharge the Province from any claim for loss or damage arising directly or indirectly as a result of any such person's interference with your use of the Land. Without limitation you will not commence or maintain proceedings under Section 65 of the *Land Act* as a result of any such interference.
9. You must take all reasonable precautions to avoid disturbing or damaging any Archaeological Material found on or under the Land. If you damage, excavate, disturb, alter, or remove Archaeological Material on or under the Land you must immediately notify the contact for the Province as set out in paragraph 13. This Licence is not a permit under the *Heritage Conservation Act* and your obligations under that Act continue.
11. You agree to indemnify and save the Province and our servants, employees and agents harmless against all claims, actions, causes of action, losses, damages, costs and liabilities, including legal fees and the fees of other professional advisors, arising out of:
  - a. your breach, violation or non-performance of a provision of this Licence;
  - b. any conflict between your use of the Land and the lawful use of the Land by any other person; and
  - c. any personal injury, bodily injury (including death) or property damage occurring or happening on or off the Land by virtue of your entry upon, use or occupation of the Landand the amount of such losses, damages and costs shall be payable to us on demand.
12. You must not sublicense, assign, mortgage or transfer this Licence, or permit any person to use or occupy the Land, without our prior written consent, which consent we may withhold at our sole discretion.
13. Any notices given under the terms of this Licence must be delivered by hand or email addressed as follows:

To the Province:

[myles.mana@gov.bc.ca](mailto:myles.mana@gov.bc.ca)

Ministry of Forests, Lands and Natural Resource Operations

780 Blanshard Street

Victoria, British Columbia V8W 2H1

Attention: Director, LNG, Crown Land Opportunities and Restoration Branch

And to the Licence Holder:  
[darcy.janko@nexencnooltd.com](mailto:darcy.janko@nexencnooltd.com)

Nexen Energy ULC  
801-7th Ave SW,  
Calgary AB T2P 3P7

Attention: Darcy Janko, Regulatory Manager

14. If you fail to observe, abide by and comply with the provisions of this Licence and the default or failure continues for 60 days after the Province has given written notice of the default or failure to you the Province may at its option terminate this Licence.
15. This Licence will be interpreted according to the laws of the Province of British Columbia.

Nexen Energy ULC agrees to the foregoing terms and conditions as evidenced by its signing of this Licence this 20 day of Nov., 2015

Nexen energy ULC

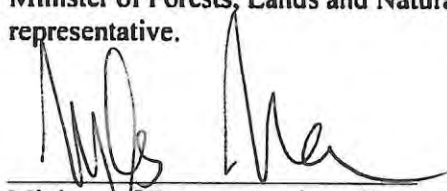
Per: 

Name: Darcy Janko



Authorized Signatory

This Licence is issued this 20 day of November, 2015 pursuant to section 9(1)(a) of the *Ministry of Lands, Parks and Housing Act* as evidenced by the signing of this Licence by the Minister of Forests, Lands and Natural Resource Operations or the minister's authorized representative.



Minister of Forests, Lands and Natural Resource Operations  
or authorized representative

Myles Mana



Ministry of Forest Lands and Natural  
Resource Management

## Investigative Use Licence Modification No. 1

MINISTRY CONTRACT/FILE NO.: 6408871

PROJECT NAME: Aurora LNG Investigative Use Licence

THIS MODIFICATION AGREEMENT dated for reference May 26, 2016

### BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF  
BRITISH COLUMBIA, represented by the MINISTER OF FORESTS,  
LANDS AND NATURAL RESOURCE OPERATIONS

### AND

Nexen Energy ULC

(the "Contractor", "you", or "your" as applicable) at the following address:

801-7th Ave SW,  
Calgary AB T2P 3P7

(the "Province", "we", "us", or "our" as applicable) at the following address:  
3<sup>rd</sup> Floor, 780 Blanshard Street, Victoria BC, V8W 2H1

Contractor  
Representative:  
Darcy Janko,  
regulatory Manager



- A. The Parties entered into an Agreement dated for reference November 19, 2015, (hereinafter called the "Agreement"),
- B. The Parties agree to amend the Agreement as follows: as described in the report "*Aurora LNG FLNRO Phase II ESA Borehole Amendment April 15 2016*" and the map "*CA20085\_Phase2\_ESA\_Amendment\_Map\_Final\_20160406*" for the purpose of the installation of monitoring well for groundwater monitoring purposes.

## CONTRACT MODIFICATION AGREEMENT

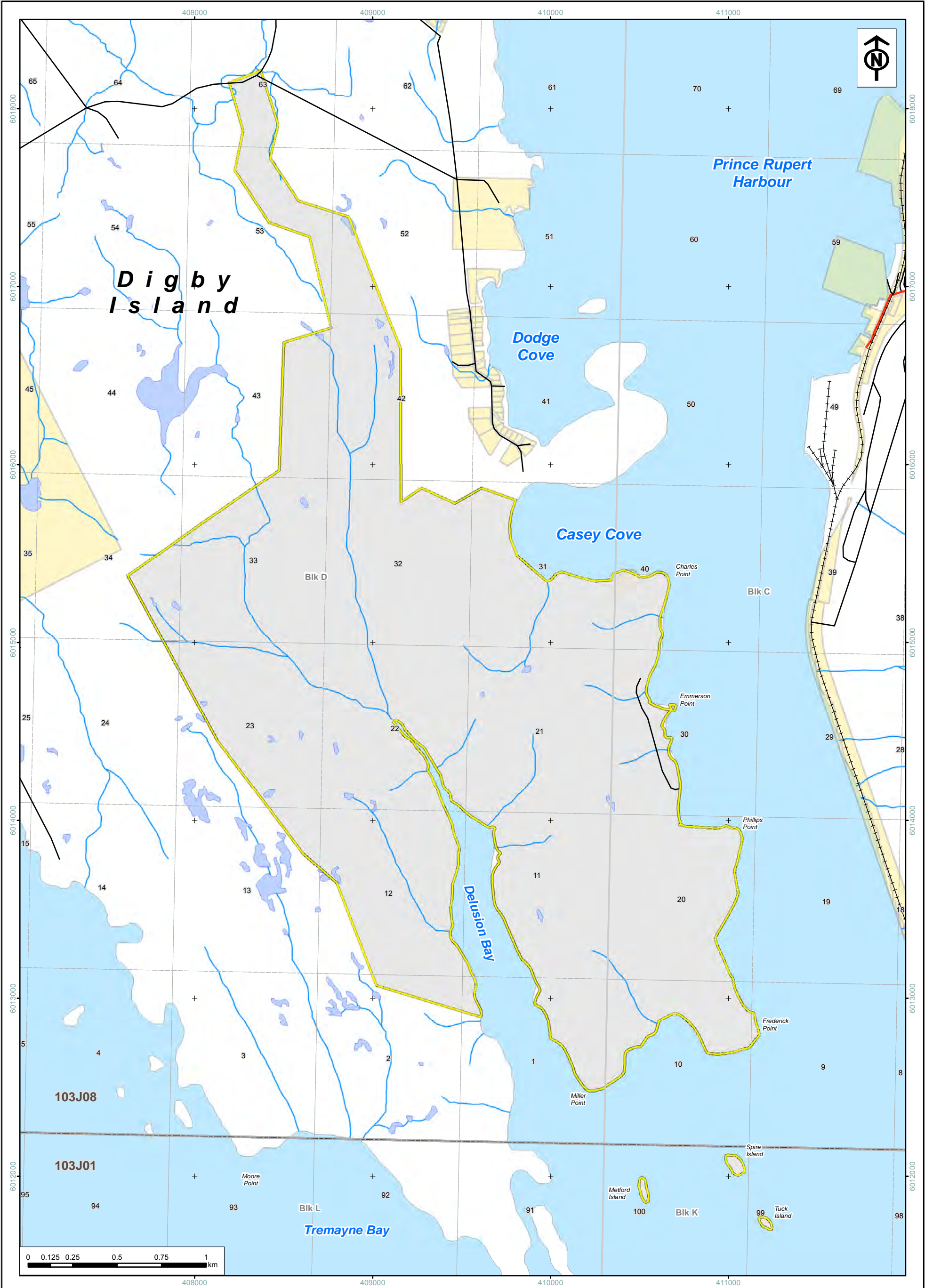
### CONTINUED

- C. In all other respects, the Agreement is confirmed.
- D. Time is of the essence in this Modification Agreement.

The Parties duly execute this Modification Agreement as follows:

<b>SIGNED AND DELIVERED</b> on behalf of the Province by an authorized representative of the Province 	<b>SIGNED AND DELIVERED</b> by or on behalf of the Contractor (or by an authorized signatory of the Contractor if a corporation) 
(Signature of authorized Ministry Expense Authority)	(Signature of Contractor or Authorized Signatory)
(PRINTED NAME of authorized representative)	(PRINTED NAME of Contractor or authorized signatory)
Dated this <u>27th</u> day of <u>May</u> 20 <u>16</u>	Dated this <u>27</u> day of <u>MAY</u> 20 <u>16</u>





Legend

- Digby Island AOI (2015)
- Highway
- Road/Cutline
- Access Road
- Trail
- Railroad
- NTS Sheet
- NTS Block
- NTS Unit
- Integrated Cadastral Fabric - Private Ownership (TANTALIS)
- Lake
- River / Stream

Use of this map is strictly at user's own risk. Nex en Energy ULC and each of its affiliates (collectively "Nex en") makes no representation, warranty or guaranty about this map or its contents, including, without limitation, accuracy, completeness, or fitness for any purpose. Nex en shall have no liability for any errors, omissions, or inaccuracies in the information provided. Nex en assumes no liability for any decisions made or actions taken or not taken in reliance upon the data furnished on this map. Usage, manipulation, or reproduction, in any form, of the data and information contained herein is prohibited without permission of Nex en.

1:20,000  
B.C.G.S.:  
103J.028, 029, & 038

Elevation Data in metres (m)  
Measured from Mean Sea Level  
CGVD28  
NAD 1983 UTM Zone 9N  
Projection: Transverse Mercator  
False Easting: 500000  
False Northing: 0  
Central Meridian: -129  
Scale Factor: 0.9996  
Latitude Of Origin: 0  
Datum: North American 1983

AURORA LNG



DIGBY ISLAND AOI

Date created: Oct. 28, 2014	Rev. Date: November 19, 2015	
Map File No.: CA19637.mxd	ePass:	Revision:
AOI File No.: CK15708		1

## **UPDATED Management Plan**

### **Digby Island Investigative Use License**

#### **Introduction**

In response to on-going consultation and engagement efforts by the Ministry of Forests, Lands, and Natural Resource Operations (FLNRO) and Nexen Energy ULC (Nexen), Nexen is submitting this Updated Management Plan, superseding the Management Plan submitted on August 5, 2015. This submission provides an update and adds further clarity to the investigative use activities contemplated under the previously submitted Management Plan, and is intended to assist with FLNRO review and on-going consultation.

Nexen's objective is to ensure neighboring communities are engaged at the outset of all development activities associated with the proposed Aurora LNG project (the Project). We recognize that local communities and Aboriginal groups are key contributors in helping us to understand their concerns and interests, and in working together with us to define and solve potential issues. The communities we work with extend from our direct neighbors including Aboriginal and First Nation groups, Dodge Cove and Prince Rupert, to educational institutions, local businesses, municipalities, associations, and other industry. Our commitment to engagement helps us to build trusting and mutually beneficial relationships.

As part of this submission, Nexen is requesting approval from the FLNRO for an Investigative Use License (IUL) for the identified Area of Interest (AOI) on Digby Island. This AOI, which includes 771.06 ha on Digby Island, 0.49 ha on Metford Island, 0.82 ha on Spire Island and 0.32 ha on Tuck Island, is outlined in yellow on the attached maps (Figure 1). An expansion of the AOI is being proposed to account for all possible site configurations and developments related to the project. This includes evaluations for access development, on-site power generation, laydown and storage yards, temporary construction camps, and soil storage areas.

The purpose of the IUL is to allow Nexen to evaluate the site suitability and constructability of the Digby Island AOI for the proposed liquefied natural gas (LNG) facility associated with the Project. Specifically, further terrestrial geotechnical and geophysical studies are required to provide necessary information to refine options for site design and layout, in preparation for subsequent preliminary front end engineering.

The investigative use activities proposed to be completed under the IUL are Phase 2 and 3 of Nexen's investigative use program and are a continuation of the Phase 1 investigative activities previously completed by Nexen on Digby Island. As part of this submission, Nexen is requesting approval of the Phase 2, and the conditional approval of Phase 3, subject to the completion of the desktop review, field scouting, assessment, and field verification described below, which is anticipated to begin in early 2016.

Phase 1 site evaluation activities occurred in 2014, as approved by the Oil and Gas Commission under an Investigative Use Permit dated January 17, 2014. Those activities included clearing and platform construction for geotechnical borehole drilling, and successfully avoided all archeological resources while minimizing disturbance to environmental resources.



## Phase 2 Site Evaluation Activities Update

A detailed desktop review and field scouting has been completed on the proposed Phase 2 geotechnical boreholes and geophysical lines. The methodology is explained in detail below in the Operational Aspects section.

Focused field scouting, assessment, and site verification has been completed for Phase 2 activities. Nine (9) out of a total proposed twenty-five (25) proposed borehole locations, and two (2) of the five (5) proposed geophysical lines were adjusted to avoid archeological resources and minimize potential effects to the environment.

Site-specific Archeological Impact Assessments for all proposed Phase 2 activities (boreholes, staging areas, Emergency Response foot trails (ERP trails)) have been completed. This information has been provided to the BC Archaeology Branch, is summarized below in Tables 1 and 2, and has been used to update the appended map (Figure 1).

After archeological and environmental field scouting, four (4) temporary, solar powered meteorological stations were installed on natural clearings or existing disturbance that overlapped with Phase 1 site evaluation disturbances (see Figure 1 for locations). Wooden platforms were constructed at each of the tower locations to secure and anchor the weather towers. The towers are anchored by guide wire cables to 4 concrete blocks laid on the ground surface.

Meteorological parameters to be measured include barometric pressure, wind speed/ direction, temperature, humidity, solar radiation, and precipitation (rain, snow, and mixed). No additional clearing or overburden disturbance occurred during installation.

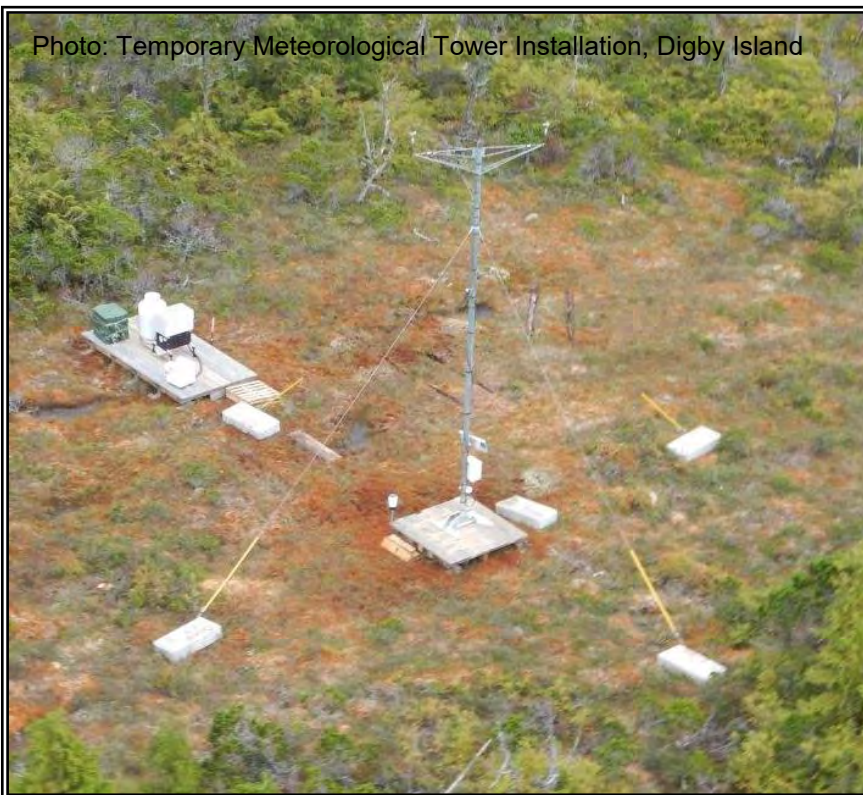


Table 1: Summary of field scouting results for Phase 2 Geotechnical Pads

Borehole ID	Original UTM		Archaeological Field Investigation Comments	Revised UTM		Remarks
	E (m)	N (m)		E (m)	N (m)	
DI15-01 (PAD N)	410660	6013331	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-02	410708	6013506	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-08 (PAD A)	410223	6013140	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-13	410410	6013529	Pad center was moved to ~28 m ENE in order to avoid CMTs.	410438	6013533	No further archeological work required.
DI15-25	410421	6014040	Pad center was moved to ~11 m NNE in order to avoid CMTs and to move the pad out of a wetland.	410425	6014051	No further archeological work required.
DI15-37	409831	6014492	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-39	410235	6014579	Pad center was moved to ~18 m W in order to avoid CMTs and a creek/riparian area.	410216	6014577	No further archeological work required.
DI15-45	409361	6014768	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-53	409685	6015104	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-56	410265	6015293	Pad center was moved to ~35 m SE in order to avoid CMTs.	410295	6015275	No further archeological work required.
DI15-61	409433	6015229	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-67	409456	6015654	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-68	409480	6013008	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-69	409038	6013085	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-72	409283	6013591	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-74	408520	6013954	Pad center was moved to ~17 m N in order to avoid CMTs.	408515	6013972	No further archeological work required.
DI15-75	409157	6014032	Pad center was moved to ~6 m W in order to avoid CMTs.	409151	6014033	No further archeological work required.
DI15-76	408970	6014194	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-79	408462	6014506	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-80	408736	6014643	Pad center was moved to ~32 m N in order to avoid CMTs and a riparian area.	408742	6014673	No further archeological work required.
DI15-81	408018	6014803	Pad center was moved to ~15 m ENE in order to avoid a riparian area.	408032	6014808	No further archeological work required.
DI15-85	408760	6015158	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-90	408091	6015409	Pad center was moved to ~11 m NW in order to minimize tree cutting.	408082	6015414	No further archeological work required.
DI15-93	408579	6015788	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-94	407649	6015374	No archaeological concerns.	UNCHANGED		No further archeological work required.
DI15-107	408965	6016311	No archaeological concerns.	UNCHANGED		No further archeological work required.

Table 2: Summary of field scouting results for Phase 2 Geophysical lines

Seismic Line ID	Original Eastern UTM		Original Western UTM		Archaeological Field Investigation Comments	Revised Eastern UTM		Revised Western UTM		Remarks
	E (m)	N (m)	E (m)	N (m)		E (m)	N (m)	E (m)	N (m)	
SEI-01	410938	6013132	410530	6013132	No archaeological concerns.	410938	6013187	410530	6013187	No further archeological work required.
SEI-02	410851	6013482	410446	6013477	No archaeological concerns.	UNCHANGED				No further archeological work required.
SEI-03	410858	6013897	410453	6013899	Line was shifted south 100 m to move it further away from Casey Cove. The easternmost 80 m of the line falls within the boundaries of GbTo-28; however, no impacts to this site are anticipated.	410858	6013797	410453	6013799	No further archeological work required.
SEI-04	409388	6013622	409003	6013622	No archaeological concerns.	UNCHANGED				No further archeological work required.
SEI-05	408793	6015051	408394	6015051	No archaeological concerns.	UNCHANGED				No further archeological work required.



## Proposed Phase 2 and Phase 3 Site Evaluation Activities

Phase 2 evaluations are anticipated to be undertaken in early Q4 of 2015 (pending approval) and will comprise the following activities:

- Geotechnical borehole site clearing, platform construction, and borehole drilling of up to twenty-five (25) locations;
- Clearing of narrow inter-site access foot trails that will connect the geotechnical/meteorological locations, medic stations, and staging areas;
- One (1) marine meteorological station (located on Tuck Island);
- Geophysical evaluation (five (5) seismic lines) located within the core area of the proposed LNG Liquefaction facility components;
- A peat probe assessment;
- A non-intrusive Ground Penetrating Radar (GRP) evaluation; and
- Potential temporary piezometer installations at select Phase 2 borehole locations to assist with the assessment of groundwater flows.

Integral to this phased approach, Phase 3 evaluation activities (Figure 2) will incorporate geological, archeological, and environmental learnings from the previous phases, is anticipated for 2016-2017, and has been preliminarily scoped to include:

- A geotechnical program of up to ninety one (91) additional geotechnical boreholes;
- Clearing of narrow inter-site access foot trails that will connect the geotechnical/meteorological locations, medic stations, and staging areas.
- Any additional staging areas, medic stations, ERP trails, and helicopter landing areas.
- Additional non-intrusive geophysical evaluations, as subsequently proposed to provide any further detail that is needed to refine the LNG facility and development layout options.

The desktop review, field scouting, assessment and field verification methodology as described in detail below has not been implemented for Phase 3 activities, and will occur prior to any clearing of vegetation. Once completed, Aurora LNG will submit an updated map and supplemental information package to Gitxaala, Kitselas, Kitsumkalum, Lax Kw'alaams and Metlakatla in order to enable meaningful consultation with these First Nations. Aurora LNG will also endeavor to review these plans with other affected communities, including the Dodge Cove Improvement District. Following these reviews, the amended maps and plans will be submitted to FLNRO and BC Archeology Branch for approval to proceed.

## Operational Aspects

The following section details specifics associated with the operationalization of the Phase 2 and 3 development activities proposed to be completed under the IUL. As detailed more completely below, many of the operational details continue or further refine aspects associated with the operationalization of Phase 1 of Nexen's investigative use program for Digby Island.

### a. Site Access

As weather dictates, daily personnel access to the AOI will be provided by a combination of water taxi and helicopter, with boat, barge and helicopter transport for the equipment. Temporary

staging areas, at the existing Phase 1 area located at borehole DI15-06 and a new one located on private land at Casey Cove, will be used as storage and transport sites for investigative equipment and supplies, and to ensure emergency preparedness and medic access. Portable toilets will also be located at the temporary storage area and waste will be removed from site and disposed of at an approved waste management facility.

—As utilized during the completion of Phase 1 (2014) of the investigative use program, heli-portable drilling rigs will be used to drill the boreholes.

#### b. **Site Specific Selection Methodology**

A detailed desktop review is completed prior to specific field scouting, assessment, and field verification of each site. The desktop review involves investigating the proposed location of each geotechnical borehole, geophysical line, and any other sites required to support to evaluation program, using a Geographic Information System (GIS). Spatial data used during the review included:

- Existing geotechnical borehole locations from the 2014 Phase 1 evaluations
- Topography (derived from high-resolution aerial imagery such as LiDAR)
- Streams, Rivers, Lakes and associated riparian buffers as defined by the *Environmental Protection and Management Regulation*
- Seasonal Freshwater Fish and Fish Habitat Assessments
- Archeological and Heritage Resources, derived from historic and on-going archeological assessments on Digby Island
- Terrestrial Ecosystem Mapping completed in 2014 for the Digby Island area
- Desktop and Field Archeological Assessments

Collection of this spatial data began in Q2 2014 and has continued to be updated as further field assessments progress as part of Nexen's due diligence in minimizing disturbance during early evaluation work, and as part of the on-going field assessments related to the Environmental Assessment currently underway. The desktop review helps to identify where borehole/line adjustments may be required to avoid archeological resources and sensitive environmental features, and safety concerns given the remote aspects of the site can be adequately addressed. Sensitive environmental features include riparian reserve zones, waterbodies and watercourses, ecological communities of conservation concern, raptor nests, heron rookeries, and defined critical habitat for SARA-listed wildlife and plant species and provincially listed species of management concern.

Recognizing that the spatial accuracy of the desktop review is wholly dependent on the accuracy of the spatial GIS data available, focused field scouting, location adjustments, and final verification is overseen in the field by third-party archeological and environmental teams ("constraints team") to ensure avoidance and mitigation measures are successfully implemented prior to any tree or vegetation clearing taking place. During this field scouting, an area 100 meters in diameter is investigated to identify any archeological, environmental, and safety constraints in the vicinity to ensure any subsequent location adjustments can be attentively accomplished. These 100m assessment buffers are identified on Figure 1 around each borehole for reference.

Several previously documented archaeological sites exist within the AOI, and it is probable that other undocumented archaeological sites are present. An important component of the field scouting phase is the completion of site-specific Archeological Impact Assessments for all

proposed activities (e.g. boreholes, staging areas, ERP trails, etc.). The archeological work is completed as permitted under the *Heritage Conservation Act* (Permit File: 11200-30/2015-0007)

The constraints team collaboratively identifies and flags any archaeological and heritage resources (e.g. culturally modified trees), identifies any environmentally sensitive features (e.g. riparian areas) and flags any trees or snags that may pose a safety hazard. All specific areas where site evaluation activities are planned are shifted and oriented to ensure avoidance of all archeological resources and to ensure no material adverse effect to sensitive environmental features occurs (as per the *Environmental Protection and Management Act*). Where possible, existing disturbances and natural clearings will be utilized to site planned activities to minimize tree and vegetation clearing.

With respect to activities proposed as part of Phase 3, once field verification is completed, updated activity maps and supplemental information packages will be provided to First Nation communities identified by FLNRO on June 6, 2015. These included; Lax Kwa'alaams, Metlakatla, Gitxaala, Kitsumkalum and Kitselas. Other affected local communities (e.g. Dodge Cove Improvement District), will also be notified to ensure collaborative and meaningful consultation and engagement opportunities occur in a timely manner. Following this consultation, the map and supplemental information package will be submitted to FLNRO and the BC Archeology Branch for approval to proceed.

Phase 2 and Phase 3 activities are not anticipated to occur during the restricted activity period identified by Environment Canada within Bird Conservation Region 5, nesting zone A2, which covers the period from the end of March through mid-August. Where activities cannot avoid the Migratory Bird season, additional bird nest surveys will take place prior to any site or location being cleared of vegetation. This survey will take place no earlier than one week prior to vegetation clearing on each site or location, and will be performed by qualified biologists. Where conflicts with migratory birds are identified, site clearing may be deferred outside of the migratory bird window, or be shifted in collaboration with the constraints team. If required, an archeological impact assessment will occur.

This preliminary site assessment methodology (desktop GIS review and field scouting) is consistent with the evaluation that was conducted in advance of the 2014 Phase 1 site, which was successfully executed. In addition, the proposed program for Phase 2 and 3 is better informed as field data continues to be enhanced through the Environmental Assessment field data collection program and on-going consultation and engagement efforts.

**c. Site Preparation**

The proposed borehole locations, inter-site ERP foot trails, and staging areas are selected with the intent to minimize disturbance (e.g. utilizing heli-portable rigs, utilizing natural clearings and existing disturbances, where possible, and limiting clearing associated with the access trails and geotechnical pads, where appropriate), and will be hand-cut using local slashing, brushing and clearing crews. Raised drilling platforms will be constructed with dimension-lumber staged either at a barge anchored near the project area, at identified staging areas on Digby Island (DI15-06 and Casey Cove), and will be supported by long-line helicopter lift operations. As platform construction continues, lumber recycled from previous platform locations where drilling has completed will be utilized.

**d. Geotechnical Borehole Drilling**

Geotechnical drilling will utilize heli-portable drills that will advance boreholes to bedrock to sample specific intervals of soil and parent material. Bedrock coring will also take place at selective boreholes where bedrock information is required. Samples will be collected and field

and lab analyzed for a variety of geological and geotechnical parameters, and will help to validate the geophysical data described below.

The crossing of watercourses with equipment is not anticipated given the heli-portable nature of the activities. However, if circumstances change, Nexen will submit any required applications for authorizations under Section 9 of the *Water Act* approval, and will meet *Water Act* and federal Department of Fisheries and Oceans Canada (DFO) requirements, prior to undertaking any crossing activities. The appended maps provide the locations of known waterbodies and watercourses proximal to the AOI requested for the IUL.

Pending field conditions and surficial materials encountered, open standpipe piezometer may be installed to in some of the boreholes to allow for groundwater table measurements. These piezometers will be capped. The remaining boreholes will be backfilled with drill cuttings, grouted and sealed in accordance with applicable requirements, as per the *Ground Water Protection Regulation*.

Any trees that are removed during borehole site preparation will be spread out into the cleared area to help create microhabitat and aid with the natural regrowth. Following the drilling of a borehole, drill platforms will be disassembled and moved to the next borehole location and subsequently removed from site once the evaluation program is completed.

All sewage and domestic waste will be transported offsite and disposed of at a licensed waste receiver.

e. **Archaeological Management**

Archaeological and heritage resources encountered during the Phase 2 and 3 geotechnical programs, including during the site selection, site preparation and geotechnical borehole drilling phases, will be managed in accordance with the *Guidelines for the Protection of Archaeological Resources on Digby Island* dated August 24, 2015 (the Archaeological Guidelines), which is attached as **Schedule A**.

As identified in the Archaeological Guidelines, Nexen will make best efforts to ensure that all field personnel undertaking land altering activities in conjunction with the geotechnical program are familiar with the Archaeological Guidelines, the types of archaeological and heritage resources present in the region, best management practices and First Nation heritage protocols. Qualified archaeologists and First Nation's technician/observers will be utilized in accordance with the Archaeological Guidelines.

f. **Water Considerations**

Freshwater is required for geotechnical borehole drilling, and sourcing surface water on-site significantly reduces helicopter and boat traffic, and effectively manages safety risk associated with water transport from Prince Rupert. As such, authorizations under Section 8 of the *Water Act* for Short Term Use of Water was submitted to FLNRO on August 25, 2015 (Tracking Number: 100141071).

Efforts to reduce water requirement will be implemented, and include recirculation techniques to re-use water at each borehole. Boreholes will be backfilled with drill cuttings, grouted and sealed in accordance with applicable requirements, as per the *Ground Water Protection Regulation*. As accomplished during the Phase 1 drilling, any remaining drill cuttings will be thinly dispersed across each geotechnical borehole location to ensure no material adverse effect to on-site vegetation occurs, and will be managed in accordance with regulatory guidelines.

g. **Marine Meteorological Station**

As part of Phase 2, it is proposed that a marine meteorological station will be installed on Tuck Island. The meteorological station will be used to collect climatic and atmospheric data in support of the proposed Project, including information related to barometric pressure, wind speed/direction, temperature, humidity, solar radiation and precipitation (rain, snow, and mixed).

The meteorological station will be installed at the location identified in Figure 1 (approximately 10 km south from Frederick Point on Digby Island) and anchored (drilled and grouted) into the exposed bedrock. Prior to installation, the proposed meteorological station location will be assessed for archaeology and ecological constraints, using the methodology identified above. No additional clearing or overburden disturbance is anticipated as part of installation. Once installed, the station will operate off of solar power.

h. **Geophysical Evaluation**

The proposed geophysical evaluation will assess subsurface conditions within the propose AOI using seismic refraction and GPR technology.

Seismic refraction will provide information regarding the variability of bedrock and will better defined any potential geological fault/fracture zones. The seismic refraction portion of the geotechnical evaluation will utilize low impact seismic lines with shallow geophysical probes (approximately 6 inches) and is not anticipated to result in any ground disturbance. Vegetation clearing will be limited to removing tripping hazards along the seismic line.

GPR will assess the lateral and vertical extent of surficial materials as well as provide information on the thickness of the peat layer and geological structure of underlying glacial sediments.

This activity is non-invasive and will not require clearing of any trees or vegetation.

i. **Peat Probe Assessment**

The objective of the peat probe assessment is to determine the thickness of peat across the proposed AOI to help validate the geophysical evaluation. This information will be used to help refine future borehole locations and will be used to estimate volumes and quantities of peat within the AOI boundary. This assessment will consist of ground-truthing with a hand-held peat probe across a spatial grid in critical areas of the site by probing into the ground until firmer consistency material is encountered. The depth will be recorded along with GPS coordinates. In addition, as part of this assessment hand augers and dynamic cone penetrometer tests will be performed at low tide across the intertidal deposits in Delusion Bay and along the east coast of the island.

This activity is non-invasive and will not require clearing of any trees or vegetation.

j. **Wildlife Considerations**

Nexen is committed to worker and public safety and maintaining a high level of environmental stewardship. Nexen has implemented a number of measures to mitigate wildlife related considerations including: conducting wildlife related risk assessments, as appropriate; implementing engineering controls and mitigation to reduce potential encounters; and employing Wildlife Safety Monitors.

Qualified, certified and experienced Wildlife Safety Monitors are utilized, as requested, to support field crews. As the Project proceeds with evaluating and assessing the AOI for potential LNG development, there are numerous activities that have the potential for interaction with wildlife such as bears, cougars and wolves. Having qualified Wildlife Safety Monitors helps to ensure that neither workers nor wildlife are harmed during these interactions.

A Wildlife Safety Monitoring training program has been developed specifically for the Aurora LNG project to ensure dedicated field support is locally available during the execution of Aurora LNG's site evaluation activities.

Key responsibilities of the wildlife safety monitor include:

- Actively participate in tailgate safety meetings and hazard assessments
- Being a leader in supporting a safe work environment, continually assessing wildlife encounter risks in the vicinity of work areas
- Documentation and records keeping
- Wildlife Incident Reporting and Follow-up with Project Coordinator
- Ensuring the safest possible environment for workers from wildlife by understanding and communicating:
  - Predator behavior and lifecycles
  - Predator avoidance techniques
  - Predator mitigation and appropriate response
  - Predator deterrent techniques
  - Firearm protocols and safety
  - Crew communication

Risk related to the frequency wildlife encounters vary through the seasons and is dependent on the type and location of activity being undertaken. Wildlife safety monitors are deployed during field activities as required to ensure these risks are managed and reported appropriately.

#### k. **Fuel Management Plan**

Fuel management for the activities contemplated under the IUL will follow practices listed in *A Field Guide to Fuel Handling, Transportation & Storage* (FLNRO, 2002), and the *Environmental Code of Practice for Aboveground and Underground Storage Tank Systems Containing Petroleum and allied Petroleum Products* (CCME, 2003).

In accordance with regulatory requirements, during drilling, fuel for the heli-rig, including fuel for the air compressor, will be stored in double wall containment storage to avoid spills. When nearing empty, fuel tanks on the drill pad will be replaced using the fuel delivered via helicopter. The fuel replacement consists of two tanks with secondary containment.

Spill kits equipped with absorbent pads will be placed on each drill rig to clean up minor spills and spot spills (including hydraulic oil, motor oil and diesel). Spill kits will contain absorbent and sufficient containment of contaminated media which will be used for spill clean-up and will be removal from site if used. All spills will be reported to project manager and on-site health and safety officers. Furthermore, spills will also be reported in accordance with the *Spill Reporting Regulation* under the *BC Environmental Management Act*. Materials associated with a spill will be disposed of in accordance with applicable regulations and guidelines.

In the event of a spill, available resources and materials will be used to control, mitigate and respond to the spill. This includes the following actions:

- control hazards;
- attempt to stop or control the leak or material from spilling if safe to do so;



- attempt to control or mitigate the material from expanding its affected area by creating a dike,
- blocking or absorbing with spill response materials or other available materials such as sand or clay;
- remove spilled material; and
- remediate if required.

### **First Nations Notifications**

FLNRO has requested that Nexen provide notification of the proposed Digby Island IUL application to Gitxaala, Kitselas, Kitsumkalum, Lax Kw'alaams and Metlakatla. This formal notification was provided on July 29, 2015. The following notifications related to this application were also provided to First Nations:

- Notification of site archaeological program pursuant to BC Archaeology Branch Permit 2015-0007 was provided on July 27, 2015.
- Notification of intention to apply for Occupant License to Cut for proposed Phase 2 activity was provided on August 6, 2015.

### **Additional Information**

#### **a. Visual Quality**

The North Coast Land and Resource Management Plan (NCLRMP) has designated the edges of Digby Island as a Visual Management Area (see Figure 3). The intent of this designation is to guide forestry harvesting such that the scenery valued by both local residents and the tourism/recreation industry is preserved.

Part of Nexen's AOI falls within a Class II Natural Variability Zone, where the maximum alteration is 5% of the perspective view. Section 5.16.3.2 of the NCLRMP indicates that non-forestry related industrial disturbances (e.g. pipeline, hydro-electric, mining, etc.) will not be included in calculating the maximum alteration permitted within each visual quality polygon. As such, the development activities contemplated under the proposed IUL and should not be subject to the 5% alteration maximum.

Furthermore, the Phase 2 and Phase 3 activities contemplated under the IUL (in addition to the activities previously completed as part of Phase 1) will result in a maximum estimated disturbance of 8.00 ha to the Class II Natural Variability Zone on Digby Island. The Class II Natural Variability Zone currently covers approximately 523 ha of Digby Island. Therefore, the total estimated alteration is only 1.5% of the perspective view associated with Class II.

#### **b. License to Cut**

Independent of this Application, Nexen has applied to FLNRO for an Occupant License to Cut. For Phase 2, the estimated total merchantable timber to be cleared is 536 cubic meters, and non-merchantable timber clearing is estimated at 345 cubic meters. For Phase 3, the estimated total merchantable timber to be cleared is 1530 cubic meters, and non-merchantable timber clearing is estimated at 1162 cubic meters. This timber assessment estimate is based on 35m x 35m borehole locations and doesn't account for shifting and re-orienting sites to minimize clearing. Borehole clearings averaged 16m x 16m for each location during Phase 1 (2014). Clearing for Phase 2 and Phase 3 is anticipated to be similar.

### **Socio-Community**

Nexen recognizes the potential for communities located in proximity to the proposed AOI to be impacted by the activities associated with the proposed IUL, including as a result of the noise generated by helicopter traffic required to support the proposed development activities. In addition to the mitigation identified in the sections above, Nexen will continue to maintain communication with local residents (e.g. Dodge Cove) and First Nation communities so that they are apprised of the timing of all planned development activities and will work to mitigate any socio-community impacts identified as a result of these communications.



### **Glossary**

Archaeological Guidelines	the <i>Guidelines for the Protection of Archaeological Resources on Digby Island</i> dated August 24, 2015
AOI	Area of Interest
DFO	Department of Fisheries and Oceans Canada
ERP trails	Emergency Response foot trails
FLNRO	Ministry of Forests, Lands, and Natural Resource Operations
GIS	Geographic Information System
GRP	Ground Penetrating Radar
IUL	Investigative Use License
LNG	liquefied natural gas
NCLRMP	North Coast Land and Resource Management Plan
Nexen	Nexen Energy ULC
Project	the proposed Aurora LNG project



## Press Release

## Library Board Adopts Balanced 2018 Budget

**NANAIMO, September 16, 2017** – The Vancouver Island Regional Library (VIRL) Board of Trustees is looking to the future with its adopted [2018 – 2022 Financial Plan](#). At the September 16 meeting, the Board adopted a balanced budget of \$36,487,912 for 2018. Highlights of the adopted 2018 Budget include:

- Continuing to invest in facilities as per the [Consolidated Facilities Master Plan](#)
- Investing in innovative programming, collections, and resources
- Investing in digital technologies and innovations
- Committing to reconciliation with Indigenous Peoples

"The 2018 Budget ensures that VIRL will evolve and expand to meet the diverse needs of the communities we serve," says VIRL's Director of Finance, Joel Adams. "It anchors us firmly as we continue our transition into a library system of the 21st century."

As a part of the budget, municipal and rural levies will contribute \$22,092,086 to the library budget, an overall increase of 3.98% or a per capita increase of \$1.19. The weighted vote at the Board meeting was 100% in favour of the budget.

The remainder of the budgeted revenues are derived from overdue and other fees, and investment income.

"Our goal as a Board is to deliver leading library services in a fiscally responsible manner," says VIRL's Board Chair, Barry Avis. "With the lowest increase in four of the past five years, the 2018 Budget continues to balance these priorities and positions us well for the future."

For more information about the 2018 – 2022 Financial Plan, visit [virl.bc.ca/reports-and-plans](http://virl.bc.ca/reports-and-plans). To watch a video about the budget and the 2018 – 2022 Financial Plan, [click here](#).

An infographic about the 2018 – 2022 budget is available [here](#).

###

### For more information:

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## **2018 – 2022 Financial Plan:** **Looking to the Future**

**Adopted September 16, 2017**

**By the Vancouver Island Regional Library Board of Trustees**



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Administration**

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**Board of Trustees**

**2018-2022 Proposed Financial Plan: Looking to the Future**

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**Board of Trustees**  
**2018-2022 Proposed Financial Plan: Looking to the Future**

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## Board of Trustees 2018-2022 Financial Plan: Looking to the Future

### 2017 Executive Committee



Pictured from left to right, back row: **Steve Arnett** (Town of Ladysmith), **Brenda Leigh**, Vice-Chair (Strathcona Regional District), **Barry Avis**, Chair (Town of Qualicum Beach), **Ron Kerr** (City of Campbell River), **Jason Thompson** (Village of Masset), **Gordon Waterman** (Village of Gold River).

Pictured from left to right, front row: **Bill Beldessi** (North Coast Regional District), **Kerrie Reay** (District of Sooke), **Rosemary Bonanno** (Executive Director, VIRL), **Diane Brennan** (City of Nanaimo), **Howard Houle** (Nanaimo Regional District).





## 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 21<sup>st</sup> 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.



## 2018 – 2022 Financial Plan: Looking to the Future

### Executive Summary

The Board of Trustees of Vancouver Island Regional Library (VIRL) is pleased to present the 2018 – 2022 Financial Plan. As this 2018 Budget reveals, Vancouver Island Regional Library (VIRL) continues to implement sound fiscal policies and procedures, and is well-positioned to respond proactively to the evolving needs of library customers.

VIRL is committed to balancing the priorities of today with long-term visioning that will guide us forward. As we enter the third year of our five-year Strategic Plan, we are seeing positive results in our transition to a 21<sup>st</sup> Century library system. 2018 also represents the halfway point of the annual increases dedicated to capital projects under the Consolidated Facilities Master Plan (CFMP). The CFMP has been integral to VIRL's success as an organization over the last few years, and continuing to implement its recommendations will ensure that facilities and equipment are at the standards expected by the Board and our customers.

With each new build and upgrade, we can see the direct benefits our capital projects are having on our communities: from bandwidth to book stacks, collaborative spaces to public computers, our branches are poised to remain the go-to hubs in communities across our region.

As a library system, our 2018 Budget confirms our investment in innovative programming, collections and resources. It demonstrates that we will leverage the latest technologies and trends, while balancing and respecting the traditional roles that libraries have always played. Library users in 2018 are a diverse group and our programming and spaces need to reflect the myriad of interests, passions, hobbies, and points of view our customers represent. Engaging with our Indigenous communities, connecting with seniors, fostering relationships with families, attracting newcomers and immigrants, and making our libraries more accessible to everyone are some of the key cornerstones our 2018 Budget will address.

In 2018, our libraries will be even more attuned to the digital world than ever before. A new website will be the launching pad for customers to discover the amazing array of resources offered online, including databases, eBooks, streaming content, and so much more. Within the digital sphere, we will also ensure reliable access to our digital resources, whether at home, in-branch, or on the road, for all VIRL users. Technology will also become more entwined within our programming with the division between the physical and the digital library becoming increasingly blurred.

VIRL is turning a corner and embracing today's opportunities like never before. The 2018 Budget reflects our transition and sets us up for a vibrant and exciting future.





## Budget Summary

The 2018 – 2022 Financial Plan is based on VIRL’s strategy to achieve results under the 2016 – 2020 Strategic Plan. The 2018 – 2022 Financial Plan builds on the successes of past years, and includes initiatives aimed at replicating operating efficiencies and addressing areas where improvements can be made. 2016 was a very successful year, and 2017 is on track to continue these achievements.

### Highlights of 2016 include:

#### eLIBRARY USE



Includes access to VIRL’s digital resources including eBooks and eAudiobooks.



Represents a 15% increase in visitors (traffic) to [virl.bc.ca](http://virl.bc.ca) from 2015 to 2016.

**2,608,466**

VISITORS THROUGH OUR DOORS



#### TOTAL CIRCULATION

**5,181,662**



\*A total of physical and digital items circulated.



Board of Trustees  
2018-2022 Financial Plan: Looking to the Future

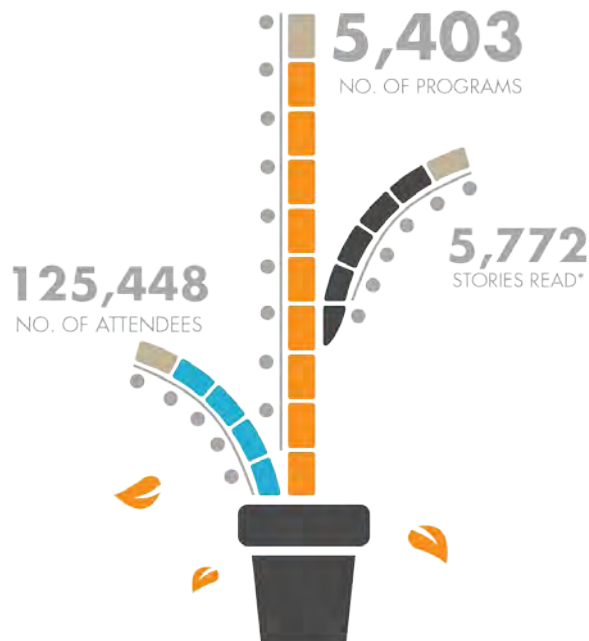


American Libraries Association  
Librarians on the Radio

AWARDS WON



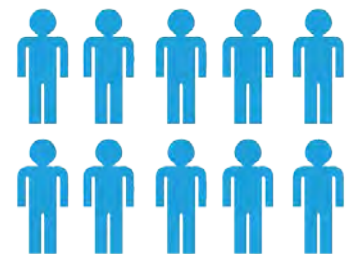
American Libraries Association  
Nanaimo Correctional Centre Book Club



PROGRAMMING

21%

INCREASE IN PROGRAM  
ATTENDEES



As an organization, VIRL is in a transitional stage from the traditional, physical library into the library of the 21<sup>st</sup> 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 2018 budget addresses the strategic direction needed to ensure VIRL meets these goals.



## **2018 Priorities**

The 2018 – 2022 Financial Plan focuses on:

- Expanding our online presence, including updating the external website;
- Investment in technology to remain relevant in an increasingly electronic world;
- Expanding the digital collection to address the current and future needs of customers;
- Developing innovative, relevant programming that meets the needs of customers and aligns with the strategic plan;
- Continuing to invest and reinvest in branches through the Consolidated Facilities Master Plan;
- Leveraging VIRL's experience with facility development operations to gain operating efficiencies; and
- Gaining further operating efficiencies through strategic review of expenditures.

## **Consolidated Facilities Master Plan**

VIRL continues to achieve results in operations due to the Board's adoption of the Consolidated Facilities Master Plan (CFMP) and its Companion Report in 2010. The CFMP identified more than \$2.4 million of deferred maintenance in 2009/2010, for which there was no identified funding or plan to address the deficiencies. At the time of the report, the consultants recommended that VIRL should be allocating approximately \$1.4 million per year towards maintenance and improvements to facilities, based on the industry standards and the total square footage VIRL occupied. VIRL's maintenance budget at the time was \$50,000, indicating a large gap between the industry standard for maintenance and the amount allocated in the budget. Had operations continued under this arrangement, the deferred maintenance would have increased and the impact would have been exacerbated.

The practical effect of this deferred maintenance was that a number of branches were in a condition at the time that did not meet the requirements of the public or the expectations of the Board, and did not portray a positive image of VIRL and its services. In addition, many of the items identified in the CFMP report related to health and safety issues. If a solution had not been implemented, VIRL would have risked having to close some of its facilities until these items were addressed. With the adoption of the CFMP, the health and safety items were prioritized and have all been remedied.

To renovate or expand the branches at the time of the report 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.



## Board of Trustees 2018-2022 Financial Plan: Looking to the Future

The CFMP was initially established as a 10-year program, and created two levies specific to addressing facilities maintenance and expansion. As part of the 2017 budget, the program was extended to 15 years, with corresponding decreases in the annual increases to the CFMP levies. 2018 is the next phase of the 15-year plan.

The CFMP is key to VIRL's success over the remaining seven years and for the years to come. Without investing in its branches over the short term, VIRL risks the building conditions which existed prior to when the CFMP was established. The CFMP has allowed VIRL to perform substantial renovations or new builds in 11 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 for visitors.

The CFMP levies are used to fund capital projects at branches. VIRL prepares a separate capital budget and a proposed 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 its buildings has also allowed greater control over our operations, and includes the long-term benefit of repaying debt rather than continuing to pay rent. 2016 saw increased operating efficiencies as a result of improvements to facilities, through access to newer building materials and more energy efficient equipment.

### INVESTING IN OUR COMMUNITIES



PORT HARDY



HORNBY ISLAND



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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 the branches receive the regular upkeep required to maintain our 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:

	2018	2019	2020	2021	2022	2023	2024	2025
Expected Levy	1,274,327	1,394,054	1,508,112	1,626,176	1,748,359	1,874,779	2,005,556	2,140,815
\$ change over prior year total levy	114,142	119,727	114,059	118,064	122,183	126,420	130,777	135,258
% change over prior year total levy	0.61%	0.63%	0.59%	0.60%	0.61%	0.61%	0.62%	0.63%

### 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:

	2018	2019	2020	2021	2022	2023	2024	2025
Expected Levy	1,595,299	1,742,567	1,885,141	2,032,720	2,185,449	2,343,474	2,506,945	2,676,018
\$ change over prior year total levy	145,068	147,268	142,574	147,580	152,729	158,025	163,472	169,073
% change over prior year total levy	0.78%	0.77%	0.74%	0.75%	0.76%	0.77%	0.78%	0.79%





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### Operational Levy

Existing operational and service levels can be maintained through a 2% 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 determined by collective agreements. 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 2018 compared to the 2017 budget include:

#### Revenues

- Member levies will increase by \$585,382 as a result of a 2% increase to the core operating levy (\$352,742), scheduled increases to the CFMP levies (\$259,209) and the approved business cases (\$232,640);
- Grant funding is expected to remain at 2017 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 by \$15,000 over the 2017 budget, due mainly to preferential interest rates on investments;
- Revenue from overdue fees, photocopiers, sale of books and promotional items, and fundraising are expected to increase based on actual amounts received in 2016; and
- Internet cost recoveries are expected to decrease compared to the 2017 budget, based on actual amounts received in 2016.

#### Expenses

- Board expenses, computer and networking costs, and promotion/advertising expenses are expected to increase based on planned activities for 2018;
- Consulting and professional fees are budgeted to increase over the 2017 budget, based on planned projects and the results of 2016;
- Wages are expected to increase based on scheduled increases within the collective agreements, as well as realigning the staffing compliment in administration and at branches; and
- Library materials are budgeted to increase 3%, in accordance with the Board's direction.



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### Total Member Levies

For 2018, the member levies are as follows:

➤ Operating Levy	\$ 19,222,461
➤ FFE Levy	\$ 1,274,327
➤ Facilities Levy	<u>\$ 1,595,299</u>
	<b>\$22,092,086</b>

The 2018 – 2022 Financial Plan represents an overall increase of 3.98% of total levy, broken down as follows:

- Core Services: maintaining existing service levels requires an increase of \$352,742 (1.67% in the total levy) to meet inflationary pressures;
- Approved business cases require an increase of \$232,640 (1.09% in the total levy); and
- Increases to the levies developed under the Consolidated Facilities Master Plan represent an increase of \$259,209 (1.22% in total levy), as follows:
  - Increase increase to the Furniture, Fixtures, Equipment and Systems Levy of \$114,142 (0.54% increase in total levy), used for maintenance and equipment replacement; and
  - Increase increase to the Facilities Levy of \$145,068 (0.68% in total levy) for new and expanded branches, used for improvement of facilities and equipment.

#### INCREASES TO TOTAL LEVY

CORE SERVICES	1.67%
BUSINESS CASES	1.09%
FACILITIES MASTER PLAN	<u>1.22%</u>
TOTAL	3.98%

### Conclusion

The 2018 – 2022 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 2018 – 2022 Financial Plan furthers VIRL's strategic plan and gives consideration to its current operations, while ensuring it looks to the future as an organization.



## New Budget Requests – Business Cases

### Background and Evaluation of Proposals

Business cases are the result of a process whereby staff came forward with 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 and ultimately, the Board of Trustees.

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 initiative can be achieved with existing funds:

- **StoryWalk Collection**

StoryWalk books are picture books in which each page is processed and laminated for outdoor use. This initiative will provide VIRL with a collection of StoryWalk books for staff and public use. A book's pages are arranged in a circuit, and children and caregivers read, interact, act out, and enjoy the story as they walk along. StoryWalk books will be of interest to people of all ages, but are ideal for children from 0-8 years of age.

### Impact on Member Levy

For reference, \$212,000 represents approximately a 1% increase in the 2018 Member Levy.





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### Summary of Approved Business Cases and Impacts

Business Case	Ongoing or One-Time	2018 Cost (Maximum)	Percentage Impact on Member Levies	Cost Per Capita	Comments
<b>Innovation Incubator</b>	Pilot Project	30,000	0.14%	0.07	
<b>Indigenous Voices</b>	Ongoing	20,000	0.09%	0.05	
<b>Trainer</b>	Ongoing	91,320	0.43%	0.22	
<b>Advocacy, Partnerships and Promotion</b>	Ongoing	91,320	0.43%	0.22	
<b>Total Impact</b>		<b>\$232,640</b>	<b>1.09%</b>	<b>\$0.56</b>	



# Business Cases



Board of Trustees  
2018-2022 Financial Plan: Looking to the Future  
Business Case: Innovation Incubator

**Business Case: Innovation Incubator – Pilot Project**



**A Made-For-VIRL Innovation Incubator**

VIRL customers are hungry for technology. Whether it's learning to code, tinkering with a 3D printer, flying a drone, or recording an album, libraries can satisfy this hunger by providing the spaces, resources, and expertise to help people thrive in the digital environment.



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**Business Case: Innovation Incubator**

This Business Case proposes to research and develop a suite of tech-driven programming and opportunities based around the concept of **STEAM** learning — where the **S** stands for Science, **T** for Technology, **E** for Engineering, **A** for Arts, and **M** for Mathematics — an educational model that opens near infinite doors of possibility for learners and hobbyists of every age, ability, and interest.

To deliver this initiative, a team of VIRL staff from various departments will develop kits, which will include all hardware, software, equipment, training material, best practice guidelines, technical support, and measurement tools for success that every VIRL branch will be able to reserve for use in programs, outreach, and learning opportunities.

Here is a snapshot of just some of the programming possibilities available through STEAM learning:

- Robotics
- 3D Printing
- Wearable Technology
- Music
- Coding
- Smart Home Devices
- Augmented and Virtual Reality (VR)
- Arts & Crafts

This initiative aligns in several ways with our 2016 – 2020 Strategic Plan. Facilitating connections, fostering collaboration, and championing creation are central themes, all of which fall under **Principle 2: Collect. Connect. Collaborate. Create.**

In alignment with **Principle 3: Places and Spaces**, this pilot project will help to ensure that our services, resources, and facilities evolve with our customers, and cater to our communities' unique characteristics.

It will also empower staff with new skills, abilities, and opportunities to grow, which are essential underpinnings of **Principle 4: Life at Work.**

Some kits, such as a kid-focused invention product called LittleBits, would cost only a few hundred dollars to implement; whereas VR and 3D printing would cost in the thousands. An initial budget of \$30,000 would allow us to get this initiative up-and-running in a meaningful way with a range of kits to offer.

Description of Costs	One-Time	Ongoing
<b>Total</b>	<b>\$30,000</b>	
<b>Total represents 0.14% on member levies or \$0.07 per capita.</b>		



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**Business Case: Indigenous Voices**

<b>Business Case: Indigenous Voices</b>
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## **Background/Overview:**

Vancouver Island Regional Library's (VIRL) service area includes a wide variety of Indigenous Peoples (First Nations, Métis, and Inuit). There are 53 First Nations on Vancouver Island, the Haida Nation in Haida Gwaii, the Nuxalk Nation in Bella Coola, and six Métis Nations in the Region 1 territory.

In 2015, the Truth and Reconciliation Commission of Canada (TRC) released the Calls to Action report to "redress the legacy of residential schools and advance the process of Canadian reconciliation" (Truth and Reconciliation Commission of Canada, 2015).

On April 24, 2017, the Truth and Reconciliation Committee of the Canadian Federation of Library Associations (CFLA-FCAB) issued a report "outlining a path forward for respecting Indigenous culture and increasing access to traditional Indigenous knowledge" (CFLA-FCAB, 2017).

Although VIRL continues to perform outreach, create programming and establish relationships and partnerships with Indigenous communities, we have not undertaken an initiative to continuously promote Indigenous culture and advance reconciliation.

Vancouver Island Regional Library proposes the establishment of an *Indigenous Voices* initiative to strengthen our communities' relationships, advance reconciliation and affirm our commitment to the Truth and Reconciliation Commission's Calls to Action and the CFLA-FCAB's recently released report.

## **Proposal:**

VIRL is committed to responding to the TRC Calls to Action and understands the need for Indigenous outreach, resources and service. As part of our efforts to facilitate reconciliation for Indigenous and non-Indigenous members of the community, we propose working with Indigenous Elders in all zones of the VIRL system who would share stories and skills related to Indigenous culture and experiences.



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**Business Case: Indigenous Voices**

This initiative would be throughout our system in 24 branches. Each quarter an Elder would be invited to come to each branch to share stories, skills and knowledge. This would increase cultural awareness, promote diversity and reconciliation. Staff would work to ensure that the space for the event would be appropriate and complement both the Elder and the Indigenous Voices program. The Elder would be paid a \$100 honorarium for participation. Each event would not last longer than 2 hours.

Events would include activities such as:

- Storytelling for children, families and adults
- Talking Circles
- Drumming, dancing, crafts, emblems and spirituality
- Discussions on Indigenous culture, heritage, protocols, skills, history, Residential Schools and Truth and Reconciliation

### Branches Impacted:

Zone 1 – Nanaimo (3), Ladysmith, Gabriola Island  
 Zone 2 – Courtenay, Comox, Cumberland  
 Zone 3 – Port Alberni, Qualicum, Parksville, Ucluelet  
 Zone 4 – Sidney, Sooke, Cowichan, South Cowichan, Cowichan Lake  
 Zone 5 – Campbell River, Quadra, Gold River  
 Zone 6 – Port Hardy, Port McNeill  
 Zone 7 – Queen Charlotte, Masset

In branches with more than one First Nation in proximity, VIRL will make every effort to welcome an Elder from a different First Nation each quarter to encourage inclusivity.

### Cost Breakdown:

Table 1 – Items to purchase		
Item	Cost	Notes
Honorariums	9,600	4 quarters x \$100/visit x 24 branches
Criminal Record Checks	1,440	\$60/branch x 24
Programming & Resource Costs	4,800	\$200/branch x 24
Protocol and Gifts	1,920	\$20/visit x 4 visits x 24
Transportation & Other	2,876	
<b>Total Cost</b>	<b>\$20,000</b>	
<b>Total represents 0.09% on member levies or \$0.05 per capita.</b>		



## **Analysis of Alternative Approaches:**

The Library has the following options:

**Option 1:** Status quo (No additional cost)

**Option 2:** Implementing the Indigenous Voices program.

**Recommended option:** Option 2

## **Impact if not implemented:**

### **Option 1:**

By continuing with the status quo, we will be relying on our current outreach initiatives with Indigenous communities and the proposed efforts with our First Nations Engagement Strategy.

### **Option 2:**

Implementing Option 2 has the potential for VIRL to become leaders in engaging with Indigenous communities and recognizing and responding to the Calls to Action of the TRC. This option provides us with the following opportunities:

- To forge new partnerships and relationships with our Indigenous communities;
- To assist people on their path to reconciliation;
- To have direct input from Indigenous leaders into our programs and outreach;
- To rely on the Elders to share their knowledge with VIRL staff and customers;
- To build mutually beneficial partnerships with our Indigenous communities throughout the VIRL system.





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**Business Case: Indigenous Voices**

## **Background Information**

### **Current and Past First Nations Programs, Services and Contacts**

#### **Vancouver Island Regional Library (VIRL) Programs and Services**

##### **1996**

- Governor General Roméo LeBlanc introduces Canada's National Aboriginal Day (now renamed National Indigenous Peoples' Day) to be celebrated annually on June 21. VIRL begins celebrating National Aboriginal Day typically with a book display.

##### **2007**

- VIRL begins First Nations partnership building in Cowichan, Nanaimo, Port Alberni and Campbell River communities – based on children's literacy and programming such as storytime.

##### **2008**

- VIRL and Mother Goose partnerships begin delivering children's literacy programming and training facilitators; including First Nations participants.
- VIRL establishes a relationship with the Cowichan Housing Association. This relationship leads to building an acquaintance with the Hiiye'yu Lelum (House of Friendship on Cowichan Tribes reserve). (Cowichan)
- Cowichan branch moves its computer stations and there is a noticeable increase in the number of First Nations families using the computers.

##### **2009**

- VIRL introduces Community Support Technicians (CST) in Zone 6 and 7, the North Island and Haida Gwaii branches. The CSTs in both zones begin outreach programs with First Nations.

##### **2009 – 2011**

- VIRL begins to actively promote National Aboriginal Day in the branches and online – using book lists, displays, programs and communications.
- VIRL begins a relationship with the Cowichan First Nations and places posters with Hul'qumi'num words up in the branch.
- VIRL Librarians introduce First Nations craft programs. (Cowichan)

##### **2012**

- Sencoten language program with John Elliott. (Sidney/North Saanich)
- The Summer Reading Club theme is "animals". Cowichan branch places Hul'qumi'num words on the animal posters in the branch. (Cowichan)

##### **2013**

- VIRL begins to host tables at some First Nations community events. (Courtenay)
- VIRL begins hosting class visits of the Aboriginal Head Start program for tours/storytimes.
- National Aboriginal Day celebrations in the branches include storytelling events. (Courtenay, Cowichan, Cumberland and Comox)
- Gus Williams, Cowichan First Nations, tells stories for a storytime session (Cowichan)





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**Background Information (Cont'd.)**

**2014**

- VIRL holds a First Nation's author reading. (Cowichan)
- VIRL begins First Nations movie night when the Cowichan branch shows *Wings of Johnny May* for National Aboriginal Day. (Cowichan)
- The new Nanaimo North branch has First Nations posters, book displays, film nights, celebrates National Aboriginal Month and territorial acknowledgment and Hul'qumi'num welcome to the branch on our branch slide show on the lobby TV.
- Snuneymuxw First Nation invited to the Nanaimo North branch grand opening celebration.
- Regular monthly class visits with Gwa'sala-'Nakwaxda'xw School with a approximately 4 classes, grades 2 – 4. (Port Hardy)

**2015**

- Deb Masso, from the Tla-o-qui-aht Nation, told traditional stories for Summer Reading Club. (Port Alberni)
- Indian Bay Singers – Pow Wow Program Summer Reading Club. (Sidney/North Saanich)
- Attended "Honour the Babies" celebration - to celebrate babies born at Wsanec reserves during the past year. (Sidney/North Saanich)
- Presentation by Snuneymuxw Elder and youth on Tribal Journeys canoe trip. (Nanaimo North)
- August: VIRL meets with Ron Hamilton, a First Nations master carver from Port Alberni who had offered to redesign the logo and who was carving the totem pole that is outside the Cowichan Lake branch of VIRL. (Nanaimo Harbourfront)
- Children's Librarian sits on Ya Ya Tal, a committee associated with Aboriginal Success By 6. Ya Ya Tal meetings, led by leader of Aboriginal Success By 6 for Cowichan (Ada Mawson), is a sharing of information regarding First Nation children and families. (Cowichan)
- Librarian attends Statistics Canada *Aboriginal Statistics* session at Vancouver Island University. (Nanaimo North)
- November: Totem Pole raising ceremony at the Cowichan Lake branch, attended by VIRL librarians, managers, directors and board members. (Cowichan Lake)

**2015 – 2016**

- VIRL begins actively promoting Summer Reading Club (SRC) with First Nations.
- VIRL reaches out to the Haida Gwaii community: 20 meetings during four days meeting with daycare and school workers, carvers, Skidegate and Masset Band managers, and former Haida Nation president Guujaaw.
- Monthly storytimes at the Snuneymuxw Daycare. (Nanaimo Harbourfront)
- Storytimes at the Qualicum First Nations Daycare. (Qualicum Beach)
- SRC outreach and visits to the Snaw-Naw-As First Nation daycare. (Parksville)
- *A Blanket Approach: Protecting The Future Of First Nations Child Development, Learning And Care* added the book to the VIRL collection. (Ladysmith)
- Local First Nations author attends the Family Literacy Day event. (Ladysmith)
- Haahuupayak summer reading program visited the library. (Port Alberni)
- Friendship Centre parent-child group visits. (Port Alberni)
- Community art display showing a local First Nations carver. (Ladysmith)



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**Background Information (Cont'd.)**

- Working with Pauquachin Preschool leaders, sharing information about upcoming youth programs hosted at the library. Leaders regularly bring children to our Good Morning Storytime program. (Sidney/North Saanich)
- In partnership with the Nanaimo Aboriginal Centre and the Mid Island Métis Nations, VIRL staff cook and serve dinner for the Aboriginal Family Night. (Nanaimo North and Wellington)
- Librarian delivers a presentation about VIRL children's services at the U'y'Sqwalawun Childcare Centre in Lantzville. (Nanaimo Wellington)

**2016**

- Vancouver Island Library Conference – presentation by Ada Mawson, Cowichan Valley Aboriginal Success by 6 Coordinator - attended by many VIRL librarians (Judy Baxter, South Cowichan)
- Cultural Competency workshop facilitated by First Nations members for Library Managers.
- Deb Masso, Tla-o-qui-aht Nation, led two programs in March – a children's First Nations Stories program and a Traditional Foods special program for the Tween Activity Club. (Port Alberni)
- Kelly Foxcroft-Poirier, a Tseshah artist, presented a program for children, that incorporated stories and art, in celebration of National Aboriginal Day. (Port Alberni)
- Family Literacy Day, a collaboration between the branch and multiple community stakeholders, engaged members of our local First Nations to facilitate bannock making and drumming stations at the event. (Port Alberni)
- Visit to Haahuupayak Elementary School to promote Summer Reading Club. (Port Alberni)
- Participation in the Aboriginal Day of Wellness Fair put on by the Uchucklesaht Tribe Government. (Ucluelet)
- VIRL Librarian attended the "Pauquachin Day Celebration" in July 2016. Along with "1000 X 5" book recycling project volunteers, the librarian gave books to children, promoted the Library, and participated in other fun activities. (Sidney/North Saanich)
- VIRL sponsors *In Our Own Aboriginal Voice* teen writing contest.
- Librarians from the Adult Services Committee spend Pro-D Day with Terri Mack and other honoured guests.
- Indigenous Speaker Series at Vancouver Island University with Dr. Tracey Lindbergh, author: *W)rec(k)-onciliation: Indigenous Lands and Peoples' Respect, Reciprocity and Relationship* attended by VIRL Librarian. (Nanaimo Wellington)
- VIRL updates its collection to include a large selection of books and music by Indigenous authors and musicians. Prior to this much of our collection of Indigenous materials was written from an ethnographic perspective.
- Monthly storytime at the Nisaika Kumtuks Aboriginal School. (Nanaimo Harbourfront)
- Nanaimo Book Fest: librarians work with Literacy Central Vancouver Island to ensure First Nations/Aboriginal/Métis presenters visit the local Nations' schools. (Nanaimo Harbourfront)

**2016 – 2017**

- VIRL begins Indigenous film nights in more branches; a few programs provided by First Nations Elders or representatives. (Courtenay, Sidney/North Saanich, South Cowichan)
- VIRL begins use of commemorative art and signs. (Cowichan)
- Guest Speakers and Author Visits: Gus Williams, Bev Sellars, and Richard Van Camp. (Cowichan)



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### Background Information (Cont'd.)

- Film screenings include: *Wings of Johnny May* | *Angry Inuk* | *Trick or Treaty* | *Salmon Confidential* (at request of First Nation's individuals) | *High Home Mistahey*. (Cowichan)
- Crafts workshops with Indigenous themes: such as dreamcatchers and cedar roses. (Cowichan)
- Children's Librarian sits on Ya Ya Tal, a committee associated with Aboriginal Success By 6. (Cowichan)
- Passive Children's programs integrating Hul'qumi'num dialect. (Cowichan)
- Outreach by VIRL Librarians at: Ts'i'ts'uwatul' Lelum (TLAL) Assisted Living; and Cowichan Tribes Elementary. (Cowichan)
- Materials donations to Malahat Tribe Library. (Cowichan)
- Weekly Beading Circle meetings with the Mid Island Métis Society. (Nanaimo Harbourfront)
- Bi-weekly seniors' outreach meetings at Ts'i'ts'uwatul' Lelum Assisted Living. (Cowichan)
- Purchase of public area posters from the Cowichan Tribes office (Hul'qumi'num place names and some common words and sounds in the language). (South Cowichan)
- VIRL Librarian attends Trinity Time, hosted by Holy Trinity Anglican Church. Church members reach out to Pauquachin, Tsawout, and Tseycum First Nation neighbours for friendship, activities, and a communal lunch. VIRL Librarian presents a storytime program for children and adults, and informally connects with community members promoting library services and programs. (Sidney/North Saanich)
- Book club established at the Ts'i'ts'uwatul' Lelum Assisted Living. (Cowichan)
- Traditional storytelling by Michael Kusugak. (Nanaimo Harbourfront)
- VIRL created display in support of the Heliset Hale Relay for Suicide Prevention. (Sidney/North Saanich)
- Book donations and program partnership with Tsawalk Learning Centre. (Nanaimo Harbourfront)
- VIRL created a First Nations and local history collection for Port Hardy. These are titles that were recommended by the museum, and by Strong Nations Press. (Port Hardy)
- Visits to Ts'i'ts'uwatul' Lelum Assisted Living each month with a tote or two of material for residents as well as offered help with eResources. (Cowichan)
- The kindergarten class from the Stz'uminus community school visits the branch once every three weeks for a special storytime and chance to check out books. (Ladysmith)

### 2017

- February to April on Gabriola Island: One Book, One Community: Truth and Reconciliation, a community-reading project with Richard Wagamese's *Medicine Walk*. (Gabriola Island)
- February-April: Council to gather community groups on Truth and Reconciliation Commission (TRC), Gabriola Island Local Trust Committee – Islands Trust, Snuneymuxw First Nation, Page's Bookstore & Marina, hosted by TRC Honorary Witness Shelagh Rogers. (Gabriola Island)
- April 19: National Canadian Film Day screening of *Angry Inuk*, in partnership with the grassroots group Toward Truth & Reconciliation Gabriola. (Gabriola Island)
- First Nations children's book mark created. (South Cowichan)
- Permanent displays created in some branches of First Nations authors and topics. (South Cowichan)
- BCLA Conference – Keynote with Khelsilum; *Our Path Towards Reconciliation: An Update from the CFLA/FCAB Truth & Reconciliation Committee and the Newly Formed Indigenous Matters Committee* workshop; and *Rhymes, Rhythm, and Relationships: A Model of Community Collaboration between a Public Library and an Organization Serving Aboriginal Families* attended by Librarians and Divisional Managers from VIRL.



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**Business Case: Indigenous Voices**

**Background Information (Cont'd.)**

- May 13 & 20: Screening of CBC Documentary *8<sup>TH</sup> FIRE*, in partnership with Gabriola Historical & Museum Society, a four-part series screened over two weekends. (Gabriola Island)
- Vancouver Island Library Staff Conference 2017 session: The Victoria Native Friendship Centre Lending Library: A Story of Serendipity & Connection Working Towards Reconciliation – attended by VIRL Librarians.
- Early Years Collaborative Lunch and Learn sessions in Comox Valley – Discussions on: From Cultural Risk to Safety: Engaging Caregivers in an Indigenous Early Childhood Intervention Program in BC, presented by Alison Gerlach; and Keynote speech by Harley Eagle – attended by VIRL Librarians.
- May 28 trip to Haida Gwaii, Rosemary Bonanno and Divisional Manager, Office of the Executive Director. Meetings with Library Manager and information gathering regarding community, needs, strategy for moving forward.
- Building Bridges through Understanding the Village, K'omoks Big House: attended by VIRL Librarian. (Courtenay)
- Drop-in & Connect weekly drop-in program, Wachaiy Friendship Centre sits on the steering committee, Aboriginal Outreach workers attend the program from Wachaiy and Comox Valley Transition Society. (Courtenay)
- Upper Island Women of Native Ancestry Aboriginal Speech Language program – collection and resource support. (Courtenay)
- Story Box storytelling program with Wachaiy Friendship Centre – 4 storytimes a year with Wachaiy staff and Elders at the Comox branch. (Comox)
- VIRL met with Keith Smith, Chair of First Nations Studies at VIU regarding cultural sensitivity and engaging the various First Nations communities in our service area. (Nanaimo Harbourfront)
- VIRL spoke with Patricia Geddes about the best way to engage our First Nations customers. Patricia is of First Nations ancestry and the Community Outreach Librarian at VIU. (Nanaimo Harbourfront)
- Kw'umut Lelum Child and Family Services: Literacy workshop for parents about reading with children. (Nanaimo Harbourfront)
- Planning and coordinating Indigenous programming with Nanaimo and Ladysmith School District representatives. (Nanaimo Harbourfront)
- Establishing a school library, and school programming at Nanaimo Tsawalk Learning Centre. (Nanaimo Harbourfront)
- Librarian coordinating Indigenous programming in Zone 6, School District 85. (Port Hardy)
- Coordinating Indigenous events in Port Hardy with the Kwakiutl First Nation. (Port Hardy)
- VIRL working with Randy Fred (a Nuu-Chah-Nulth Elder, Geist magazine contributor and founder of Theytus Books/first aboriginal-owned and operated book publishing house in Canada) on ways for VIRL to partner on his Contact No Contact oral story project which is being funded by a Canadian Council grant.
- VIRL met with First Nations books seller David Ellis to strengthen our First Nations book collection. (Nanaimo Harbourfront)
- VIRL partners with Bonnie Williams from Kw'umut Lelum to develop Coast Salish Cultural Literacy Kits. (Nanaimo Harbourfront)
- VIRL contacts BC Aboriginal Friendship Centres regarding grants for programs.
- National Aboriginal Day, Port Alberni held a family friendly afternoon screening of Aboriginal films and animation.
- Librarians attend the Snuneymuxw Protocol session at VIU with Elders Gary Manson and Geraldine Manson. (Nanaimo North)



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### **Background Information (Cont'd.)**

- In discussion with Miki'siw Métis Association for a weekly or monthly Indigenous focused drop-in program. (Courtenay)
- Currently in the planning phase: monthly film screening of Indigenous film in partnership with Toward Truth & Reconciliation Gabriola. (Gabriola Island)
- June: Read for Reconciliation initiative for National Aboriginal Month and distributed a Read for Reconciliation reading list.
- In the process of scheduling the next visit to the new Friendship Centre parent-child group space – currently in dialogue with Jackie Wells. (Port Alberni)
- VIRL attends the BC Elders' Gathering in Campbell River to promote library services and discuss an Elder in Residence program. Testimonials gathered, all positive feedback, it was a huge success. Divisional Manager, Office of the Executive Director, speaks with First Peoples Cultural Council, First Voices Coordinator, Shaylene Boechler; and Ann from Employment and Social Development Canada regarding the New Horizons for Seniors Program for grants.
- VIRL attends a Medicine Wheel Talking Circle in Cowichan. Divisional Manager, Office of the Executive Director gifted with a Talking Stick.
- Other areas of engagement Cowichan is exploring:
  - A dedicated notice space for Cowichan Tribes information (leading perhaps to a reciprocal space at Cowichan administration).
  - Weekly or monthly outreach at other Cowichan Tribes facilities (e.g. registration and eResource promotion using branch mobile devices and Sierra Web).
  - Materials drop box at Cowichan Tribes administrative building (as standing promotion of Cowichan presence and resources).
  - Additional programming with Cowichan Tribes Elementary School.
  - Discussions with LessLIE, a First Nations artist who lives in Duncan about his possibly creating art work in the branch.
  - Creating signage in the Hul'qumi'num language such as "welcome" and "thank you for visiting".
  - Creating a TRC group at the branch.
- VIRL developing a partnership with Kw'umut Lelum to speak to families about children's literacy.

### **Additional Personal Research and Activities**

#### **2010**

- First VIRL trip to Haida Gwaii.

#### **2011**

- December 5, 2011 - Research into Aboriginal women and the Canadian Criminal Justice System and alternative correctional facilities including the Healing Lodge (Okimaw Ohci Healing Lodge) in Maple Creek, Saskatchewan - Essay and PowerPoint assignment #4 for UVIC EDCA200 Fundamentals of Adult Education class, titled *Adult Education and Recidivism in Female Offenders* by M. Barnum.

#### **2014**

- Participated in a Restorative Justice mediation at the John Howard Society regarding youth offenders.





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**Background Information (Cont'd.)**

**2015**

- Read through the Haida Gwaii Engagement report.

**2016**

- Read the *Truth and Reconciliation Commission's Calls to Action* report.
- Researched Truth and Reconciliation activities.
- Read the *Aboriginal Engagement Report 2016* prepared by summer student Dalen Klassen.
- Prepared a positional paper in the fall 2016 on the Calls to Action and VIRL.

**2017**

- April - formation of Elder in Residence team; asked to be the lead.
- Began following the *Assembly of First Nations* on Twitter.
- April 13 – read the article *The Tireless Runner* – First Nations virtual reality app.
- April 18, 19 & 20 – BCLTA, Vancouver - attended BCLTA workshop #T06 - *Our Path Towards Reconciliation: An Update from the CFLA/FCAB Truth & Reconciliation Committee and the Newly Formed Indigenous Matters Committee*; speaker Camille Callison, Indigenous Representative on the board of CFLA-FCAB, served as Chair of the Truth and Reconciliation Committee; University of Manitoba.

The CFLA report is a first for Canada's library community, using a framework and methodology based on the Anishinaabe medicine wheel. The medicine wheel represents the Four Elements of Nature, the Four Elements of the Human Being, the Four Stages of Life, and the Four Seasons.

- April 19 toured the new Strathcona branch of Vancouver Public Library: [néca?mat ct](#).
- April 21 & 22 – BCLTA, Vancouver – attended the AGM; BCLTA supported the work of the CFLA.
- April 26 first meeting of VIRL's Elder in Residence team.
- May 2, 2017 – read an article on how the Thunder Bay Library aims to "decolonize" its practices.
- May 25 Elder in Residence team meeting, completion of foundation documents.
- May 28 – June 1 – trip to Haida Gwaii to meet with Mayors of Queen Charlotte and Masset; Haida Gwaii Library Manager and members of the Haida community.
- May 28 attended PGI Power of Stories Literacy event at the Haida Heritage Centre (Peter Gzowski, Literacy fundraiser).
- Trip to Haida Gwaii: visited totem carving shed; spoke with Elsie Burton; learned about the movie being filmed in Haida Gwaii in the Haida Skidegate language: Xaayda Kil; investigated the First Voices app (talking to representatives at Elder Gathering).
- May – began following the *Community Cousins* on Twitter – an Aboriginal peer mentorship program at VIU.
- In touch with the BCLTA President, Jerrilyn Schembri, regarding the President's message in the June newsletter:

"This special issue of the *Bulletin* is in acknowledgement of National Aboriginal Day (June 21<sup>st</sup>) and is our way of expressing appreciation for, and support to, the Truth and Reconciliation Committee of the Canadian Federation of Library Associations (CFLA-FCAB) and the work they put into the [Truth and Reconciliation Report and Recommendations](#).

I am so thankful for all the input from libraries ... it is amazing to read these stories. There is a lot going on across the public libraries of B.C. and we are here to support boards with their work. I want to hear from you about your board work, please contact me at [president@bclta.ca](mailto:president@bclta.ca)."



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**Background Information (Cont'd.)**

- June – read articles in the New York Times and on the Council of the Haida Nation website about the Haida Gwaii movie, *Edge of the Knife* being filmed in Haida Gwaii; co-written by Gwaii Edenshaw (Haida citizen) in the Haida language.
- June 7 – read through Good Communication.com – Indigenous books.
- June 8 – 9 - Elder in Residence Team meeting - completed the recruitment, selection, evaluation, roles and responsibilities documentation.
- June – read and shared articles from the Indigenous Corporate Training Inc. website: *27 Tips on what not to say or do; 23 Tips on what not to say or do when working with First Nations peoples; Indigenous Peoples Guide to Terminology.*
- June – researched potential partnership grants between Aboriginal and VIRL Communities.
- June – researched Canadian Indigenous history.
- June – Researched: Indigenous Elders; sacred plants; protocols and cultural awareness on the Indigenous Corporate Training Inc. Website: *Aboriginal Elder Definition; Aboriginal Sacred Plants; First Nation Elder Protocols.*
- June 28 Elder in Residence team meeting - discussion on progress, grants.
- June 28 – researched Indigenous cultural awareness training.
- June 29 – developed a VIRL First Nations map with First Nations names.
- June 30 – researched Aboriginal women in correctional facilities (prior paper done in 2011).
- June 30 – watched the video *We are the Nuu-Chah-Nulth.*
- July 11 – 13 - attended BC Elders' Gathering.
- July 13 – attended World Pulse, Native Women Rising, Medicine Wheel Talking Circle.
- July 14 – Elder in Residence meeting – progress, events, grants.
- July 21 – read through Vancouver's The Drum is Calling Festival information and the Thunderbird Dance being sponsored by the VPL. Ideas for VIRL programming, and movie nights.
- July 21 – 25 - Researched information and discussions by Dr. Robert Joseph, Gwawaenuk Tribe, Ambassador for Reconciliation Canada.
- July 21 – 25 - Read cultural awareness information by Bob Joseph, leader of Indigenous Corporate Training Inc. (son of Dr. Robert Joseph). Now signed up for informational updates.
- Participating in a VIRL trip to Haida Gwaii in August.
- Planning a trip to the Head-Smashed-In Buffalo Jump World Heritage site at Fort MacLeod, Alberta in late August.
- Ongoing communication with Philomena, Elder in Cowichan; Sharon Lewis, facilitator in Cowichan; and Elsie Burton, Haida Gwaii resident.
- Setting up a meeting with Ron Hamilton.
- September - to meet with Snuneymuxw representatives; going forward throughout the year to meet with various First Nations groups and community representatives.



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## List of VIRL Partnerships and Contacts

- Aboriginal Head Start Program
- Aboriginal Success By 6 (Cowichan)
- BC Aboriginal Friendship Centres; contact: Lisa Mercure, Coordinator
- Coast Salish Community Engagement Coordinator Marina White
- Comox Valley Transition Society
- Council of the Haida Nation
- Cowichan Aboriginal Film & Arts Festival: Louise McMurray, former organizer
- Cowichan Housing Association; contacts: Debbie Williams (Executive Director) and Mark Turner
- Cowichan Tribes; Belinda Pierre, Secretary
- Cowichan Tribes; Sharon Lewis, Facilitator
- Cowichan Tribes Elementary School
- David Ellis, First Nations book seller
- Deb Masso, Storyteller
- Elsie (Gale Ilskide) Burton, Masset, Haida Gwaii
- Employment and Social Development Canada, New Horizons for Seniors Program; contact: Ann
- First Nations Health Authority
- First Peoples Cultural Council; contact: Shaylene Boechler, First Voices Coordinator
- Go Haida Gwaii; contact: Chris Williams
- Gus Williams, Cultural Liaison worker/Speaker, Duncan
- Hiiye'yu Lelum Society House of Friendship, Cowichan Tribes Reserve
- Indian Bay Singers
- John Elliott, Sencoten language speaker
- Kelly Foxcroft-Poirier, Artist
- K'omoks First Nation
- KUU-US Crisis Line; contact: Elia, Kuu-us Executive Director
- Kwakiutl First Nation; contact: Leslie Dickie
- Kw'umut Lelum; contact: Bonnie Williams and Alan Macdonald
- Literacy Central Vancouver Island; contact: Michele Hillier
- LessLIE, First Nations Artist, Cowichan
- Makola Recreation Coordinator
- Michael Kusugak, Storyteller
- Michelle Staples, Duncan
- Mid Island Métis Nation; contact: Joy Bremner
- Mother Goose
- Nanaimo Aboriginal Centre
- Nanaimo Book Fest
- Nisaika Kumtuks Aboriginal School; contact: Heather Goodall
- Page's Book Store
- Randy Fred, Nuu-Chah-Nulth Elder
- Ron Hamilton, Chuuchkamalthnii, Carver
- School District #50; contact: Dawna Johnson Day, Superintendent
- School District #50; contact: Steve Goffic, IT Manager





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**List of VIRL Partnerships and Contacts (Cont'd.)**

- [School District #68; contacts:](#) District Assistant Aboriginal Education Patti McCarthy; Enhancement Coordinators Aboriginal Education Carlo Pava and Michelle Sokoloski
- School District #79 Cowichan; contact: Ada Mawson, Regional Aboriginal Engagement Coordinator
- School District #79 Cowichan; contact: Denise Augustine, District Principal
- School District #79 Cowichan: Aboriginal Education
- School District #85; contact: Kaleb Child
- Shelagh Rogers, TRC Honorary Witness
- Snuneymuxw First Nation
- Strong Nations Publishing, Terri Mack, owner/operator First Nations book seller
- Tillicum Lelum; contact: Claudio Aguilera
- Tsawalk Learning Centre, Nanaimo; contact: James Lemmon
- Ts'i'ts'uwatul' Lelum (TLAL) Assisted Living; contact: Karen Henry
- Upper Island Women of Native Ancestry
- Uy'Sqwalawun Childcare Centre, Lantzville
- VIU Chair of First Nations Studies: Keith Smith
- VIU Librarian: Patricia Geddes
- Victoria Native Friendship Centre; contact: Kari Hutchison
- Wachaiy Friendship Centre
- Ya Ya Tal, Cowichan

**List of First Nations**

- |                           |                             |                               |
|---------------------------|-----------------------------|-------------------------------|
| • Cowichan (Cow-ut-zun)   | • Pauquachin (Pak-quw-chin) | • Tlowitsis (Tla-oe-was-zees) |
| • Haida (High-dah)        | • Qualicum (KWAH-lik-uhm)   | • Tsheshaht (Tse-shat)        |
| • Homolco (Ho-mol-co)     | • Snaw-Naw-As (Snaw-naw-as) | • Uchucklesaht                |
| • K'omochs (Comox)        | • Snuneymuxw (Snaw-naw-mow) | (U-CHUK-le-sat)               |
| • Kwaikah (Kway – ka)     | • Tla-o-qui-aht (Clay-kwot) | • We Wai Kum                  |
| • Kwakiutl (Kwog-you-tul) | • Tsawout (Tsa-woot)        | (Wee Way Kum)                 |
| • Malahat (Malah-hat)     | • Tseycum (Tsay-kum)        |                               |

\*\*Sooke and Port Renfrew branch documentation not available.



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## Business Case: Trainer

### Background/Overview:

In order to provide high quality customer service, staff need the tools and capabilities to establish good rapport with VIRL customers. This requires effective communication and decision making skills along with sound job, organizational and technical skills. To keep up to date on developing trends in library services, Vancouver Island Regional Library (VIRL) must ensure it is able to provide training to employees on a wide range of topics. Training is a key way for VIRL to ensure that staff's knowledge remains current, as well as helping them feel confident and skilled in their jobs. This results in good decision making and communication skills which helps to build rapport and identify customer needs, desires and expectations. When staff feel confident and knowledgeable through continuous learning and improvement they become empowered and engaged in delivering the highest level of customer service. Most organizational difficulties can be linked back to a lack of knowledge, inadequate training, or a combination of both.

VIRL values its staff and views training as a critical component to employee engagement. Staff have clearly identified a desire for training, as engaged staff seek out training in order to better perform their jobs. VIRL staff have indicated they are looking for training in customer service, management skill development, literacy techniques, and technology among other topics. Receiving relevant professional training is a morale booster to staff, and supports **Principle 4: Life at Work** of VIRL's 2016 - 2020 Strategic Plan.

### Proposal:

VIRL is seeking Board approval to hire a Trainer. This full-time, exempt position would be responsible for developing a robust training plan for the organization, making decisions pertaining to training, and implementing changes to training processes. This position would:

- Conduct organization-wide surveys to identify gaps in skills and abilities;
- Develop and conduct new employee orientation sessions to ensure staff begin employment with the information they need to be successful;
- Identify and assess training needs throughout the organization;
- Develop, organize, conduct and evaluate VIRL training programs;
- Lead training sessions for staff to teach skills such as computer applications, phone systems, policies and procedures, and inventory planning;
- Host or facilitate workshops and presentations;
- Create blended interactive, multi-media and face-to-face presentations to support learning, training and development; and
- Evaluate training effectiveness and return on investment.



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**Business Case: Trainer**

Hiring a Trainer will have a positive impact to VIRL and our customers. Our staff will feel more competent in dealing with customers, and will be well trained in all aspects of professional library service delivery. In return, they will be able to provide a greater level of service to our customers.

A blended learning approach is one that uses face-to-face training in conjunction with online self-directed training. Using this approach helps to address individual and branch interests and needs, and allows for better control over and focus on what training needs to take place. This allows staff and management to have the expertise and assistance from a qualified Trainer.

Using a face-to-face training method in conjunction with online self-directed training helps to increase staff engagement, and build individual skills and knowledge. Having an in-house Trainer is very cost-effective as it reduces costs associated with travel, accommodation, meals and professional training fees. A highly skilled Trainer is able to use their professional skills and knowledge to design and develop high quality educational training programs to significantly increase VIRL's return on investment.

A Trainer can help enhance the development of both soft and hard skills. Traditional training methods are difficult for VIRL given its geographical challenges and the costs associated with the vast distances. A Trainer will give employees the opportunity to develop their virtual communication skills where employees can connect, interact and share ideas in a virtual environment. This will assist in helping employees function and communicate effectively in their specific branches and more importantly to build better customer relationships through increased knowledge and expertise.

A Trainer can also assist in collecting training feedback in a timelier manner. This means having valuable data available much quicker to be able to measure performance improvements using such things as online quizzes, tests and feedback. This assists staff who will be able to review their progress, strengths and areas for improvement very quickly. This would enhance and support corporate performance management initiatives on employee engagement and empowerment. Continuous learning results in greater accountability and improves customer services across all levels of the organization. Better customer service helps each individual customer feel valued, appreciated and gives them the opportunity to learn something new when they visit.



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**Business Case: Trainer**

## Cost Breakdown:

The cost for this initiative is based on a yearly salary (plus benefits) for an Exempt position as a Trainer.

Table 1 – Ongoing Costs		
Cost	Amount	Notes
Salary	\$71,344	
Benefits @ 28%	\$19,976	
<b>Total increased annual cost</b>	<b>\$91,320</b>	
<b>Total represents 0.43% on member levies or \$0.22 per capita.</b>		

## Analysis of Alternative Approaches:

The Library has the following options:

### Option 1: Status quo (No additional cost)

VIRL will continue to do its best to provide training opportunities to staff across the organization. Training within each department will continue to be the responsibility of the department. Training will likely continue to vary from branch to branch with the resulting differing levels of skills, knowledge and ability.

### Option 2: Hire a Trainer

The Trainer will establish a training plan across the organization, including a complete employee orientation process, prioritized training opportunities based on gaps in current skills, and help VIRL look to the future with regards to employee professional development. Employees will have access to greater training opportunities, allowing them to become more engaged and better prepared to take on the challenges of their roles and the organization's as we move into the dynamic workplace of the future.

### Recommended option: Option 2



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**Business Case: Advocacy, Partnerships & Promotion**

<b>Business Case: Advocacy, Partnerships &amp; Promotion</b>
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## **Background/Overview:**

Libraries are defined by a collection of core values including access, intellectual freedom, democracy, diversity and service. We are always looking for innovative ways to develop our programs, services and policies to exemplify these values and best serve our communities. As budgets tighten and libraries are closed in other jurisdictions, we are reminded of the importance of advocating for our role in community and the value of the service we provide, as our important role within society is weakened by low visibility and myths about libraries being replaced by digital technology. The American Library Association's Libraries Transform campaign is the ALA's latest advocacy program showcasing the transformative nature of libraries and elevating the role of libraries in the digital age. The Library Advocacy Now training program developed by the Canadian Association of Public Libraries (CAPL) seeks to train library staff on developing strategies for deliberate, organized, and sustained efforts to raise library awareness among potential supporters. Creating an Advocacy, Partnerships and Promotion position will assist Vancouver Island Regional Library (VIRL) to continue developing its community partnership strategy, specifically as it pertains to community engagement, library metrics and literacy skill development, nonusers and marginalized community members.

### **Current state**

As part of the strategic planning process library staff made steps to forge partnerships and alliances within their communities. The data highlighted that VIRL libraries are valued community institutions, but that even our most ardent supporters are not fully aware of the services, programs and resources we offer. As part of the 2016 Budget, a business case was submitted requesting an additional staff member to develop partnerships and communicate the value of libraries. The concept was sent back to the drawing board and staff has had the opportunity to evolve the model.

Individual advocacy work by staff, librarians, senior management, and Trustees requires a more consistent and strategic approach. The "off the side of the desk" strategy has not been successful.

### **Future state**

An Advocacy, Partnerships and Promotion position will facilitate Vancouver Island Regional Library's ability to be responsive to community need. Updated policies and procedures will help reduce barriers to the most marginalized members of our community and result in more community members seeing the library as an essential service.





## Board of Trustees 2018 – 2022 Financial Plan: Looking to the Future Business Case: Advocacy, Partnerships & Promotion

The result would be an increase in membership, community partnerships, service offerings and potential funding through grants.

Additionally, the work of an Advocacy, Partnerships and Promotion position would help build the capacity of staff and Trustees to be library advocates through their everyday work. Advocacy strategies will help streamline our messaging internally and externally and support a more robust communication strategy that reaches beyond users and into the larger community.

### **Principles Addressed:**

#### **Principle 2: Collect. Connect. Collaborate. Create.**

In order to provide our communities with the information they need, we need to eliminate as many barriers as possible and this position seeks to do that. As outlined in the Strategic plan, "...we seek new ways to reach those who are not aware of the resources we have to offer." An Advocacy, Partnerships and Promotion position will identify barriers, gaps, and opportunities to providing user-friendly service to all people and help develop processes to reduce barriers, close gaps, and build relationships. Additionally, this position will help develop staff capacity for increasing awareness of our services, resources and community value through training and the development of committee specific advocacy plans.

### **Alignment with VIRL Values**

This business case aligns with the following value(s) from the 2016 – 2020 strategic plan:

#### **Collaboration and Partnerships**

The Advocacy, Partnerships and Promotion position will take an outward-facing approach to community engagement, seeking to understand the goals and aspirations of the communities served and using that information to develop policies, procedures, and services that best meet those needs. Strong partnerships and innovative collaborations will help develop and promote new programs and services that reduce barriers and improve access.

#### **Information and Literacy**

In order to provide services and programs that support lifelong learning we must understand the needs of our communities and respond to those needs in a timely fashion. Our communities must also be aware of the services and resources offered to meet those needs at Vancouver Island Regional Library.



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**Business Case: Advocacy, Partnerships & Promotion**

## **Proposal:**

The Advocacy, Partnerships and Promotion position will translate library values into policy and practice, while creating advocacy strategies that engage community partners, community leaders and library users as library champions. These champions will help raise the profile of the library and its services throughout our VIRL communities.

Vancouver Island Regional Library has a well-established community engagement model that helps guide the work of our branch librarians. An Advocacy, Partnerships and Promotion position will strengthen this work and champion our work to the broader community.

The role of this position would be two-fold. First, this position would work with branch librarians to gather community information with a focus on identifying service gaps and barriers to service for non-users, marginalized populations, and community groups. This information would be translated into potential policy and procedural changes with the goal of creating welcoming library spaces and expanding service to non-user or non-traditional users. Secondly, the Advocacy, Partnerships and Promotion position would develop outward-facing advocacy campaigns to highlight the role of the library in our communities, share important changes to library service, and enlist community support for libraries and library funding.

In these times of fiscal restraint, it is more important than ever for tax funded institutions to showcase their value. Libraries are valued community institutions, but more must be done to translate the work libraries are doing to decision-makers. Additionally, libraries must define their role in the digital revolution and dispel myths of obsolescence. The Advocacy, Partnerships and Promotion position would work closely with the Divisional Manager of Corporate Communications and Strategic Initiatives to develop advocacy and communications strategies. The work that Vancouver Island Regional Library is doing to serve marginalized populations, create welcoming community spaces and foster community engagement is impressive. Now it is time to share this work with the broader community and grow our network of library champions.

## **Branches Impacted:**

The Advocacy, Partnerships and Promotion position will work on Vancouver Island Regional Library-wide strategies that encompass our entire service area and support branch librarians in their work.



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**Business Case: Advocacy, Partnerships & Promotion**

### Cost Breakdown:

The cost for this initiative is based on a yearly salary (plus benefits) for an Exempt position.

Table 1 – Ongoing Costs		
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Salary	\$71,344	
Benefits @ 28%	\$19,976	
<b>Total increased annual cost</b>	<b>\$91,320</b>	
<b>Total represents 0.43% on member levies or \$0.22 per capita.</b>		

### 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 permanent Advocacy, Partnerships and Promotion position to help develop advocacy strategies and build staff capacity for incorporating advocacy tools into their daily work.

### Impact if not implemented:

#### Option 1:

Vancouver Island Regional Library is providing quality service to the communities it serves. Maintaining the status quo will not change that, but it also will not allow us to take full advantage of the opportunities presented to best serve our communities through strategic community engagement and advocacy.

#### Option 2:

If an Advocacy, Partnerships and Promotion position is not implemented then Vancouver Island Regional Library will have missed an opportunity to implement strategic, timely, and necessary planning for highlighting the role of the library within our communities. The fundamental role of the library within our communities will remain partially obscured, which could have negative funding connotations in the future. We may also miss opportunities to connect with those members of our communities that could most benefit from our services, programs, and resources and miss the opportunity to create engaged, dynamic communities.



# Appendix





**Board of Trustees**  
**2018-2022 Financial Plan: Looking to the Future**  
**Appendix: Summary of the VIRL Funding Structure**

## **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 service is only possible with the support of our 38 member municipalities and regional districts. Since 1986, provincial funding has dwindled down from 21% of our funding to a projection of just 4% for the upcoming 2018 fiscal year.

The costs of providing library services to our members are shared, as required under the *British Columbia Library Act*, 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.



**Board of Trustees**  
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**Appendix: Summary of the VIRL Funding Structure**

Municipalities in general have more flexibility than regional districts in apportioning taxes to different property classes such as business and industry, and 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 home 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, which makes communication of our budget sometimes difficult in terms of developing a uniform communication. Staff will work with our members in assisting in communicating our budget to their 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



## 2018 Inflation

### 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, a result of provincial and federal downloading, and the need to replace aging infrastructure. Vancouver Island Regional Library has experienced 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 2018-2022 Proposed Financial Plan, staff has provided some information 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 2016 was 1.4%, and for British Columbia was 1.8%.

Traditionally 2% has been considered a healthy inflation target. Although current inflation may be slightly lower, it has increased over 2015. In the medium term 2% is still considered to be a reasonable inflation target.

### Construction Cost Index (CCI)

Whereas CPI measures changes to the cost of living for households, the ENR Construction Cost Index is a better measure of inflation for maintenance, renovation and construction. Given the importance of the Consolidated Facilities Master Plan and the planned levy increases that are associated it is important to mention the impact of inflationary pressures on construction costs. For many years construction inflation has been higher than consumer price inflation. As of June 2017, this trend appears to continue with the posted CCI rate being 3.0%.

### Wage Inflation

As can be seen in the 2018-2022 Proposed 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 with our employee unions.

BC Stats does provide regular statistics on wage rate increases. Recent published data indicates wage inflation in British Columbia is currently in the 1.5% range.



## Conclusion

In preparing the 2018 Budget and the 2018-2022 Financial Plan, inflationary pressures have been taken into consideration. The budget has been prepared based on the assumption that existing levels of service can be maintained and that assuming a 2% increase in core operating expenditures is reasonable based on inflationary projections.



## 2018-2022 Financial Plan Schedule A

### Proposed Changes to Member Levies

	2018 Levy	2017 Levy	Change	% Change to Total Levy
Operating Levy	\$19,222,461	\$18,637,079	\$585,382	2.76%
Furniture, Fixtures, Equipment & Systems Levy	1,274,327	1,160,185	114,142	0.54%
Facilities Levy	1,595,299	1,450,231	145,068	0.68%
<b>Total Member Levies</b>	<b><u>\$22,092,086</u></b>	<b><u>\$21,247,495</u></b>	<b><u>\$844,591</u></b>	<b><u>3.98%</u></b>

**5 Year History of Member Levies**

	<u>2014 Levy</u>	<u>2015 Levy</u>	<u>2016 Levy</u>	<u>2017 Levy</u>	<u>2018 Levy</u>
Operating Levy	\$17,106,352	\$17,552,468	\$18,002,868	\$18,637,079	\$19,222,461
Furniture, Fixtures, Equipment & Systems Levy	698,672	933,918	1,053,148	1,160,185	1,274,327
Facilities Levy	873,340	1,167,398	1,316,435	1,450,231	1,595,299
<b>Total</b>	<b><u>\$18,678,364</u></b>	<b><u>\$19,653,784</u></b>	<b><u>\$20,372,451</u></b>	<b><u>\$21,247,495</u></b>	<b><u>\$22,092,086</u></b>
<b>Increase in total Levy</b>	<b>\$980,158</b>	<b>\$975,420</b>	<b>\$718,667</b>	<b>\$875,044</b>	<b>\$844,591</b>
<b>Percentage Increase</b>	<b>5.95%</b>	<b>5.22%</b>	<b>3.66%</b>	<b>4.25%</b>	<b>3.98%</b>
<b>Historical Comparison: Projected Levy Increases from Adopted Budgets</b>					
2015 Adopted Budget			4.52%	5.09%	6.67%
2014 Adopted Budget		6.02%	4.57%	4.60%	4.81%
2013 Adopted Budget	6.39%	8.69%	6.77%	6.73%	

# 2018-2022 Financial Plan

## Schedule C

### 5 Year Financial Plan By Year

	2018	2019	2020	2021	2022
<b>Revenues</b>					
Member Levies	\$22,092,086	\$22,502,937	\$23,146,692	\$23,807,196	\$24,484,862
Grants	1,307,232	1,256,500	1,256,500	1,256,500	1,256,500
Overdue Fees	274,012	300,000	300,000	300,000	300,000
Investment Income	70,000	70,000	70,000	70,000	70,000
Other Branch Revenue	224,581	120,000	125,000	130,000	135,000
Transfers from Reserves	4,270,000	3,181,970	4,445,970	2,558,970	4,120,970
MFA Borrowing	8,250,000	1,500,000	-	-	-
<b>Total Revenue</b>	<b>36,487,912</b>	<b>28,931,407</b>	<b>29,344,162</b>	<b>28,122,666</b>	<b>30,367,332</b>
<b>Expenditures</b>					
Operating Expenditures	18,805,165	19,181,268	19,564,894	19,956,192	20,355,315
Library Materials	2,643,121	2,722,415	2,804,087	2,888,210	2,974,856
Capital	11,134,126	2,908,537	2,599,622	637,345	2,121,619
Debt Servicing	944,374	944,374	944,374	944,374	944,374
Transfers To Reserves	2,961,125	3,174,820	3,431,183	3,696,547	3,971,169
<b>Total Expenditures</b>	<b>\$36,487,912</b>	<b>\$28,931,407</b>	<b>\$29,344,162</b>	<b>\$28,122,666</b>	<b>\$30,367,332</b>

**Variance Analysis**  
**Comparison of 2018 Draft Operating Budget to 2016 Actual and 2017 Budget**

	2016 Actual	2017 Operating Budget (Adopted)	2018 Operating Budget (Proposed)	Increase (Decrease)	% Change
<b>REVENUES</b>					
Member Levies	\$18,002,868	\$18,577,079	\$19,222,461	\$645,382	3.47%
Grants Received	1,306,887	1,307,232	1,307,232	-	0.00%
Investment & Rental Income	64,454	55,000	70,000	15,000	27.27%
Overdue Fees	264,012	252,955	274,012	21,057	8.32%
Internet Cost Recoveries	8,481	34,539	20,000	(14,539)	-42.09%
Lost Books/Cards	25,834	33,292	33,292	-	0.00%
Misc. and Non-Resident Fees	20,883	19,796	21,301	1,505	7.60%
Photocopiers	37,269	17,989	38,014	20,025	111.32%
Book and Promotional Item Sales	43,815	31,233	44,691	13,458	43.09%
Fundraising/Donations	65,963	17,352	67,283	49,931	287.75%
Transfers from Reserves	-	231,102	-	(231,102)	-100.00%
<b>TOTAL REVENUES</b>	<b>19,840,466</b>	<b>20,577,569</b>	<b>21,098,285</b>	<b>520,716</b>	<b>2.53%</b>
<b>EXPENDITURES</b>					
Automotive, Travel and Vehicle Operations	219,644	249,163	224,037	(25,126)	-10.08%
Bank and Payroll Production Charges	77,910	79,171	79,468	297	0.38%
Board Expenses	103,021	102,000	103,021	1,021	1.00%
Branch and Facility Costs	2,680,651	2,822,647	2,755,643	(67,004)	-2.37%
Building and Equipment Maintenance	145,901	201,776	148,819	(52,957)	-26.25%
Communications and Internet	292,691	333,892	292,679	(41,213)	-12.34%
Computer Networking Costs	362,004	255,900	261,018	5,118	2.00%
Consulting and Professional	344,764	195,711	244,625	48,914	24.99%
Insurance	167,148	141,780	130,000	(11,780)	-8.31%
Library Materials	2,579,343	2,566,137	2,643,121	76,984	3.00%
Office, Photocopier and Postage	366,000	374,125	348,320	(25,805)	-6.90%
Promotion and Advertising	86,852	61,156	88,589	27,433	44.86%
Training and Workshops	44,644	74,580	45,537	(29,043)	-38.94%
Wages and Benefits	12,167,973	13,119,531	13,733,409	613,878	4.68%
<b>TOTAL EXPENDITURES</b>	<b>19,638,546</b>	<b>20,577,569</b>	<b>21,098,285</b>	<b>520,716</b>	<b>2.53%</b>
<b>NET OPERATIONS</b>	<b>\$ 201,920</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	



**Variance Analysis**  
**Comparison of 2018 Draft Capital Budget to 2016 Actual and 2017 Budget**

	<u>2016</u>	<u>2017 Capital Budget (Adopted)</u>	<u>2018 Capital Budget (Proposed)</u>	<u>Increase (Decrease)</u>	<u>% Change</u>
<b>REVENUES</b>					
Member Levies	\$2,369,583	\$2,670,416	\$2,869,625	\$199,209	7.46%
Transfers from Reserves	2,297,811	4,085,720	4,270,000	184,280	4.51%
MFA Borrowing	-	8,250,000	8,250,000	-	0.00%
<b>TOTAL REVENUES</b>	<b><u>4,667,394</u></b>	<b><u>15,006,136</u></b>	<b><u>15,389,625</u></b>	<b><u>383,489</u></b>	<b><u>2.56%</u></b>
<b>EXPENDITURES</b>					
Computer Networking Costs	-	300,000	350,000	50,000	16.67%
Capital	1,090,793	10,953,821	11,134,126	180,305	1.65%
Debt Servicing	917,600	988,399	944,374	(44,025)	-4.45%
Transfers to Reserves	2,538,200	2,763,916	2,961,125	197,209	7.14%
<b>TOTAL EXPENDITURES</b>	<b><u>4,546,593</u></b>	<b><u>15,006,136</u></b>	<b><u>15,389,625</u></b>	<b><u>383,489</u></b>	<b><u>2.56%</u></b>
<b>NET CAPITAL</b>	<b><u>\$ 120,801</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	

**Variance Analysis**  
**Comparison of 2018 Consolidated Budget to 2016 Actual and 2017 Budget**

	2016	2017 Budget (Adopted)	2018 Budget (Proposed)			Increase (Decrease)	% Change
			Operating	Capital	Consolidated		
<b>REVENUES</b>							
Member Levies	\$20,372,451	\$21,247,495	\$19,222,461	\$2,869,625	\$22,092,086	\$844,591	3.98%
Grants Received	1,306,887	1,307,232	1,307,232		1,307,232	-	0.00%
Investment & Rental Income	64,454	55,000	70,000		70,000	15,000	27.27%
Overdues Fees	264,012	252,955	274,012		274,012	21,057	8.32%
Internet Cost Recoveries	8,481	34,539	20,000		20,000	(14,539)	-42.09%
Lost Books/Cards	25,834	33,292	33,292		33,292	-	0.00%
Misc. and Non-Resident Fees	20,883	19,796	21,301		21,301	1,505	7.60%
Photocopiers	37,269	17,989	38,014		38,014	20,025	111.32%
Book and Promotional Item Sales	43,815	31,233	44,691		44,691	13,458	43.09%
Fundraising/Donations	65,963	17,352	67,283		67,283	49,931	287.75%
Transfers from Reserves	2,297,811	4,316,822		4,270,000	4,270,000	(46,822)	-1.08%
MFA Borrowing	-	8,250,000		8,250,000	8,250,000	-	0.00%
<b>TOTAL REVENUES</b>	<b>24,507,860</b>	<b>35,583,705</b>	<b>21,098,286</b>	<b>15,389,625</b>	<b>36,487,911</b>	<b>904,206</b>	<b>2.54%</b>
<b>EXPENDITURES</b>							
Automotive, Travel and Vehicle Operations	219,644	249,163	224,037		224,037	(25,126)	-10.08%
Bank and Payroll Production Charges	77,910	79,171	79,468		79,468	297	0.38%
Board Expenses	103,021	102,000	103,021		103,021	1,021	1.00%
Branch and Facility Costs	2,680,651	2,822,647	2,755,643		2,755,643	(67,004)	-2.37%
Building and Equipment Maintenance	145,901	201,776	148,819		148,819	(52,957)	-26.25%
Communications and Internet	292,691	333,892	292,679		292,679	(41,213)	-12.34%
Computer Networking Costs	362,004	555,900	261,018	350,000	611,018	55,118	9.92%
Consulting and Professional	344,764	195,711	244,625		244,625	48,914	24.99%
Insurance	167,148	141,780	130,000		130,000	(11,780)	-8.31%
Library Materials	2,579,343	2,566,137	2,643,121		2,643,121	76,984	3.00%
Office, Photocopier and Postage	366,000	374,125	348,320		348,320	(25,805)	-6.90%
Promotion and Advertising	86,852	61,156	88,589		88,589	27,433	44.86%
Training and Workshops	44,644	74,580	45,537		45,537	(29,043)	-38.94%
Wages and Benefits	12,167,973	13,119,531	13,733,409		13,733,409	613,878	4.68%
Capital	1,090,793	10,953,821		11,134,126	11,134,126	180,305	1.65%
Debt Servicing	917,600	988,399		944,374	944,374	(44,025)	-4.45%
Transfers to Reserves	2,538,200	2,763,916		2,961,125	2,961,125	197,209	7.14%
<b>TOTAL EXPENDITURES</b>	<b>24,185,139</b>	<b>35,583,705</b>	<b>21,098,286</b>	<b>15,389,625</b>	<b>36,487,911</b>	<b>904,206</b>	<b>2.54%</b>
<b>NET OPERATIONS</b>	<b>\$ 322,721</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ 0</b>	

### Summary of Planned Facilities Projects

Large/Urban Branches								
Branch	2018	2019	2020	2021	2022	2023 and Beyond	Funding Source	Project Description & Nature
Sidney	2,000,000						Facilities Levy	Renovation/Furnishing
Parksville	300,000						FFE Levy	Renovation/Furnishing
Port Alberni		300,000					FFE Levy	Renovation/Furnishing
Courtenay			1,500,000				Facilities Levy	Renovation/Furnishing
Ladysmith			540,000				FFE Levy	Renovation/Furnishing
South Cowichan			70,000				FFE Levy	Furnishing
Comox				100,000			FFE Levy	Furnishing
Qualicum Beach				135,000			FFE Levy	Furnishing
Cowichan					1,600,000		Facilities Levy	Renovation/Furnishing
Nanaimo Harbourfront					100,000		FFE Levy	Furnishing
Nanaimo Wellington					100,000		FFE Levy	Furnishing
Nanaimo North						350,000	FFE Levy	Furnishing
<b>Total Renovations</b>	<b>2,300,000</b>	<b>300,000</b>	<b>2,110,000</b>	<b>235,000</b>	<b>1,800,000</b>	<b>350,000</b>		
New or Expanded Branches								
Sooke	6,000,000						Debt/Fac. Levy	New & Expanded Branch
North Saanich		3,000,000					Debt/Fac. Levy	New & Expanded Branch
Campbell River			5,000,000				Debt/Fac. Levy	New & Expanded Branch
<b>Total New/ Expanded</b>	<b>6,000,000</b>	<b>3,000,000</b>	<b>5,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Total Large/Urban</b>	<b>8,300,000</b>	<b>3,300,000</b>	<b>7,110,000</b>	<b>235,000</b>	<b>1,800,000</b>	<b>350,000</b>		

### Summary of Planned Facilities Projects

<b>Small/Rural Branches</b>								
<b>Branch</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023 and Beyond</b>	<b>Funding Source</b>	<b>Project Description &amp; Nature</b>
Sayward	500,000						Facilities Levy	Renovation/Replacement
Woss	300,000						FFE Levy	Renovation/Replacement
Tahsis	500,000						FFE Levy	Renovation/Replacement
Gold River			31,000				FFE Levy	Furnishing
Port Alice			18,000				FFE Levy	Furnishing
Port McNeill			200,000				Facilities Levy	Renovation/Replacement
Sointula				200,000			Facilities Levy	Renovation/Replacement
Tofino				20,000			FFE Levy	Furnishing
Bowser				27,000			FFE Levy	Furnishing
Port Clements				20,000			FFE Levy	Furnishing
Ucluelet					26,000		FFE Levy	Furnishing
Quadra Island					65,000		FFE Levy	Furnishing
Gabriola Island					63,000		FFE Levy	Furnishing
Bella Coola					35,000		FFE Levy	Furnishing
Cumberland						62,000	FFE Levy	Furnishing
Cortes Island						28,000	FFE Levy	Furnishing
Port Renfrew						14,000	FFE Levy	Furnishing
Cowichan Lake						68,000	FFE Levy	Furnishing
<b>New or Expanded Branches</b>								
Chemainus	2,250,000						Debt/Fac. Levy	New & Expanded Branch
Masset		750,000					Debt/Fac. Levy	New & Expanded Branch
Queen Charlotte		750,000					Debt/Fac. Levy	New & Expanded Branch
Sandspit		375,000					Facilities Levy	New & Expanded Branch
<b>Total Small/Rural</b>	<b>3,550,000</b>	<b>1,875,000</b>	<b>249,000</b>	<b>267,000</b>	<b>189,000</b>	<b>172,000</b>		

# 2018-2022 Financial Plan

## Schedule E

### 5 Year Financial Plan - Capital Reserve Fund Appropriations & Expenditures

Reserve for Outfitting New and Expanded Branches	2018	2019	2020	2021	2022
<b>Opening Balance</b>	<b>\$3,357,646</b>	<b>\$1,559,725</b>	<b>\$1,713,488</b>	<b>\$609,675</b>	<b>\$1,153,287</b>
<b>Transfers to Reserves</b>					
From Facilities Levy	1,595,299	1,740,734	1,883,157	2,030,582	2,183,150
<b>Transfers from Reserves</b>					
<b>Existing Commitments</b>					
Debt Servicing - New/Expanded Facilities	449,470	449,470	449,470	449,470	449,470
<b>New Commitments</b>					
Scheduled Capital Projects	2,500,000	375,000	1,700,000	200,000	1,600,000
Debt Servicing					
- Sooke (\$6.0 M)	150,000	300,000	300,000	300,000	300,000
- Chemainus (\$2.25 M)	56,250	112,500	112,500	112,500	112,500
- North Saanich (\$3.0 M)	-	75,000	150,000	150,000	150,000
- Masset / Queen Charlotte (\$1.5 M)	37,500	75,000	75,000	75,000	75,000
Future Project Planning	100,000	100,000	100,000	100,000	100,000
Unscheduled Capital As Required	100,000	100,000	100,000	100,000	100,000
<b>Total Transfers From Reserves</b>	<b>3,393,220</b>	<b>1,586,970</b>	<b>2,986,970</b>	<b>1,486,970</b>	<b>2,886,970</b>
<b>Ending Balance</b>	<b>\$1,559,725</b>	<b>\$1,713,488</b>	<b>\$609,675</b>	<b>\$1,153,287</b>	<b>\$449,466</b>

Reserve for Long Term Maintenance	2018	2019	2020	2021	2022
<b>Opening Balance</b>	<b>\$1,183,126</b>	<b>\$537,453</b>	<b>\$410,040</b>	<b>\$457,565</b>	<b>\$1,010,030</b>
<b>Transfers to Reserves</b>					
From FFE Levy	624,327	742,587	856,526	974,465	1,096,520
	624,327	742,587	856,526	974,465	1,096,520
<b>Transfers from Reserves</b>					
Current Year Capital Projects	1,100,000	300,000	659,000	302,000	389,000
HVAC Replacement - Nanaimo Harbourfront		400,000			
Hazardous Materials Assessments and Remediation	50,000	50,000	30,000		
Signage	20,000	20,000	20,000	20,000	20,000
Unscheduled Capital As Required	100,000	100,000	100,000	100,000	100,000
	1,270,000	870,000	809,000	422,000	509,000
<b>Ending Balance</b>	<b>\$537,453</b>	<b>\$410,040</b>	<b>\$457,565</b>	<b>\$1,010,030</b>	<b>\$1,597,550</b>



# 2018-2022 Financial Plan

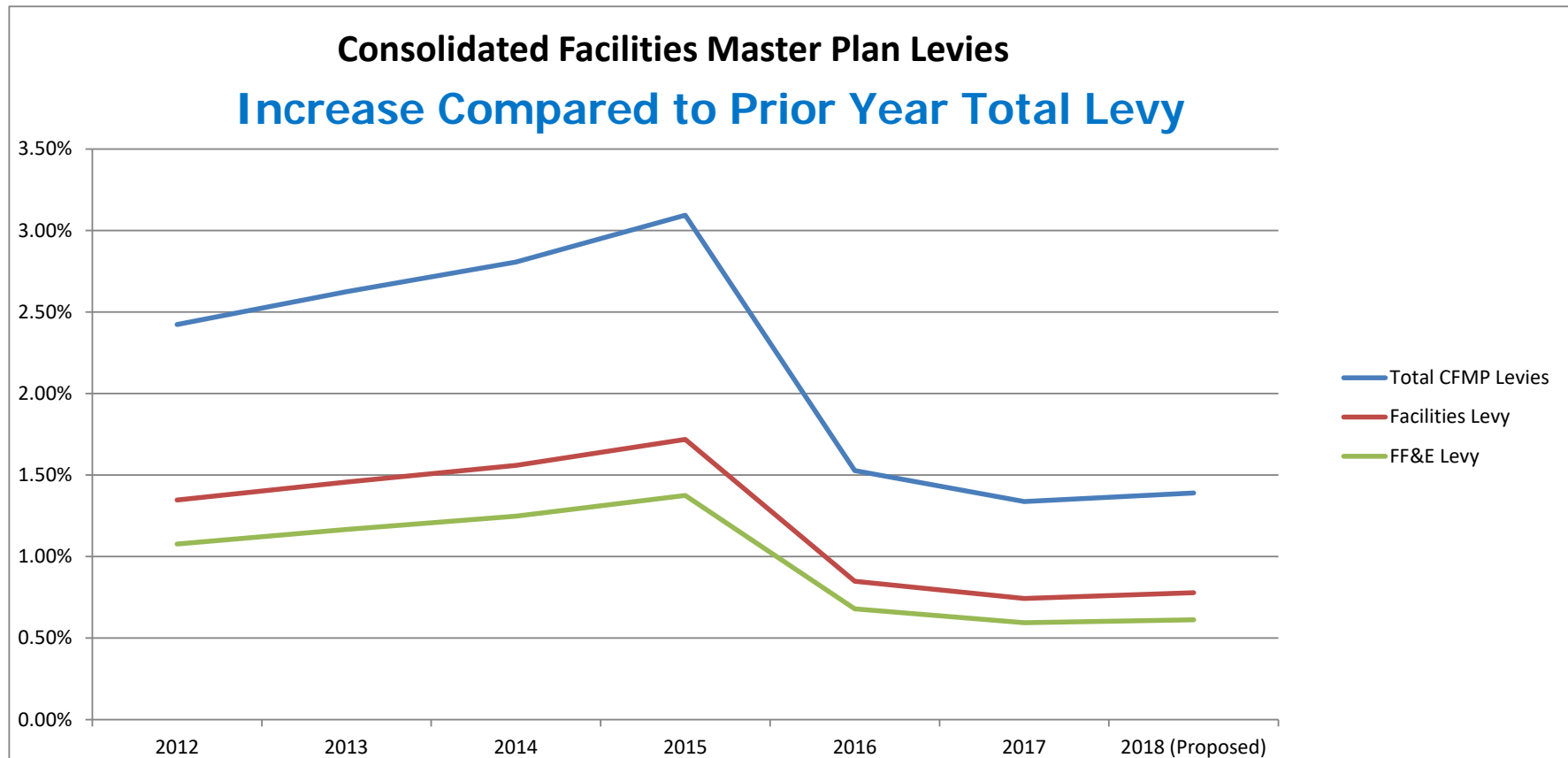
## Schedule E

### 5 Year Financial Plan - Capital Reserve Fund Appropriations & Expenditures

Reserve for Systems & Network Replacement	2018	2019	2020	2021	2022
Opening Balance	\$31,889	\$43,389	\$54,889	\$66,389	\$77,889
Transfers to Reserves					
From Operations	11,500	11,500	11,500	11,500	11,500
From FFE Levy	350,000	350,000	350,000	350,000	350,000
	361,500	361,500	361,500	361,500	361,500
Transfers from Reserves					
Equipment Replacement	350,000	350,000	350,000	350,000	350,000
	350,000	350,000	350,000	350,000	350,000
Ending Balance	\$43,389	\$54,889	\$66,389	\$77,889	\$89,389

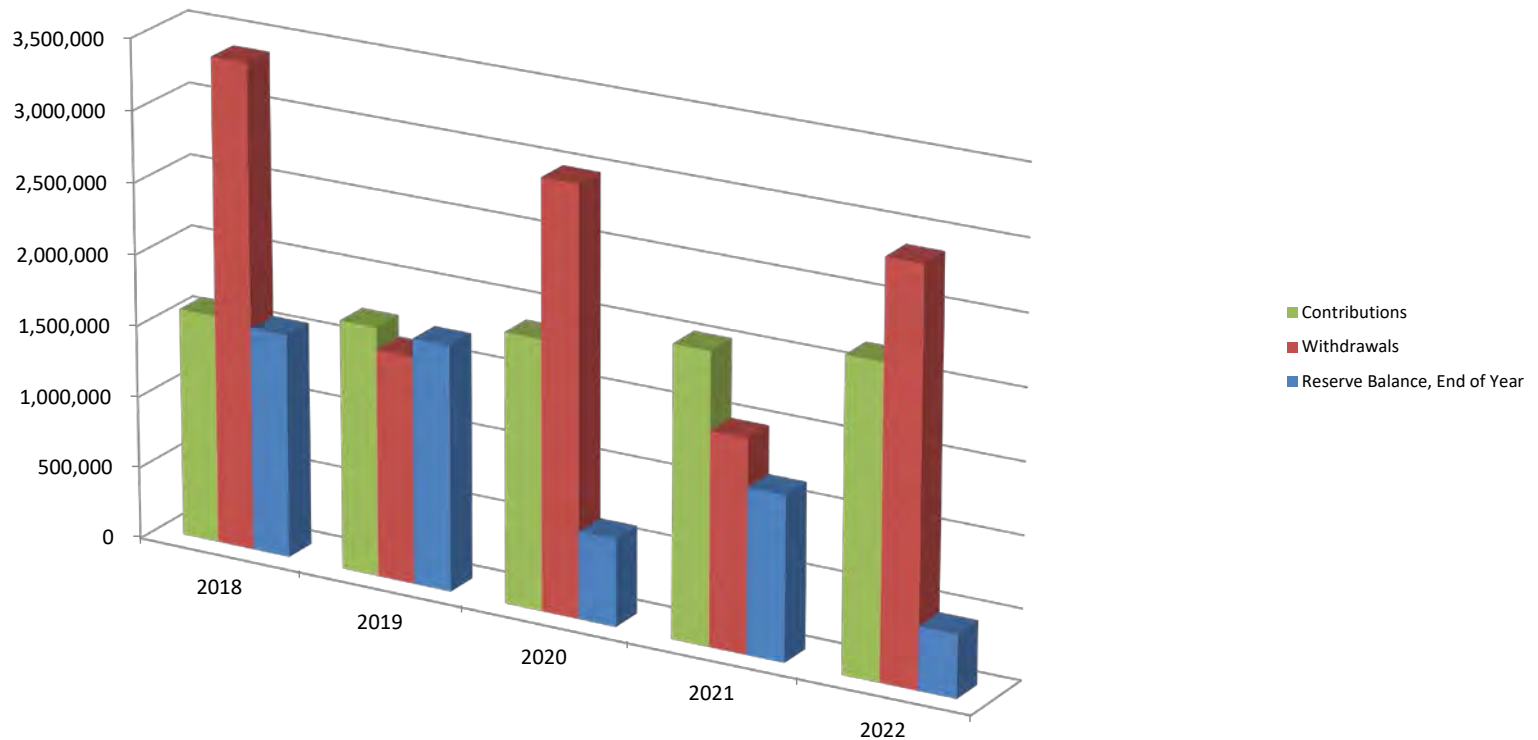
Reserve for Furniture & Equipment Replacement	2018	2019	2020	2021	2022
Opening Balance	\$114,550	\$114,550	\$114,550	\$114,550	\$114,550
Transfers to Reserves					
From FFE Levy	300,000	300,000	300,000	300,000	300,000
	300,000	300,000	300,000	300,000	300,000
Transfers from Reserves					
Furniture Replacement	300,000	300,000	300,000	300,000	300,000
	300,000	300,000	300,000	300,000	300,000
Ending Balance	\$114,550	\$114,550	\$114,550	\$114,550	\$114,550

Reserve for Vehicle Replacement	2018	2019	2020	2021	2022
Opening Balance	\$46,482	\$76,482	\$31,482	\$61,482	\$91,482
Transfers to Reserves					
From Operations	30,000	30,000	30,000	30,000	30,000
	30,000	30,000	30,000	30,000	30,000
Transfers from Reserves					
Vehicle Replacement	-	75,000			75,000
	-	75,000	-	-	75,000
Ending Balance	\$76,482	\$31,482	\$61,482	\$91,482	\$46,482



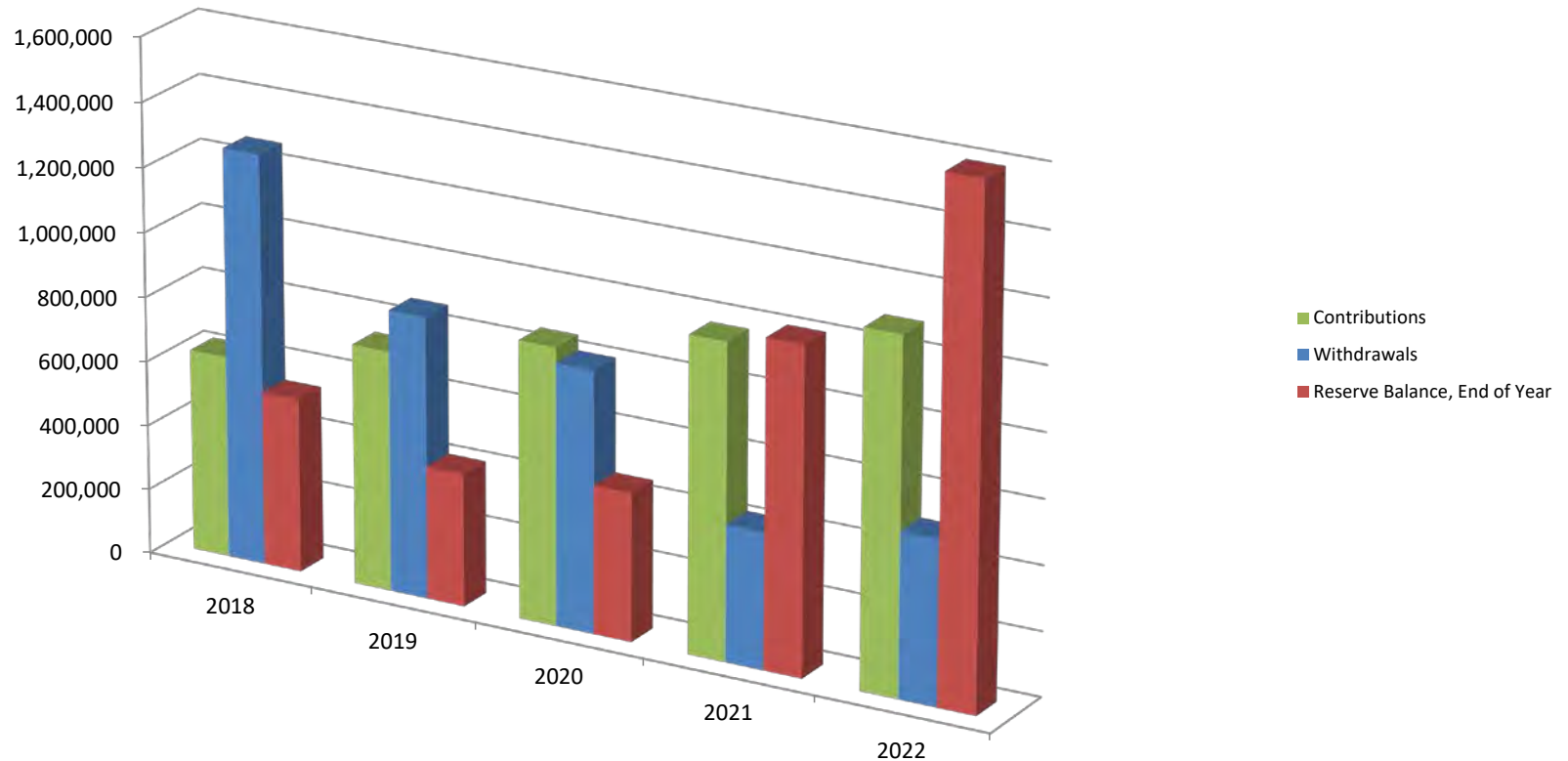
New & Expanded Branch Reserve - Budgeted Contributions, Withdrawals & Year End Balances

	2018	2019	2020	2021	2022
Contributions	1,595,299	1,740,734	1,883,157	2,030,582	2,183,150
Withdrawals	3,393,220	1,586,970	2,986,970	1,486,970	2,886,970
Reserve Balance, End of Year	1,559,725	1,713,488	609,675	1,153,287	449,466



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

	2018	2019	2020	2021	2022
Contributions	624,327	742,587	856,526	974,465	1,096,520
Withdrawals	1,270,000	870,000	809,000	422,000	509,000
Reserve Balance, End of Year	537,453	410,040	457,565	1,010,030	1,597,550

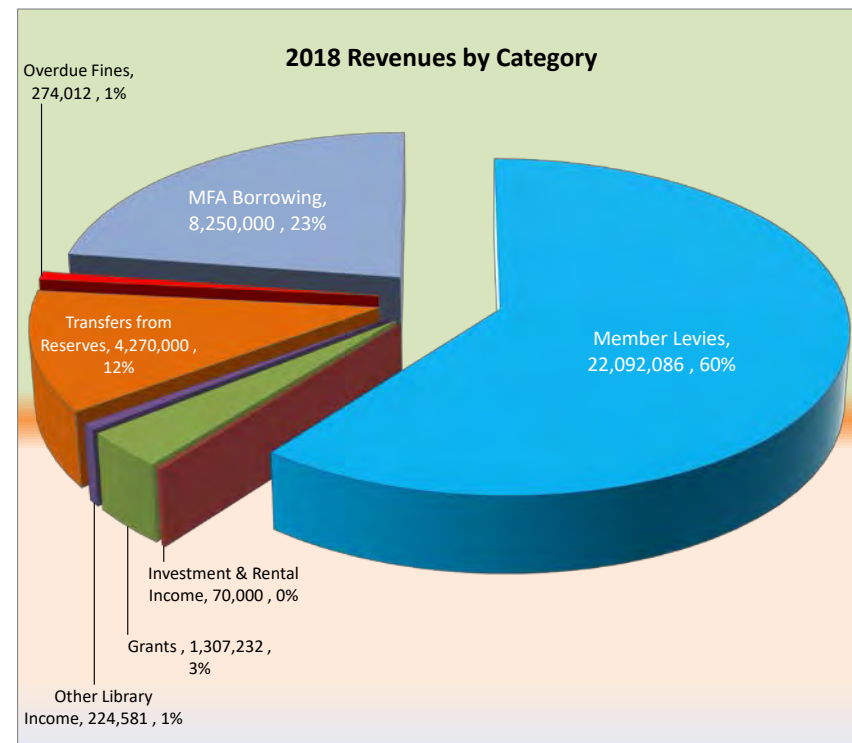
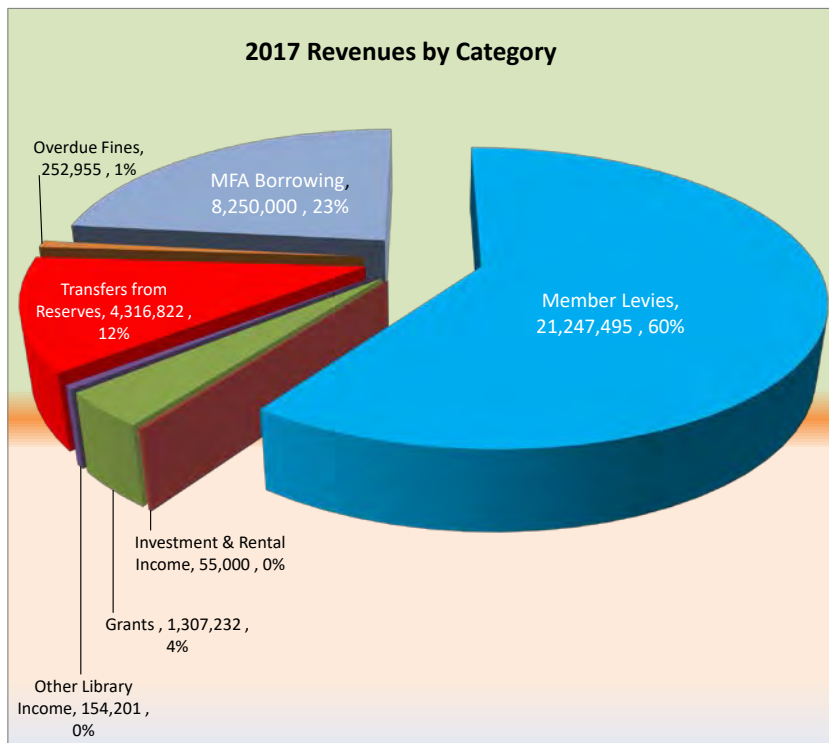


# 2018-2022 Financial Plan Schedule I

## Revenue By Major Category

	2017 Budget	
	Amount	% of Total
Member Levies	21,247,495	60%
Investment & Rental Income	55,000	0%
Grants	1,307,232	4%
Other Library Income	154,201	0%
Transfers from Reserves	4,316,822	12%
Overdue Fines	252,955	1%
MFA Borrowing	8,250,000	23%
	<u>35,583,705</u>	

	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>36,487,912</u>	





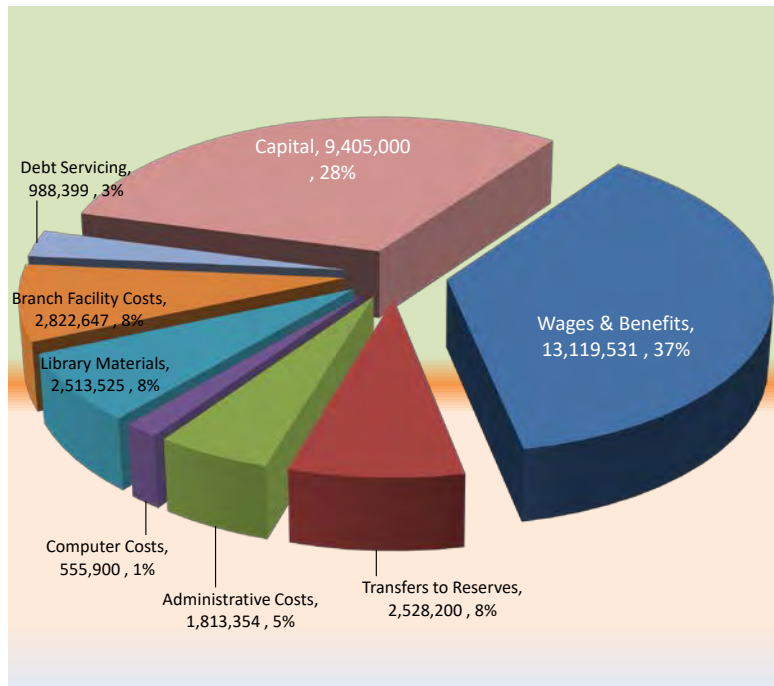
## 2018-2022 Financial Plan Schedule J

### Expenditures By Major Category

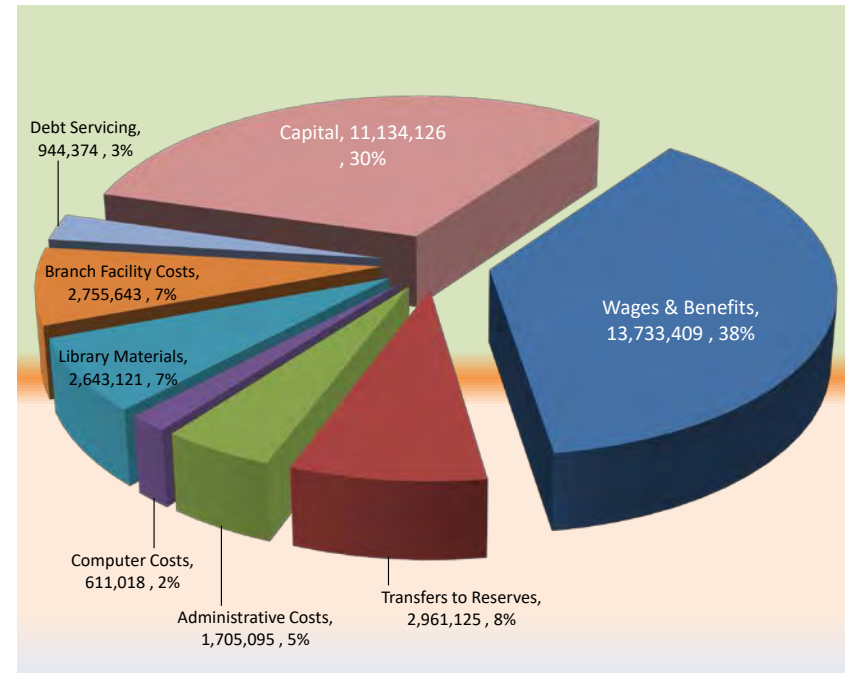
2017 Budget		
	Amount	% of Total
Wages & Benefits	13,119,531	37%
Transfers to Reserves	2,763,916	8%
Administrative Costs	1,813,354	5%
Computer Costs	555,900	2%
Library Materials	2,566,137	7%
Branch Facility Costs	2,822,647	8%
Debt Servicing	988,399	3%
Capital	10,953,821	31%
	<u>35,583,705</u>	

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>36,487,912</u>	

**2017 Expenditures by Category**



**2018 Expenditures by Category**



## Population Portion of Levy

Municipalities	Total 2017 Population Portion of Levy	2018 Population	Less Band Population	2018 Net Population	Population Increase (Decrease) From Previous Year	Population % Change From Previous Year	2018 Population Portion of Core Levy	Maintenance, Fixtures & F&E Levy - 8th year	Facilities Levy - 8th year	Total 2018 Population Portion of Total Levy	Change in Total Population Levy From Previous Year	% Change in Total Population Levy From Previous Year
Campbell River	849,112	33,465	(877)	32,588	-1,011	-3.15%	733,463	48,624	60,871	842,958	-6,154	-0.72%
Comox	353,454	14,028		14,028	42	0.30%	315,730	20,931	26,203	362,864	9,411	2.66%
Courtenay	637,965	25,599		25,599	355	1.43%	576,161	38,196	47,816	662,173	24,208	3.79%
Cumberland	88,603	3,753		3,753	247	7.05%	84,469	5,600	7,010	97,079	8,476	9.57%
Duncan	117,843	4,944		4,944	281	5.89%	111,275	7,377	9,235	127,887	10,044	8.52%
Gold River	31,388	1,212		1,212	-30	-2.38%	27,279	1,808	2,264	31,351	-37	-0.12%
Ladysmith	206,649	8,537		8,537	360	4.35%	192,144	12,738	15,946	220,828	14,179	6.86%
Lake Cowichan	78,697	3,226		3,226	112	3.60%	72,608	4,813	6,026	83,447	4,751	6.04%
Lantzville	85,647	3,605		3,605	216	6.18%	81,138	5,379	6,734	93,251	7,604	8.88%
Masset	22,138	793		793	-83	-9.33%	17,848	1,183	1,481	20,513	-1,626	-7.34%
Nanaimo	2,287,718	90,504		90,504	-20	-0.02%	2,036,988	135,039	169,052	2,341,079	53,361	2.33%
North Cowichan	758,133	29,676		29,676	-323	-1.09%	667,922	44,279	55,432	767,633	9,500	1.25%
North Saanich	277,840	11,249		11,249	255	2.33%	253,183	16,784	21,012	290,979	13,140	4.73%
Parksville	318,376	12,514		12,514	-84	-0.69%	281,655	18,672	23,375	323,701	5,325	1.67%
Port Alberni	408,117	17,678		17,678	1,529	9.17%	397,881	26,377	33,021	457,279	49,162	12.05%
Port Alice	19,813	664		664	-120	-15.02%	14,945	991	1,240	17,176	-2,637	-13.31%
Port Clements	9,224	282		282	-83	-22.37%	6,347	421	527	7,295	-1,930	-20.92%
Port Hardy	99,647	4,132		4,132	189	4.75%	93,000	6,165	7,718	106,883	7,236	7.26%
Port McNeill	62,573	2,337		2,337	-139	-5.52%	52,599	3,487	4,365	60,451	-2,122	-3.39%
Qualicum Beach	225,931	8,943		8,943	3	0.04%	201,281	13,344	16,705	231,330	5,399	2.39%
Queen Charlotte	23,831	852		852	-91	-9.67%	19,176	1,271	1,591	22,039	-1,793	-7.52%
Sayward	7,758	311		311	4	1.30%	7,000	464	581	8,045	286	3.69%
Sidney	279,634	11,672		11,672	607	5.44%	262,704	17,416	21,802	301,921	22,287	7.97%
Sooke	307,838	13,001		13,001	820	6.69%	292,616	19,399	24,285	336,299	28,461	9.25%
Tahsis	7,657	248		248	-55	-17.92%	5,582	370	463	6,415	-1,242	-16.22%
Tofino	51,883	1,932		1,932	-121	-5.71%	43,484	2,883	3,609	49,975	-1,908	-3.68%
Ucluelet	38,287	1,717		1,717	202	12.45%	38,645	2,562	3,207	44,414	6,127	16.00%
Zeballos	2,552	107		107	6	5.45%	2,408	160	200	2,768	215	8.44%
<b>Municipalities Totals</b>	<b>7,658,311</b>	<b>306,981</b>	<b>-877</b>	<b>306,104</b>	<b>3,068</b>	<b>1.02%</b>	<b>6,889,530</b>	<b>456,732</b>	<b>571,772</b>	<b>7,918,034</b>	<b>259,722</b>	<b>3.39%</b>
<b>Regional Districts</b>												
Alberni-Clayoquot	206,143	9,654	(1,986)	7,668	-489	-5.98%	172,585	11,441	14,323	198,349	-7,794	-3.78%
Capital	114,052	6,370	(1,734)	4,636	123	2.75%	104,343	6,917	8,660	119,920	5,868	5.14%
Central Coast	29,998	3,319	(1,826)	1,493	306	24.88%	33,603	2,228	2,789	38,620	8,622	28.74%
Comox Valley	547,037	23,147	(222)	22,925	1,279	5.76%	515,977	34,206	42,822	593,004	45,967	8.40%
Cowichan Valley	823,613	37,356	(4,076)	33,280	690	2.14%	749,038	49,656	62,164	860,858	37,245	4.52%
Mount Waddington	39,273	3,413	(1,490)	1,923	369	17.31%	43,281	2,869	3,592	49,743	10,470	26.66%
Nanaimo	964,681	40,132	(1,035)	39,097	925	2.40%	879,962	58,336	73,029	1,011,327	46,646	4.84%
North Coast	20,268	2,271	(1,392)	879	77	9.48%	19,784	1,312	1,642	22,737	2,469	12.18%
Powell River	10,437	399		399	-14	-3.15%	8,980	595	745	10,321	-116	-1.11%
Strathcona	209,934	9,328	(702)	8,626	319	3.79%	194,147	12,871	16,113	223,130	13,196	6.29%
<b>Regional Districts Totals</b>	<b>2,965,436</b>	<b>135,389</b>	<b>-14,463</b>	<b>120,926</b>	<b>3,585</b>	<b>3.02%</b>	<b>2,721,700</b>	<b>180,431</b>	<b>225,878</b>	<b>3,128,009</b>	<b>162,573</b>	<b>5.48%</b>
<b>TOTALS</b>	<b>10,623,748</b>	<b>442,370</b>	<b>-15,340</b>	<b>427,030</b>	<b>6,653</b>	<b>1.59%</b>	<b>9,611,230</b>	<b>637,163</b>	<b>797,649</b>	<b>11,046,043</b>	<b>422,295</b>	<b>3.98%</b>

# 2018-2022 Financial Plan

## Schedule L

### Assessment Portion of Levy

	Total 2017 Assessment Portion of Levy	2017 Converted Hospital Assessment	2018 Converted Hospital Assessment	Assessment Increase (Decrease) From Previous Year	% Change From Previous Year	2018 Assessment Portion of Core Levy	Maintenance, Fixtures & F&E Levy - 8th year	Facilities Levy - 8th year	Total 2018 Assessment Portion of Levy	Change in Total Assessment Levy From Previous year	% Change in Total Assessment Levy From Previous Year
<b>Municipalities</b>											
Campbell River	624,886	521,922,337	555,439,191	33,516,854	6.42%	544,578	36,102	45,195	625,875	989	0.16%
Comox	269,244	224,880,487	251,078,412	26,197,925	11.65%	246,169	16,319	20,430	282,918	13,674	5.08%
Courtenay	592,452	494,832,822	540,667,016	45,834,194	9.26%	530,094	35,142	43,993	609,229	16,778	2.83%
Cumberland	69,199	57,796,967	58,972,160	1,175,193	2.03%	57,819	3,833	4,798	66,450	-2,749	-3.97%
Duncan	99,330	82,963,661	88,600,509	5,636,848	6.79%	86,868	5,759	7,209	99,836	506	0.51%
Gold River	14,529	12,134,946	12,449,301	314,355	2.59%	12,206	809	1,013	14,028	-501	-3.45%
Ladysmith	158,457	132,347,598	147,332,937	14,985,339	11.32%	144,452	9,576	11,988	166,016	7,560	4.77%
Lake Cowichan	49,085	40,996,988	45,636,931	4,639,943	11.32%	44,745	2,966	3,713	51,424	2,339	4.77%
Lantzville	92,454	77,220,328	85,447,452	8,227,124	10.65%	83,777	5,554	6,953	96,283	3,829	4.14%
Masset	10,147	8,475,464	8,325,407	-150,057	-1.77%	8,163	541	677	9,381	-766	-7.55%
Nanaimo	2,047,265	1,709,934,044	1,944,080,440	234,146,396	13.69%	1,906,064	126,360	158,187	2,190,611	143,346	7.00%
North Cowichan	640,160	534,679,841	583,455,213	48,775,372	9.12%	572,046	37,923	47,475	657,444	17,284	2.70%
North Saanich	498,624	416,465,358	490,428,238	73,962,880	17.76%	480,838	31,876	39,905	552,620	53,995	10.83%
Parksville	324,994	271,443,890	304,637,192	33,193,302	12.23%	298,680	19,801	24,788	343,269	18,275	5.62%
Port Alberni	267,075	223,068,687	239,362,515	16,293,828	7.30%	234,682	15,558	19,477	269,716	2,641	0.99%
Port Alice	19,395	16,199,622	15,578,472	-621,150	-3.83%	15,274	1,013	1,268	17,554	-1,841	-9.49%
Port Clements	3,904	3,261,141	3,309,575	48,434	1.49%	3,245	215	269	3,729	-175	-4.49%
Port Hardy	48,852	40,802,565	41,875,901	1,073,336	2.63%	41,057	2,722	3,407	47,186	-1,666	-3.41%
Port McNeill	35,169	29,374,361	29,280,508	-93,853	-0.32%	28,708	1,903	2,383	32,994	-2,176	-6.19%
Qualicum Beach	257,227	214,843,666	245,958,184	31,114,518	14.48%	241,149	15,987	20,013	277,148	19,921	7.74%
Queen Charlotte	12,432	10,383,752	10,718,612	334,860	3.22%	10,509	697	872	12,078	-354	-2.85%
Sayward	3,721	3,108,135	3,388,964	280,829	9.04%	3,323	220	276	3,819	97	2.62%
Sidney	423,715	353,898,542	401,865,172	47,966,630	13.55%	394,007	26,120	32,699	452,826	29,111	6.87%
Sooke	273,392	228,344,465	250,004,193	21,659,728	9.49%	245,115	16,250	20,342	281,707	8,316	3.04%
Tahsis	4,288	3,581,598	3,813,440	231,842	6.47%	3,739	248	310	4,297	9	0.21%
Tofino	116,675	97,450,140	108,284,199	10,834,059	11.12%	106,167	7,038	8,811	122,016	5,341	4.58%
Ucluelet	61,444	51,319,701	53,275,439	1,955,738	3.81%	52,234	3,463	4,335	60,031	-1,413	-2.30%
Zeballos	1,746	1,458,268	1,487,924	29,656	2.03%	1,459	97	121	1,677	-69	-3.97%
	<b>7,019,862</b>	<b>5,863,189,374</b>	<b>6,524,753,497</b>	<b>661,564,123</b>	<b>11.28%</b>	<b>6,397,163</b>	<b>424,091</b>	<b>530,909</b>	<b>7,352,163</b>	<b>332,302</b>	<b>2.62%</b>
<b>Regional Districts</b>											
Alberni-Clayoquot	255,880	213,718,552	223,370,323	9,651,771	4.52%	219,002	14,518	18,175	251,696	-4,184	-1.64%
Capital	167,606	139,989,660	153,100,410	13,110,750	9.37%	150,107	9,951	12,458	172,515	4,909	2.93%
Central Coast	26,439	22,082,508	22,304,694	222,186	1.01%	21,869	1,450	1,815	25,133	-1,306	-4.94%
Comox Valley	635,025	530,391,338	571,582,450	41,191,112	7.77%	560,405	37,151	46,509	644,065	9,040	1.42%
Cowichan Valley	958,208	800,322,861	878,513,369	78,190,508	9.77%	861,334	57,101	71,483	989,918	31,710	3.31%
Mount Waddington	134,724	112,525,313	115,016,924	2,491,611	2.21%	112,768	7,476	9,359	129,602	-5,122	-3.80%
Nanaimo	1,104,079	922,158,252	1,021,434,716	99,276,464	10.77%	1,001,461	66,390	83,113	1,150,964	46,885	4.25%
North Coast	25,411	21,223,885	34,572,400	13,348,515	62.89%	33,896	2,247	2,813	38,957	13,546	53.31%
Powell River	16,673	13,925,746	14,703,394	777,648	5.58%	14,416	956	1,196	16,568	-105	-0.63%
Strathcona	279,840	233,730,292	243,572,795	9,842,503	4.21%	238,810	15,832	19,819	274,460	-5,379	-1.92%
	<b>3,603,886</b>	<b>3,010,068,407</b>	<b>3,278,171,475</b>	<b>268,103,068</b>	<b>8.91%</b>	<b>3,214,067</b>	<b>213,072</b>	<b>266,740</b>	<b>3,693,879</b>	<b>89,994</b>	<b>2.50%</b>
<b>TOTALS</b>	<b>10,623,748</b>	<b>8,873,257,781</b>	<b>9,802,924,972</b>	<b>929,667,191</b>	<b>10.48%</b>	<b>9,611,230</b>	<b>637,163</b>	<b>797,649</b>	<b>11,046,043</b>	<b>422,295</b>	<b>3.98%</b>

# 2018-2022 Financial Plan

## Schedule M

### Total Member Levy

	Total 2017 Levy - including Facilities	2017 - Core Levy	2018 - Core Levy	Change in Core Levy	% Change in Core Levy	Maintenance, Fixtures & F&E Levy - 8th year	Facilities Levy - 8th year	Total 2018 Levy - including Facilities	Change in Total Levy from Previous Year	% Change in Total Levy	2018 Quarterly Billing
<b>Municipalities</b>											
Campbell River	1,473,998	1,292,906	1,278,041	-14,865	-1.15%	84,726	106,066	1,468,833	-5,165	-0.35%	367,208
Comox	622,698	546,195	561,899	15,704	2.88%	37,250	46,633	645,782	23,084	3.71%	161,446
Courtenay	1,230,417	1,079,251	1,106,255	27,004	2.50%	73,338	91,810	1,271,402	40,985	3.33%	317,851
Cumberland	157,802	138,415	142,288	3,873	2.80%	9,433	11,809	163,530	5,727	3.63%	40,882
Duncan	217,174	190,492	198,143	7,651	4.02%	13,136	16,444	227,723	10,550	4.86%	56,931
Gold River	45,917	40,275	39,485	-791	-1.96%	2,618	3,277	45,379	-538	-1.17%	11,345
Ladysmith	365,105	320,250	336,595	16,346	5.10%	22,314	27,935	386,844	21,739	5.95%	96,711
Lake Cowichan	127,782	112,083	117,353	5,270	4.70%	7,780	9,739	134,872	7,090	5.55%	33,718
Lantzville	178,101	156,220	164,915	8,695	5.57%	10,933	13,687	189,534	11,433	6.42%	47,384
Masset	32,286	28,319	26,011	-2,308	-8.15%	1,724	2,159	29,894	-2,392	-7.41%	7,473
Nanaimo	4,334,983	3,802,397	3,943,052	140,654	3.70%	261,399	327,239	4,531,690	196,707	4.54%	1,132,923
North Cowichan	1,398,293	1,226,502	1,239,968	13,466	1.10%	82,202	102,907	1,425,077	26,784	1.92%	356,269
North Saanich	776,464	681,070	734,021	52,951	7.77%	48,661	60,917	843,599	67,135	8.65%	210,900
Parksville	643,370	564,327	580,335	16,008	2.84%	38,472	48,163	666,970	23,600	3.67%	166,742
Port Alberni	675,192	592,239	632,563	40,324	6.81%	41,935	52,497	726,996	51,804	7.67%	181,749
Port Alice	39,209	34,392	30,219	-4,173	-12.13%	2,003	2,508	34,730	-4,479	-11.42%	8,682
Port Clements	13,129	11,516	9,592	-1,924	-16.71%	636	796	11,024	-2,105	-16.03%	2,756
Port Hardy	148,499	130,255	134,057	3,802	2.92%	8,887	11,126	154,069	5,570	3.75%	38,517
Port McNeill	97,743	85,734	81,307	-4,427	-5.16%	5,390	6,748	93,445	-4,298	-4.40%	23,361
Qualicum Beach	483,159	423,799	442,430	18,631	4.40%	29,330	36,718	508,478	25,320	5.24%	127,120
Queen Charlotte	36,264	31,808	29,685	-2,123	-6.68%	1,968	2,464	34,117	-2,147	-5.92%	8,529
Sayward	11,480	10,069	10,322	253	2.51%	684	857	11,863	384	3.34%	2,966
Sidney	703,349	616,937	656,710	39,773	6.45%	43,536	54,501	754,747	51,399	7.31%	188,687
Sooke	581,229	509,821	537,731	27,910	5.47%	35,648	44,627	618,006	36,777	6.33%	154,502
Tahsis	11,946	10,478	9,321	-1,157	-11.05%	618	774	10,712	-1,233	-10.33%	2,678
Tofino	168,558	147,849	149,651	1,801	1.22%	9,921	12,420	171,991	3,433	2.04%	42,998
Ucluelet	99,731	87,478	90,878	3,400	3.89%	6,025	7,542	104,445	4,714	4.73%	26,111
Zeballos	4,298	3,770	3,867	97	2.57%	256	321	4,444	146	3.40%	1,111
	<b>14,678,173</b>	<b>12,874,848</b>	<b>13,286,693</b>	<b>411,845</b>	<b>3.20%</b>	<b>880,823</b>	<b>1,102,681</b>	<b>15,270,197</b>	<b>592,024</b>	<b>4.03%</b>	<b>3,817,549</b>
<b>Regional Districts</b>											
Alberni-Clayoquot	462,024	405,261	391,587	-13,673	-3.37%	25,960	32,498	450,045	-11,978	-2.59%	112,511
Capital	281,659	247,055	254,450	7,395	2.99%	16,868	21,117	292,435	10,777	3.83%	73,109
Central Coast	56,437	49,503	55,472	5,969	12.06%	3,677	4,604	63,753	7,316	12.96%	15,938
Comox Valley	1,182,062	1,036,837	1,076,382	39,545	3.81%	71,357	89,330	1,237,069	55,007	4.65%	309,267
Cowichan Valley	1,781,821	1,562,911	1,610,372	47,461	3.04%	106,757	133,647	1,850,777	68,956	3.87%	462,694
Mount Waddington	173,997	152,620	156,049	3,429	2.25%	10,345	12,951	179,345	5,348	3.07%	44,836
Nanaimo	2,068,760	1,814,597	1,881,423	66,826	3.68%	124,726	156,142	2,162,291	93,531	4.52%	540,573
North Coast	45,679	40,067	53,680	13,613	33.98%	3,559	4,455	61,694	16,015	35.06%	15,423
Powell River	27,110	23,780	23,396	-383	-1.61%	1,551	1,942	26,889	-221	-0.82%	6,722
Strathcona	489,774	429,602	432,956	3,355	0.78%	28,702	35,932	497,590	7,816	1.60%	124,398
	<b>6,569,322</b>	<b>5,762,231</b>	<b>5,935,768</b>	<b>173,537</b>	<b>3.01%</b>	<b>393,504</b>	<b>492,618</b>	<b>6,821,889</b>	<b>252,567</b>	<b>3.84%</b>	<b>1,705,472</b>
<b>TOTALS</b>	<b>21,247,495</b>	<b>18,637,079</b>	<b>19,222,461</b>	<b>585,382</b>	<b>3.14%</b>	<b>1,274,327</b>	<b>1,595,299</b>	<b>22,092,086</b>	<b>844,591</b>	<b>3.98%</b>	<b>5,523,021</b>

# 2018-2022 Financial Plan

## Schedule N

### Total Member Levy Percentage Change

Municipalities	2018 Core Levy	Change in Core Levy	% Change in 2018 Core Levy to 2017 Total Levy	Maintenance, Fixtures & F&E Levy - 8th Year	Facilities Levy - 8th Year	Total 2018 Levy including Maintenance, Fixtures & F&E Facilities	Change in Total Levy from Previous Year	% Change in Total Levy 2018
Campbell River	1,278,041	-14,865	-1.01%	84,726	106,066	1,468,833	-5,165	-0.35%
Comox	561,899	15,704	2.52%	37,250	46,633	645,782	23,084	3.71%
Courtenay	1,106,255	27,004	2.19%	73,338	91,810	1,271,402	40,985	3.33%
Cumberland	142,288	3,873	2.45%	9,433	11,809	163,530	5,727	3.63%
Duncan	198,143	7,651	3.52%	13,136	16,444	227,723	10,550	4.86%
Gold River	39,485	-791	-1.72%	2,618	3,277	45,379	-538	-1.17%
Ladysmith	336,595	16,346	4.48%	22,314	27,935	386,844	21,739	5.95%
Lake Cowichan	117,353	5,270	4.12%	7,780	9,739	134,872	7,090	5.55%
Lantzville	164,915	8,695	4.88%	10,933	13,687	189,534	11,433	6.42%
Masset	26,011	-2,308	-7.15%	1,724	2,159	29,894	-2,392	-7.41%
Nanaimo	3,943,052	140,654	3.24%	261,399	327,239	4,531,690	196,707	4.54%
North Cowichan	1,239,968	13,466	0.96%	82,202	102,907	1,425,077	26,784	1.92%
North Saanich	734,021	52,951	6.82%	48,661	60,917	843,599	67,135	8.65%
Parksville	580,335	16,008	2.49%	38,472	48,163	666,970	23,600	3.67%
Port Alberni	632,563	40,324	5.97%	41,935	52,497	726,996	51,804	7.67%
Port Alice	30,219	-4,173	-10.64%	2,003	2,508	34,730	-4,479	-11.42%
Port Clements	9,592	-1,924	-14.65%	636	796	11,024	-2,105	-16.03%
Port Hardy	134,057	3,802	2.56%	8,887	11,126	154,069	5,570	3.75%
Port McNeill	81,307	-4,427	-4.53%	5,390	6,748	93,445	-4,298	-4.40%
Qualicum Beach	442,430	18,631	3.86%	29,330	36,718	508,478	25,320	5.24%
Queen Charlotte	29,685	-2,123	-5.86%	1,968	2,464	34,117	-2,147	-5.92%
Sayward	10,322	253	2.20%	684	857	11,863	384	3.34%
Sidney	656,710	39,773	5.65%	43,536	54,501	754,747	51,399	7.31%
Sooke	537,731	27,910	4.80%	35,648	44,627	618,006	36,777	6.33%
Tahsis	9,321	-1,157	-9.69%	618	774	10,712	-1,233	-10.33%
Tofino	149,651	1,801	1.07%	9,921	12,420	171,991	3,433	2.04%
Ucluelet	90,878	3,400	3.41%	6,025	7,542	104,445	4,714	4.73%
Zeballos	3,867	97	2.25%	256	321	4,444	146	3.40%
<b>TOTALS</b>	<b>13,286,693</b>	<b>411,845</b>	<b>2.81%</b>	<b>880,823</b>	<b>1,102,681</b>	<b>15,270,197</b>	<b>592,024</b>	<b>4.03%</b>
<b>Regional Districts</b>								
Alberni-Clayoquot	391,587	-13,673	-2.96%	25,960	32,498	450,045	-11,978	-2.59%
Capital	254,450	7,395	2.63%	16,868	21,117	292,435	10,777	3.83%
Central Coast	55,472	5,969	10.58%	3,677	4,604	63,753	7,316	12.96%
Comox Valley	1,076,382	39,545	3.35%	71,357	89,330	1,237,069	55,007	4.65%
Cowichan Valley	1,610,372	47,461	2.66%	106,757	133,647	1,850,777	68,956	3.87%
Mount Waddington	156,049	3,429	1.97%	10,345	12,951	179,345	5,348	3.07%
Nanaimo	1,881,423	66,826	3.23%	124,726	156,142	2,162,291	93,531	4.52%
North Coast	53,680	13,613	29.80%	3,559	4,455	61,694	16,015	35.06%
Powell River	23,396	-383	-1.41%	1,551	1,942	26,889	-221	-0.82%
Strathcona	432,956	3,355	0.68%	28,702	35,932	497,590	7,816	1.60%
<b>TOTALS</b>	<b>5,935,768</b>	<b>173,537</b>	<b>2.64%</b>	<b>393,504</b>	<b>492,618</b>	<b>6,821,889</b>	<b>252,567</b>	<b>3.84%</b>
<b>TOTALS</b>	<b>19,222,461</b>	<b>585,382</b>	<b>2.76%</b>	<b>1,274,327</b>	<b>1,595,299</b>	<b>22,092,086</b>	<b>844,591</b>	<b>3.98%</b>



### Weighted Votes

<b>Municipality/Regional District</b>	<b>2018 Levies</b>	<b>Votes</b>
Campbell River	1,468,833	27
Comox	645,782	12
Courtenay	1,271,402	23
Cumberland	163,530	3
Duncan	227,723	4
Gold River	45,379	1
Ladysmith	386,844	7
Lake Cowichan	134,872	2
Lantzville	189,534	3
Masset	29,894	1
Nanaimo	4,531,690	82
North Cowichan	1,425,077	26
North Saanich	843,599	15
Parksville	666,970	12
Port Alberni	726,996	13
Port Alice	34,730	1
Port Clements	11,024	1
Port Hardy	154,069	3
Port McNeill	93,445	2
Qualicum Beach	508,478	9
Queen Charlotte	34,117	1
Sayward	11,863	1
Sidney	754,747	14
Sooke	618,006	11
Tahsis	10,712	1
Tofino	171,991	3
Ucluelet	104,445	2
Zeballos	4,444	1
Alberni-Clayoquot Regional District	450,045	8
Capital Regional District	292,435	5
Central Coast Regional District	63,753	1
Comox Valley Regional District	1,237,069	22
Cowichan Valley Regional District	1,850,777	34
Mount Waddington Regional District	179,345	3
Nanaimo Regional District	2,162,291	39
North Coast Regional District	61,694	1
Powell River Regional District	26,889	1
Strathcona Regional District	497,590	9
<b>TOTAL Local Levies</b>	<b>22,092,086</b>	<b>404</b>

1/4% of Total Local Levies means Value for one vote = 55,230

Internal Note:

June 2002 Board meeting the following motion was adopted - please refer to Weighted Vote 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.***

# NORTH COAST REGIONAL DISTRICT

## Rebranding Strategy

July 20, 2017 | Submitted by: Eddie Morris & Danielle Benacquista

ITEM 12.1  
UPANUP



“

A brand is not so much about rational arguments, but the way that the company resonates with people emotionally.

”

– Steve Jobs

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## INTRODUCTION

The purpose of this rebranding strategy is to plan for the development and deployment of a successful rebrand for the North Coast Regional District (NCRD). When completed, this brand strategy will connect the NCRD to the public in a more resonant and purposeful manner.



## INTRODUCTION

Using our learnings from phase 1, we will define the key aspects of the North Coast Regional District brand. These aspects include the following:

- 1 Brand Promise:** This is your guarantee to your audience—what you'll do for them. It guides the way your organization creates strong, meaningful connections with people.
- 2 Brand Vision:** This is how the NCRD wants to be viewed by the public, and includes values, purpose and goals.
- 3 Brand Story:** This is the complete picture of who you are. Everything you do, and each element of your brand should align your brand story back to your audience in an emotional way.
- 4 Audience Profile:** This is the target market for the brand.
- 5 Brand Identity:** This is how your organization or region wants to be perceived by the public through elements such as logo, tagline, website, business cards, etc.

## Brand Promise

Your promise to your audience,  
what you will do for them.

“

A brand is a promise made,  
but a great brand is a promise kept.

”

– Bea Perez

## BRAND PROMISE

A strong **brand promise** should connect your strategy and your audience's needs to deliver your brand in a way that elicits an emotional connection.



## Your Promise

Provide opportunities to obtain your best life:  
a life of quality, activity and balance.



## Brand Vision

How you want your brand to  
be viewed by the public.

“

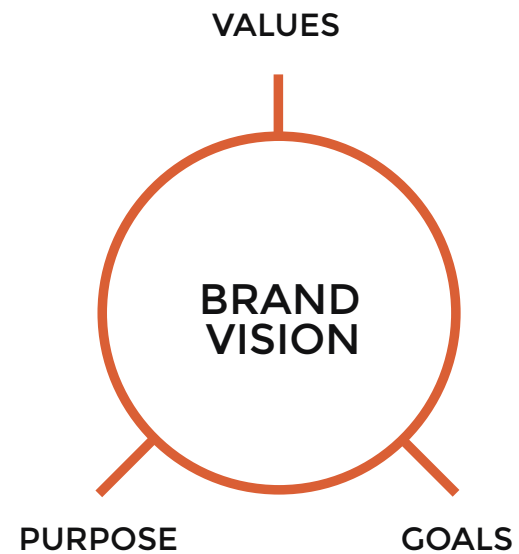
A great vision is like a national anthem: it has the power to pull together, emotionally connect and inspire great things.

”

– David Newbery

## BRAND VISION

**Brand vision** is made up of the following elements. In combination, these elements represent how you want your brand to be interpreted publicly.



## values BRAND VISION

**Values** are the core beliefs that guide your brand in the direction you want to go. These values go beyond this page; they will become part of your organization, shape your interactions, influence your decisions and reflect your priorities.

**These values should reflect:**

- 1 what NCRD stands for;
- 2 what NCRD values most;
- 3 and what NCRD believes in as a region.

The following three pages define NCRD's three values:  
Balance, quality and connection.

The background of the slide is a photograph of a coastal scene. The sky is filled with heavy, dark, and textured clouds, with some lighter patches where light is breaking through. The sea is dark and choppy, with small waves visible. In the foreground, the white foam of a wave is washing onto a dark, pebbly shore. The overall mood is dramatic and atmospheric.

## Balance

The unique geography and professional opportunities are suited for a “live, work, play” lifestyle balance.



A photograph of a wooden boardwalk path winding through a dense, mossy forest. The path is made of dark wooden planks and leads into the distance, flanked by lush green moss and ferns. Tall, slender trees are visible in the background, creating a serene and natural atmosphere.

# Quality

We maintain an affordable and  
high quality lifestyle.





## Connection

We unite residents across varying geographies  
and cultures, under one region.

purpose  
BRAND VISION

**Purpose** identifies unique qualities that are distinctive to the NCRD.

NCRD is a large and **remarkable region** of the province, consisting of five municipalities and four electoral areas, including parts of both the North Coast mainland as well as the islands of Haida Gwaii. It provides services to more than 19,000 residents, a large number of whom belong to the Tsimshian and Haida First Nations.

The First Nations **heritage and culture** is a proud and prominent aspect of this region, with much effort made to educate about the past, as well as to keep practices alive for future generations.

This region is home to a **unique geography**, with the mainland's mountains, ocean, lakes, rivers and forests within quick proximity. In addition there is Haida Gwaii, the "Galapagos of the North," with its lush landscapes and pristine wilderness.

In comparison with other regions of the province, the NCRD provides an extremely **high quality of living**. Opportunities to live, work and play in the region are almost limitless.

## goals BRAND VISION

**Goals** are defined as what you want to achieve through branding.

- 1 **Strengthen** brand recognition among audiences
- 2 **Differentiate** NCRD from surrounding areas
- 3 **Create** a consistent message
- 4 **Promote** a connection between residents and nature
- 5 **Attract** new businesses, tourists and residents

## **Your Brand Vision**

NCRD will provide quality services to residents and visitors while harmoniously representing the region, history and culture. We aim to attract new visitors, residents and investors to this unique region.



## Brand Story

The complete picture of who you are.

“

Your brand is a story unfolding  
across all customer touch points.

”

– Jonah Sachs

## BRAND STORY

The **brand story** goes beyond what you tell people—your story is everything you do. From representing your region to connecting to your audience, it is all part of the bigger picture of who the NCRD is right now. It is imperative to create a brand story that inspires people to explore the North Coast Regional District.

**The previous pages include elements that all contribute to NCRD's complete story:**

**Promise:** Provide opportunities to obtain your best life: a life of quality, activity and balance.

**Vision:** To provide quality services to residents and visitors while harmoniously representing the region, history and culture. We aim to attract new visitors, residents and investors to this unique region.

**Values:** Balance, Quality, Connection

**Purpose:** Heritage & Culture, Unique Geography, High Quality Living

**Goals:** Strengthen, Differentiate, Create, Promote, Attract

## Audience Profile

The target markets for your brand.

“

The most important thing to remember is  
you must know your audience.

”

– Lewis Howes



## AUDIENCE PROFILE

The key to effective branding starts with knowing your audience. In order to target the NCRD branding and marketing more effectively, we need to determine who to direct it towards. To craft our brand, we need to understand what our key audiences need and want.

### 1 Residents - Part time & permanent

- City of Prince Rupert
- District of Port Edward
- Village of Masset
- Village of Queen Charlotte
- Village of Port Clements
- Electoral Area A (Dodge Cove; Metlakatla; Lax Kw' alaams)
- Electoral Area C (Oona River; Kitkatla; Hartley Bay)
- Electoral Area D (Graham Island; Skidegate; Old Massett)
- Electoral Area E (Sandspit)

### 2 New industry, businesses, investors and prospective residents

### 3 Tourists & visitors

## AUDIENCE PROFILE

Now that we know the three main audience profiles, we can determine what their needs are. This will define the purpose the NCRD needs to facilitate.

The common needs of the NCRD's audiences include;

- 1 **Access** to services and amenities
- 2 **Connection** to each other, culture, history and the environment
- 3 **Lifestyle** and recreation options
- 4 **Opportunity** to build an ideal life

# Your Audience's Needs

Access, Connection, Lifestyle, Opportunity

## Brand Identity

Elements that will carry your brand.

“

Your brand identity is the icon of  
your company and product. It is the badge  
that represents the brand and the relationship  
with the consumer.

”

– The Russo Group



## IDENTITY CONCEPTS

The new identity will resolve issues presented by the current logo. The logo in use no longer represents the NCRD's corporate name or design needs. In order for the new brand identity to be successful it must be identifiable, consistent, contemporary and adaptable.

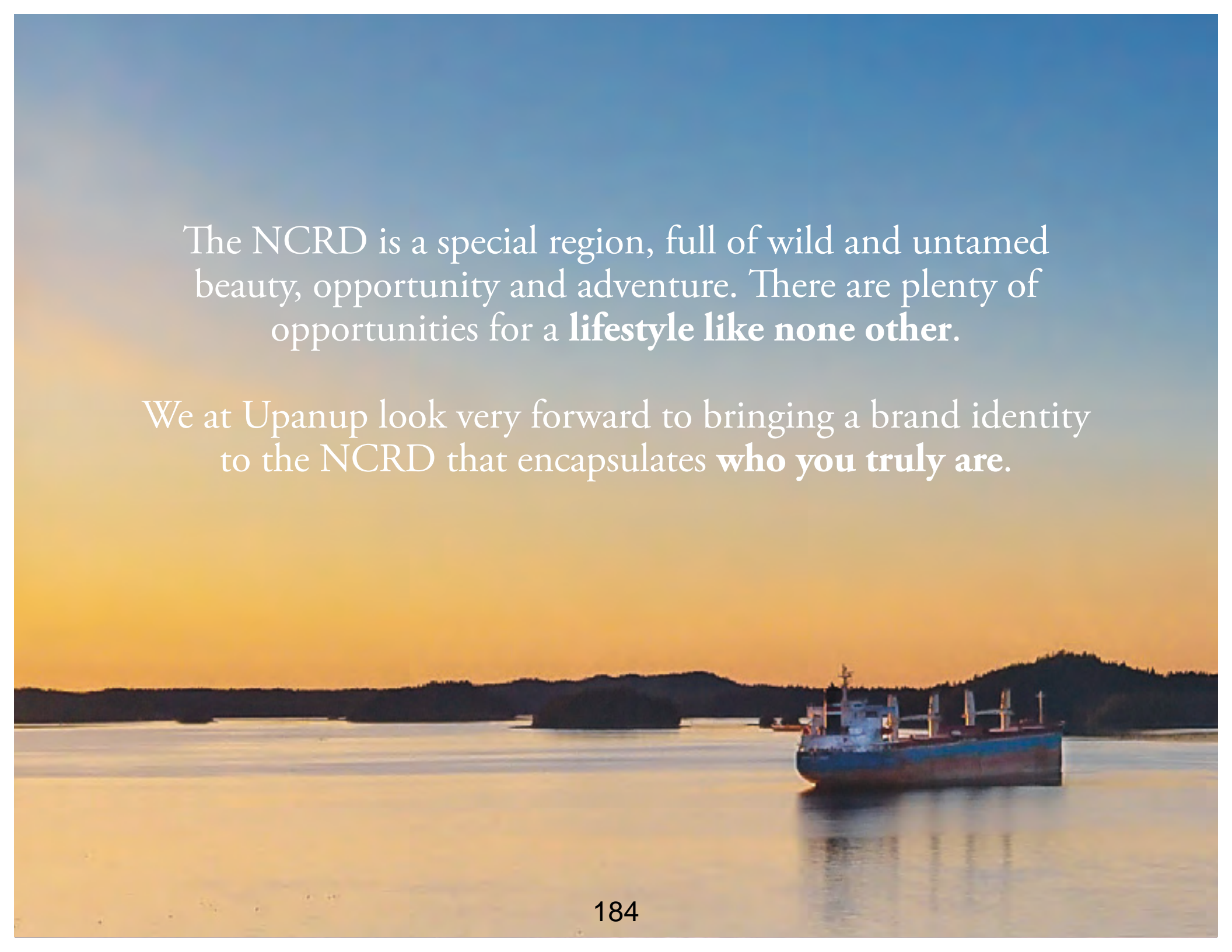
The overarching theme of the NCRD being a great place to live, work and invest will be present in both the proposed logo and tagline.

The new identity could incorporate definable aspects of the region, such as the coastal landscape, and relate to residents on both geographic divisions, the mainland and Haida Gwaii. The new identity will satisfy the brand strategy and NCRD's values. The identity approach will represent the region and the residents in its entirety.

A photograph of a large, flat rock balanced precariously on a single point on a rocky landscape. The rock is dark and has some vegetation growing on its top surface. The background shows a hazy, overcast sky and more rocky terrain. The entire image has a greenish-yellow tint.

## New Identity Approach

To be successful, the new identity will be identifiable, consistent, contemporary and adaptable.



The NCRD is a special region, full of wild and untamed beauty, opportunity and adventure. There are plenty of opportunities for a **lifestyle like none other**.

We at Upanup look very forward to bringing a brand identity to the NCRD that encapsulates **who you truly are**.

NORTH COAST REGIONAL DISTRICT  
REBRAND PRESENTATION

*Design Updates*

————— OCTOBER 20, 2017 —————

UPANUP

## Objectives:

Identify one logo design in order to proceed with the next steps in the rebranding project. This includes the design of the website and collateral.



## Overview:

Based on feedback provided in the September 23 board meeting, Upanup has applied modifications to one identity concept.

The following slides will show two updated versions of the selected concept and explain how each meets NCRD's goals.

# Does this identity satisfy the rebranding goals?

These goals should be applied to all items developed as part of the rebranding project, which includes the identity (logo).

- » **Strengthen** brand recognition amongst audiences.
  - » The simplicity of the design and bold colours should invite recognition of the NCRD brand. This will happen over time, as the logo is used consistently across all materials.
- » **Differentiate** NCRD from surrounding areas.
  - » The concept of land-meeting-water and the imagery of the salmon is used to differentiate this region. It hints at the historical significance, tourism, and unique geography of NCRD.

- » **Create** a consistent message.
  - » This logo provides a flexible design, which encourages consistent usage across all facets of the district.
- » **Promote** a connection between residents and nature.
  - » The bold colour choices and the shape of the salmon reflect the importance of nature within the NCRD.
- » **Attract** new businesses, tourists and residents.
  - » Highlighting unique elements and emphasizing the lifestyle, history and nature of the NCRD will encourage people to view it as a place for balanced living.



# NorthCoast

REGIONAL DISTRICT

---

## Feedback:

Using some of the main comments, we have adjusted the logo by:

- » Exploring alternate colour options
- » Using a sans-serif font
- » Dividing the “North” and “Coast”

# Concept I

## Version I





# **NORTH COAST**

REGIONAL DISTRICT

## Variations:



# Concept 1

## Version 2



# **NORTH COAST**

REGIONAL DISTRICT

## Variations:







**NORTH COAST**  
REGIONAL DISTRICT

I



**NORTH COAST**  
REGIONAL DISTRICT

2

# Defining Logo Success:

Is the logo identifiable?

- » Through long-term branding efforts, this logo will resonate with both residents and visitors by acting as a symbol for your area. As with anything new, there is always a challenge with initial identification, but broad and consistent usage of the logo will assist in the recognition of this brand.

Is the logo consistent?

- » The logo design is constructed for ease of use on all marketing materials from t-shirts to brochures. This allows the logo to be displayed and applied consistently. The branding guidelines will provide clear standards for the logo usage, thus ensuring long-term consistency.

Is the logo contemporary?

- » The logo uses a modern, geometric shape and sans-serif fonts.
- » **Version 1:** Qanelas Soft Extra Bold was modified to have hard edges to match the icon. Its wider, well-proportioned characters are complemented by Gotham Light (bottom).
- » **Version 2:** Sans Bold was modified to improve character flow. It's not too condensed, ensuring it is easily readable, and is complemented by Sans Light (bottom).

Is the logo adaptable?

- » The design of this logo lends itself to be used as a one-colour design (black and white) or full-colour. The logo can be used horizontally or vertically, making it flexible on various collateral. The carefully selected fonts ensure the logo is legible on a smaller scale.



The NCRD is a special region, full of wild and untamed beauty, opportunity and adventure. There are plenty of opportunities for a lifestyle like none other.