

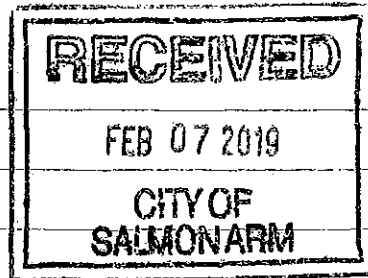
## INFORMATIONAL CORRESPONDENCE - FEBRUARY 25, 2019

1.	L. Hansen – letter dated February 2, 2019 – Demonstrators	A
2.	K. Anamchara – card and noted – Request for animal to represent Salmon Arm	A
3.	A. Morgan – email dated February 17, 2019 – Property Bylaws	A
4.	S. Mitchell – email dated February 18, 2019 – Interior Health Lab Wait Times	A
5.	D. St. John, Pastor and K. Taylor, Office Administration, Living Waters Community Church – letter dated February 19, 2019 – Request for Use of Marine Peace Park, Sunday, April 21, 2019	R
6.	Interior Health Authority – newsletter dated February 2019 – Healthy Communities Monthly Newsletter	N
7.	E. McDonald, President, Shuswap Naturalist Club, J. Aitken, President & S. Weaver, Director, Salmon Arm Bay Nature Enhancement Society – letter dated February 8, 2019 – Request for restriction of recreational drones on the Salmon Arm Foreshore	A
8.	A. May, Sage Orienteering Club – email dated February 19, 2019 – 2019 Sage Orienteering Club Events in Salmon Arm	A
9.	The Shuswap Family Centre – invitation received February 20, 2019 – 3 <sup>rd</sup> Annual Free Volunteer Dinner, Thursday, April 11, 2019	A
10.	R. Marshall, Chairperson and P. McIntyre-Paul, Executive Director, Shuswap Trail Alliance – letter dated February 7, 2019 – Thank You, Shuswap Trails Party and Auction on February 1	N
11.	A. Slater, Executive Director, SILGA – email dated February 12, 2019 – 2019 SILGA Community Excellence Awards – deadline extended to March 1 <sup>st</sup>	N
12.	S. Niven, Associate, Fund Development, Cystic Fibrosis Canada, British Columbia and Yukon Region – email dated February 11, 2019 – May is Cystic Fibrosis Awareness Month	A
13.	S. Phillips, Marketing Manager, BC Transit – email dated February 8, 2019 – Transit Driver Appreciation Day	N
14.	S. Kozuko, Executive Director, Forest Enhancement Society of British Columbia – letter dated February 6, 2019 – Forest Enhancement Society of B.C. Jan 2019 Accomplishments Report	N
15.	M. M. Levine, Director, Technical Services Centre, Government Finance Officers Association – letter dated January 31, 2019 – Canadian Award for Financial Reporting (CANFR), Year Ending December 31, 2017	N
16.	Auditor General for Local Government of British Columbia – Annual Service Plan 2019/20 – 2021/22	N

N = No Action Required  
A = Action Requested

S = Staff has Responded  
R = Response Required

CITY HALL  
SALMON ARM



FEB 21/9

Re: DEMONSTRATORS

ON SATURDAY APPROX. 12:00 PM THERE  
WERE "YELLOW JACKET" DEMONSTRATORS ALL  
ALONG THE TCH BETWEEN ALEXANDER AND  
ROSS STREETS.

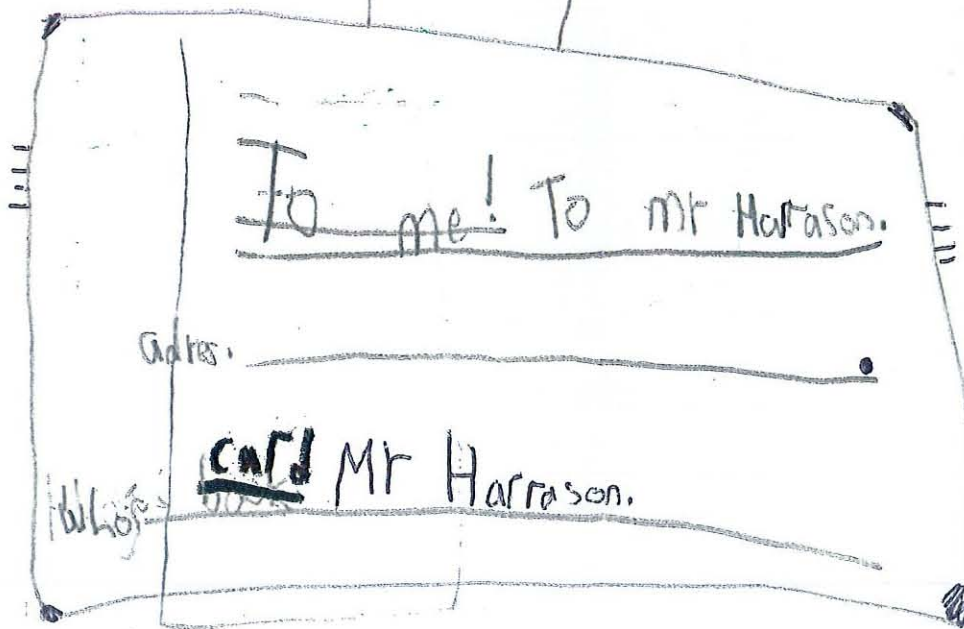
DEMONSTRATIONS ARE FINE - BUT  
DISRUPTING TRAFFIC IS NOT FINE -  
AT THE BMO BANK AROUND NOON I  
WITNESSED A RED CAR REAR-END A  
WHITE CAR - BOTH TRAVELLING WEST -

I TRULY BELIEVE THIS ACCIDENT  
WAS THE RESULT OF DRIVER  
DISTRACTION DUE TO THE  
DEMONSTRATORS -

THERE WAS NO POLICE PRESENCE

THE DEMONSTRATORS - IN MY OPINION -  
SHOULD NOT BE ON THE HIGHWAY  
WITH SIGNS DISTRACTING DRIVERS

Yours Truly,  
L Hansen







↓  
leter

Hi mt Harason how are  
you \_\_\_\_\_ i was

wonder what the animal is

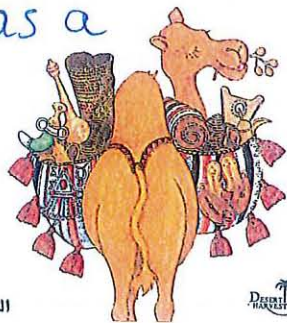
For Salmon arm here is a

adva a Salmon maybe or  
if you have win already please



Note: Hi Alan!

Kieran has written this note  
about an animal that  
represents Salmon Arm as he  
noticed that Revelstoke has a  
bear and Chase has a  
salmon. Hope his  
"ideas" are clear!



☺ Shannon

Kingdom of Saudi Arabia المملكة العربية السعودية

DESIGN  
PAPER



From: Sherry Mitchell  
Sent: February 18, 2019 4:21 PM  
To: Alan Harrison  
Subject: Interior Health Lab wait times

The other morning I was up at the lab at 7:00 am and 12 people were waiting outside in -16 weather to get in for lab services. You have to wait outside, you can't wait in your vehicle or you are not considered in line. Now I know Interior Health would just say "why are you waiting in the cold"? They don't really care. The point is the population has grown and they haven't hired more people to answer the growth of the city. It doesn't matter what time of day you go, there is always a long wait these days. One day I waited over an hour and they only had two girls working. I also talked to a friend who said the appointment arrangement at the coast doesn't work after awhile as it screws things up for people with timed tests and tests needing done within certain day frames. It worked for a while, but then didn't anymore. The girls in the lab say the answer is to talk to the mayor who can put pressure on Interior Health to do something, like hire more people or open a second lab? I voted for you Mr. Mayor, so I sincerely hope you can address this problem. Thank you for listening to this important concern. Mrs. Sherry Mitchell

Feb. 19<sup>th</sup>, 2019

To Mayor Harrison and Council:

We, Living Waters Community Church, would like to inquire about using Marine Peace Park on Easter Sunday (April 21<sup>st</sup>, 2019). We'd like to use the space from 9am up until either noon, or 2pm at the latest. Further planning is needed before we have an accurate idea of the time window necessary, depending on if we serve food or not.

I have been in contact with Erin Jackson and Donna Flatman, and they indicated this matter needs to come before council for approval.

We are in the early stages of planning this event, but at this time, we would like to hold an outdoor service followed by a free community Easter egg hunt for the children.

We would require use of the bandstand, and likely access to electricity. The church would likely be putting up a couple of 10 x 10 pop-up tents (no staking required). At this time, we have not decided on food, but if any were to be provided, it would be prepared and served by our church volunteers. We would be happy to speak with Interior Health regarding this, and we do have several members who have their food safe certification.

Thank you for your consideration in this matter.

Sincerely

Living Waters Community Church

Contacts: David St. John, Pastor

Karen Taylor, Office Admin.

250-832-3433

livingwaters@telus.net

# Healthy Communities

Monthly Newsletter



Interior Health

*Every person matters*

February 2019

## Community Recognition

### Rossland & New Denver Say Yes to 100% Renewable Energy

Action on climate change is good for health! Last month councils for the [City of Rossland](#) and the [Village of New Denver](#) passed resolutions that aim to transition each community to 100% Renewable Energy by 2050. They are joining 3 other communities in the Kootenays (Regional District of Central Kootenay, City of Nelson, and Village of Slocan) and many more across the [country](#).



### Shuswap Roundtable & IH Healthy Communities at Vision Zero Summit

Road Safety and Active Transportation are key focuses for both the Shuswap Roundtable and IH Healthy Communities. Earlier this month the collaborative efforts of the 4 local Shuswap First Nations communities, the 4 municipalities, and 2 regional districts were showcased in a presentation at the Vision Zero Summit in Surrey. **Please take a look at their attached presentation.**

### Vernon Council Approves Downtown Vernon Association Request for Improved Cycling Infrastructure



Vernon City Council recently [approved a request from the Downtown Vernon Association](#) for an increased number of bike racks, an on-street parking pilot project, and an on-street bicycle themed mural. The 2019-2023 Financial Plan adopted by Council on Jan. 7, 2019 approved \$30,000 in the 2019 Capital Budget for improvements to bus stops and bicycle parking which will help pay for more bike racks to be installed throughout the downtown core. This community collaboration will lead to a more vibrant and healthy downtown for Vernon.

## Events & Learning Opportunities

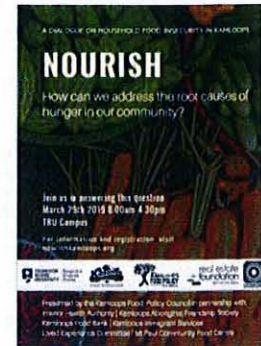
### Nicola Valley Food Connection Event in Merritt, Friday March 8, 2019

The Food Connection Event will be an opportunity for food lovers, providers and creators to build relationships, learn about food security, and work towards creating a more sustainable local food system. This free family-friendly event is being hosted at the Nicola Valley Institute of Technology from 12:00pm – 6:00pm PST. For more information or to participate in this event, please contact [nicolafoodaction@gmail.com](mailto:nicolafoodaction@gmail.com). **See the attached poster.**



## Nourish: A Dialogue on Household Food Insecurity in Kamloops, Friday March 29, 2019

This dialogue aims to bring the community together to ask the question, "How can we address the root causes of household food insecurity in our community?" Nourish provides an opportunity for participants to SHIFT the dialog and debate on the problem of household food insecurity, ALIGN local and regional actors in food security around what works and INSPIRE local and regional actors to engage in poverty reduction and advocacy. The event will highlight two main topic areas: 1) Understanding the links between decolonization and food security and 2) Poverty as one of the root causes of food insecurity. Join the dialogue at the Thompson Rivers University Campus from 8:00am – 4:30pm PST. For details and registration, please visit [www.nourishkamloops.org](http://www.nourishkamloops.org)



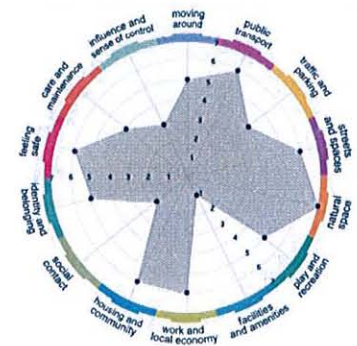
## ABCD Happy Neighbourhoods, Healthy Cities Workshop in Edmonton



On **May 28-30, 2019**, this workshop hosted by the Tamarack Institute will gather together over 250 community and neighbourhood development practitioners to explore the use of Asset-Based Community Development (ABCD) and look at leading neighbourhood revitalization techniques. In attendance will be seven of the world's top authors and practitioners in the field who will offer the opportunity for learners to earn a Masters certificate in either Asset-Based Community Development or Neighbourhood Revitalization. For details and to register, visit [here](#).

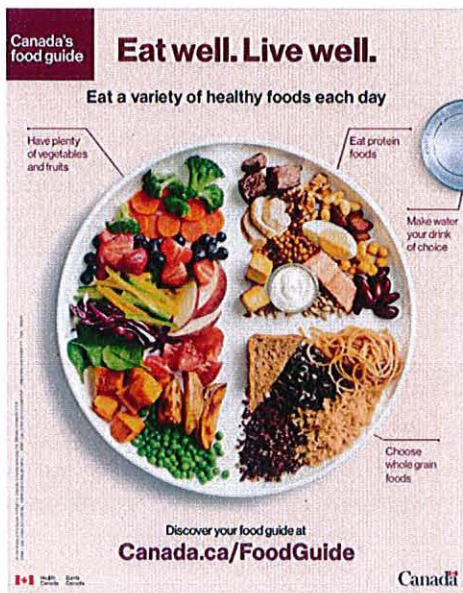
## Webinar: The Place Standard Tool – How Good is Our Place?

We know that every development creates a place but what is seldom asked is whether or not that development has a positive, neutral or negative impact on the social, physical and cultural well-being of that community. The presentation will briefly summarise the relationships between place development, empowerment, well-being and inequalities before introducing [the Place Standard Tool](#). This tool developed in Scotland provides a simple framework to structure conversations about place allowing organizations and businesses to work together and identify both the assets of a place and areas deemed priority for improvement. [Register for the webinar](#) to learn more on **February 21<sup>st</sup> from 9:00am – 10:00am PST**.





# Healthy Public Policy Resources



## Canada's New Food Guide

The [new Guide](#), the first update in more than a decade, recommends vegetables and fruits make up half of any meal and that Canadians choose protein foods that come from plants more often. The Guide boasts that healthy eating is more than the food that we eat, but places emphasis on cooking at home, with others and enjoying the food we eat.

The Food Guide and accompanying [Dietary Guidelines](#) can be a useful tool to inform food policy and programs in your community. Stay tuned for more information on specific nutrition recommendations for different life stages still to come!

Though the new Food Guide has received plenty of praise, check out these two opinion pieces from health reporter,

[Andre Picard](#) and Community Food Centre Canada CEO, [Nick Saul](#) related to the poverty and health equity implications of the Guide.

## Municipalities Becoming Living Wage Employers



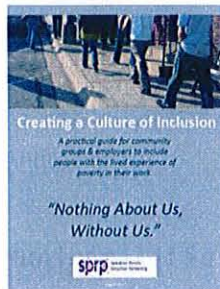
Local governments across Canada are becoming Living Wage Employers. Living Wage Employers recognize that paying a living wage is an investment in health and wellbeing and the long-term

prosperity of their economy. To learn more about local governments in BC who are Living Wage Employers, check out the [Living Wages for Families website](#) and this [presentation](#) by a City Councillor from New Westminster. Additionally, check out this [recent presentation](#) to City Council in Hamilton, ON which makes the case for the City to become a certified living wage employer.

## Federal/Provincial/Territorial Ministers Responsible for Seniors Forum

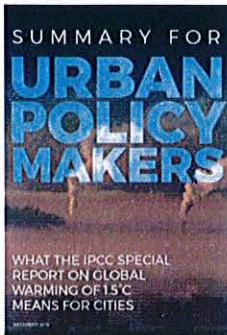
There are many resources for and about seniors on this [Government of Canada webpage](#), including the comprehensive **Social Isolation and Social Innovation Toolkit**. Take a look!

## Nothing About Us Without Us: Creating a Culture of inclusion



Over the past decade, Saskatoon Population and Public Health (SPPH) has focused more attention on improving built environments to be health promoting. SPPH adopted a First Voice process in 2010 which encourages participation, information-sharing and guidance from people with lived experience of poverty in targeted community initiatives. Saskatoon PPH collaborated with a local poverty reduction partnership in developing the [Creating a Culture of Inclusion guide](#). This is a practical tool for community groups and employers to include people with lived experience of poverty in their work.





## What the IPCC Special Report on Global Warming of 1.5 Degrees Means for Cities: Summary for Urban Policy Makers

Urban policymakers play a key role in adapting to and driving solutions to climate change, but they must act fast and cannot do it alone. There are sizable co-benefits from emission reductions, including higher productivity and job creation, better health and life expectancy for citizens, improved air quality, more walkable and livable cities, and lower vulnerability and greater resilience to extreme events, including fires, floods, and hurricanes. Check out [this summary](#) of the IPCC Special Report for policy makers.

## Funding News

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### Edible Trees Grant

Support the food system in your community by planting fruit- and nut- bearing trees and shrubs. Up to \$3,500 is available for funding. Since 2012, Tree Canada and their sponsors have planted more than 10,000 edible trees with more than 150 communities! Find more information [here](#). Apply by **March 1, 2019**.

### Investing in Canada Infrastructure Program - British Columbia

The [CleanBC](#) Communities Fund supports cost-sharing of infrastructure projects in communities across the province. These projects will focus on the management of renewable energy, access to clean-energy transportation, improved energy efficiency of buildings and the generation of clean energy. Find more information [here](#). Application deadline is **March 27, 2019**.

### ParticipACTION Community Better Challenge

Engage family, friends, neighbours and fellow community members to get active and your community could win \$150,000 to go toward physical activity initiatives and be crowned the title of Canada's Most Active Community! Organizations, schools, sport groups and workplaces are encouraged to spread the word about the challenge to their members and surrounding networks as well as track minutes on behalf of their organization. The community with the most tracked minutes based on the size of their community will win. Find more information [here](#). Apply by **March 1, 2019**.

**Sincerely,**

*Your Healthy Communities Team*

**Contact us at: [healthycommunities@interiorhealth.ca](mailto:healthycommunities@interiorhealth.ca)**

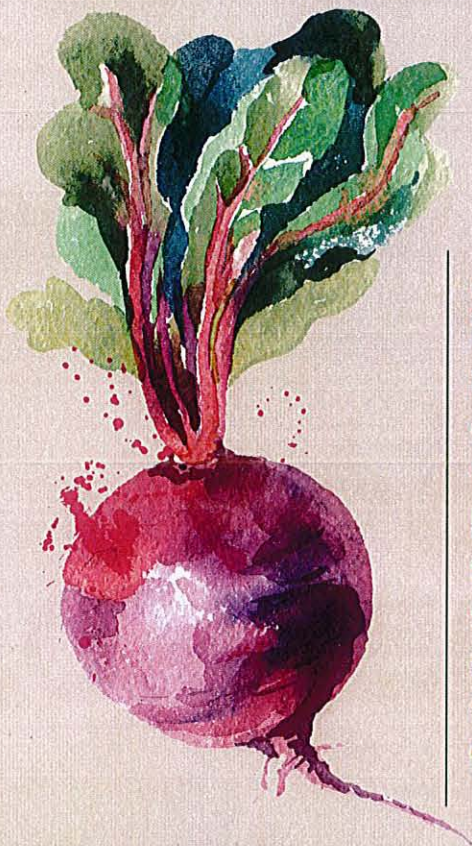
To subscribe, send a blank email with [Subscribe to Monthly e-newsletters](#) in the subject line.

To unsubscribe, send a blank email with [Unsubscribe to Monthly e-newsletters](#) in the subject line.



COMMUNITY & FAMILY FUN

# NICOLA VALLEY FOOD CONNECTION



An opportunity  
for food lovers,  
providers, and  
creators to build  
relationships,  
learn about food  
security, and create  
sustainable, local  
food systems, and  
form a **collaborative  
food action group**.



FRIDAY • 12-6PM

# MARCH 8, 2019

NICOLA VALLEY INSTITUTE OF TECHNOLOGY

4155 BELSHAW STREET, MERRITT BC • FREE ADMISSION

For more information or to participate in this event, please contact [nicolafoodaction@gmail.com](mailto:nicolafoodaction@gmail.com)







*The Shuswap*  
**TRAIL** ALLIANCE

# Rural Active Transportation Challenges Shuswap Case Study

**Phil McIntyre-Paul**  
Executive Director  
Shuswap Trail Alliance  
(250) 804 – 1964  
[phil@shuswaptrails.com](mailto:phil@shuswaptrails.com)

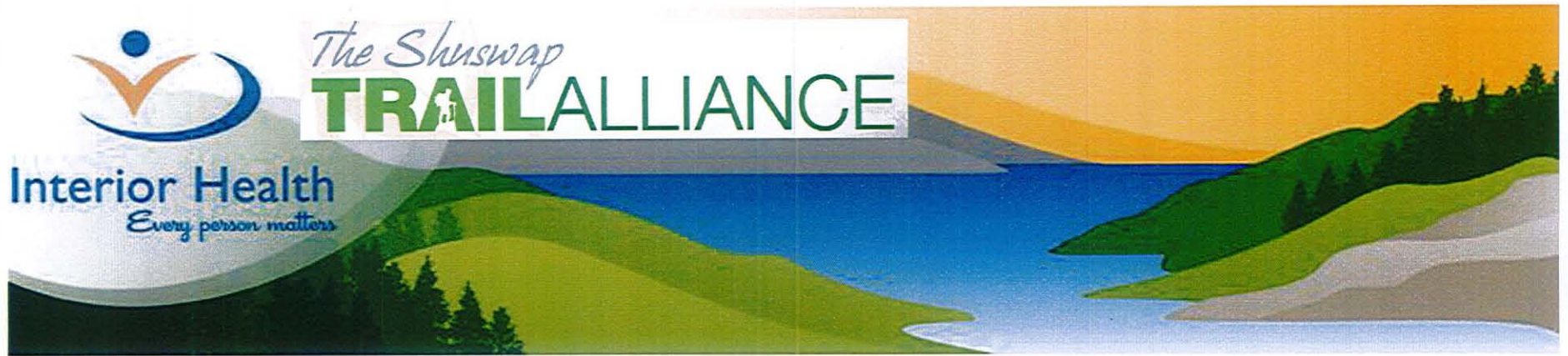
**Anita Ely**  
Specialist Environmental Health Officer  
Healthy Communities, Interior Health  
(250) 833 - 4114  
[anita.ely@interiorhealth.ca](mailto:anita.ely@interiorhealth.ca)

Vision Zero Summit  
February 8<sup>th</sup>, 2019





*The Shuswap*  
**TRAIL** ALLIANCE



We would like to acknowledge  
the traditional territories of  
the Semiahmoo, Katzie, Kwikwetlem, Kwantlen, Qayqayt and Tsawwassen  
First Nations  
where we gather today.

The Shuswap region,  
the main subject of this presentation and where we live and work,  
is within the ancestral, traditional and unceded territory of  
the Secwepemc people.





## Presentation Outline

- Why Involve Health Authority?
- Context in Interior of BC
- Success with Healthy Community Approach
- Challenges including Case Studies
- Suggestions for what is needed



# Why Involve the Health Authority?

## Anita's Perspective

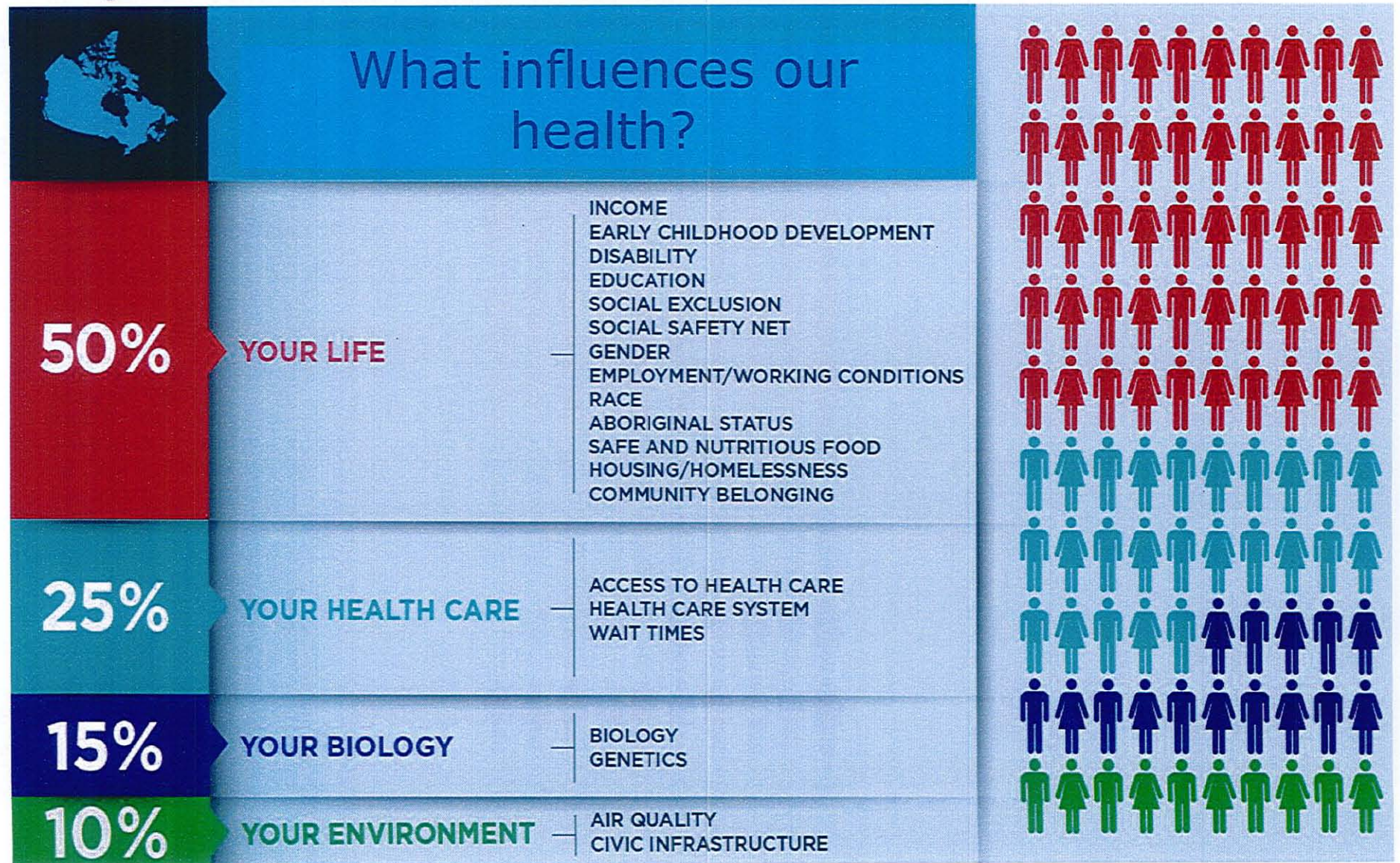
- Promote, Prevent & Protect
- Build community capacity
- Broker relationships, knowledge and resources
- Advocate via evidence informed responses
- Provide
  - Pop Health perspective
  - Data
  - Consultation
  - Content expertise
  - Voice to vulnerable populations

## Phil's Perspective

- Provide legitimacy to work
- Shift focus of decision to common value of health
- Connection to people, resources and best practices from other communities, Province and Academic community



# Physical and Social Determinants of Health



(Adapted from Canadian Medical Association, 2013)

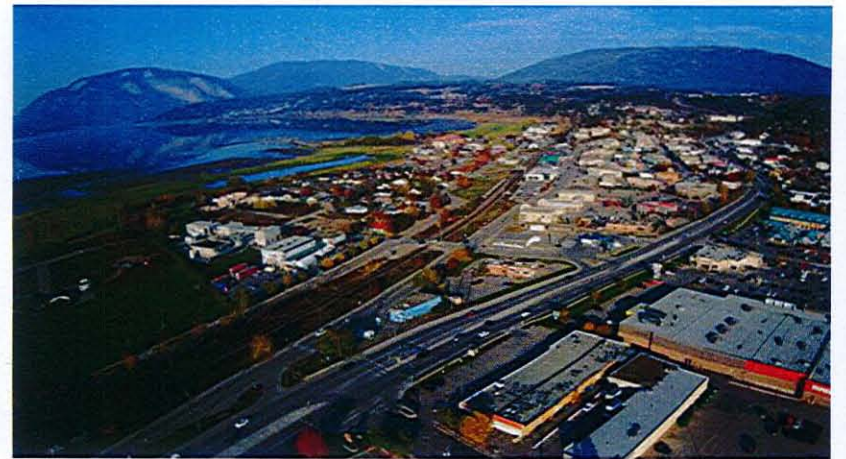
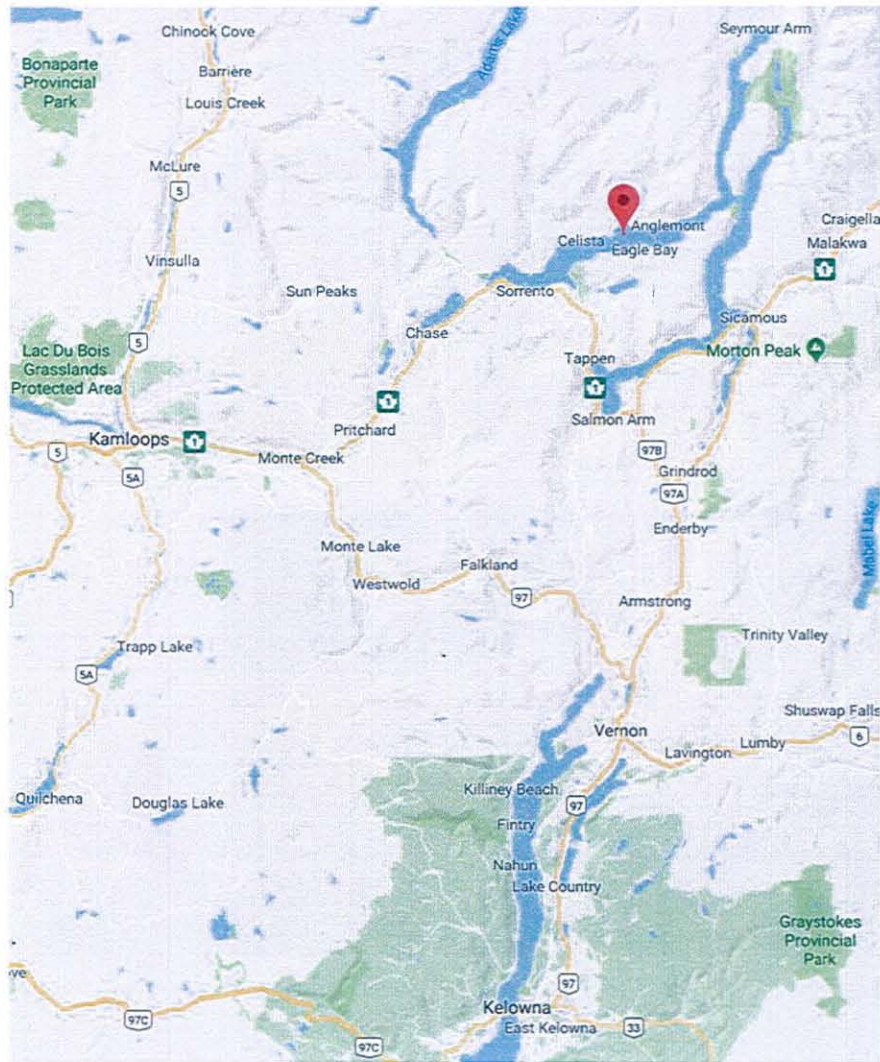


# IH Quick Facts

- 215,000 km<sup>2</sup>
- Pop 750,000+
- 60 Municipalities
- 54 FN Communities
- 15 Métis Communities
- 10 Regional Districts
- 16 School Districts
- Smallest community pop 195
- Largest community pop 125,000







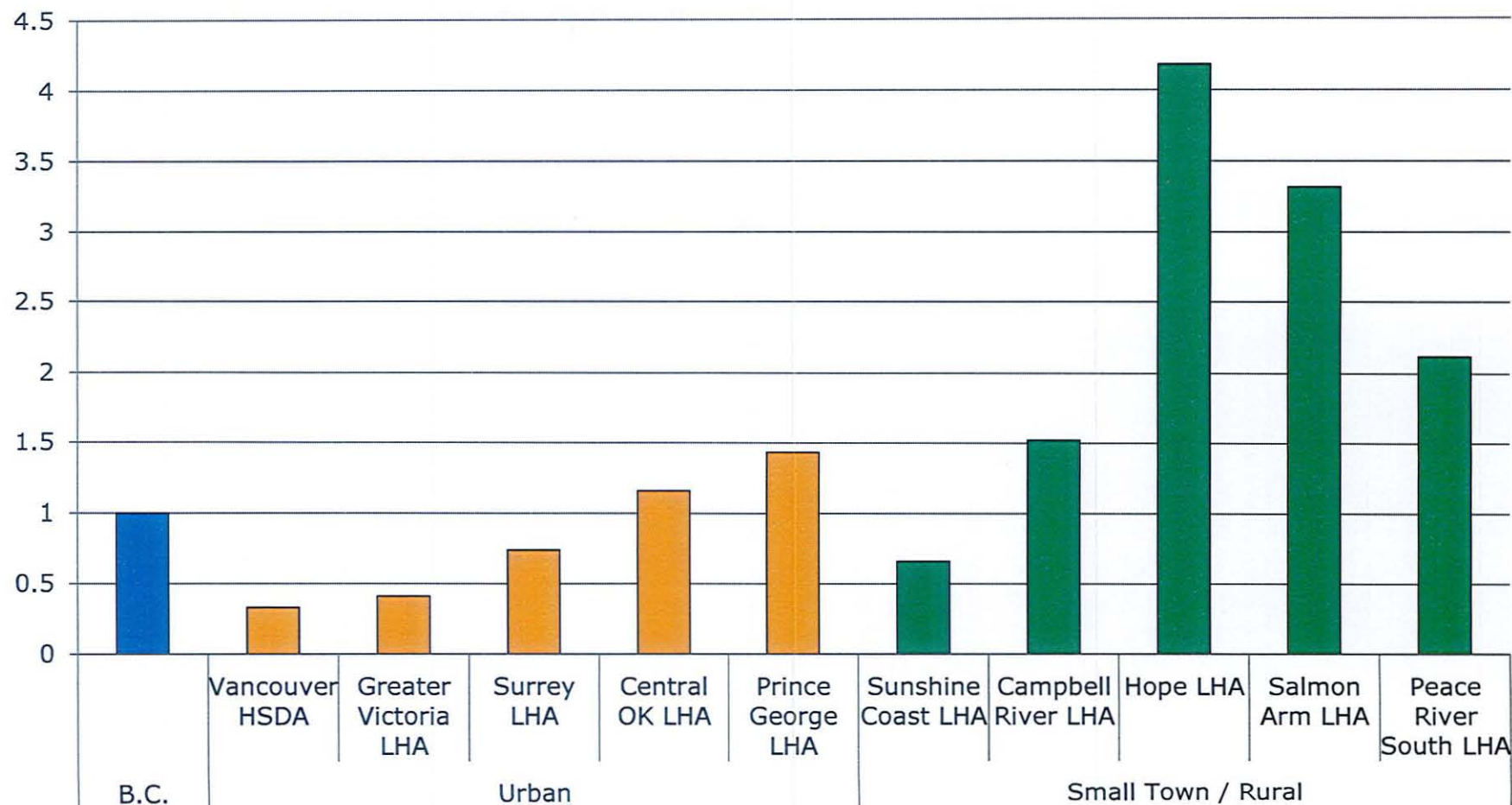
Hwy 1, Salmon Arm  
Image credit Government of BC

**Shuswap Context... fairly typical**  
**Not Compact, Not Complete, Not Well-Connected**



# Potential Years of Life Lost Index (PYLLI) related to motor vehicle crashes

(Annual report, BC Vital Statistics, 2007-2011)



Retrieved from BC Community Health Profiles, PHSA, 2017 [www.phsa.ca/communityhealth](http://www.phsa.ca/communityhealth)



# Standardized Mortality Ratio by Cause of Death, 2011-2015

Figure 7: Interior Health Standardized Mortality Ratio by Cause of Death, 2011-2015

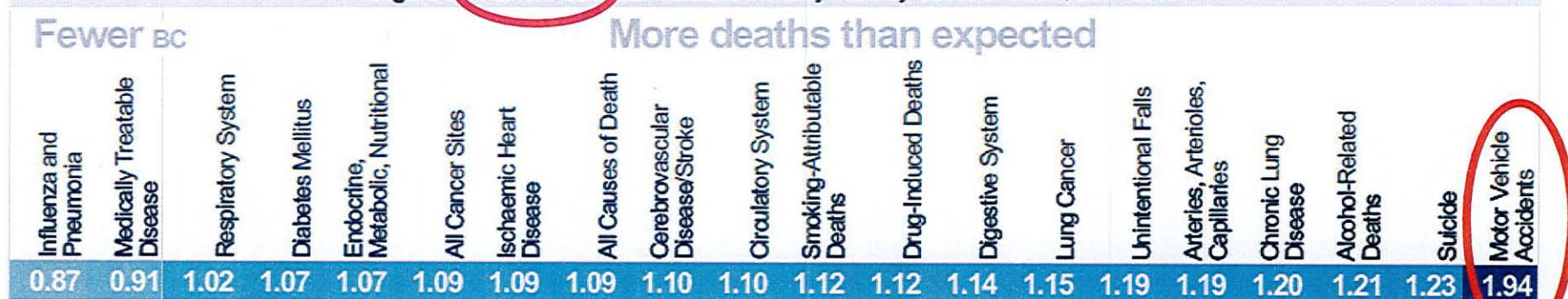


Figure 7: Standardized Mortality Ratio (SMR) compares the number of deaths that occurred in a geographic region to the expected number of deaths in that region, based on provincial age specific mortality rates.

Source: Table F - Mortality Statistics by Health Authority, British Columbia 2011-2015, Annual Report 2015, BC Vital Statistics Agency

Figure 7: Standardized Mortality Ratio by Cause of Death in Salmon Arm Local Health Area 2011-2015

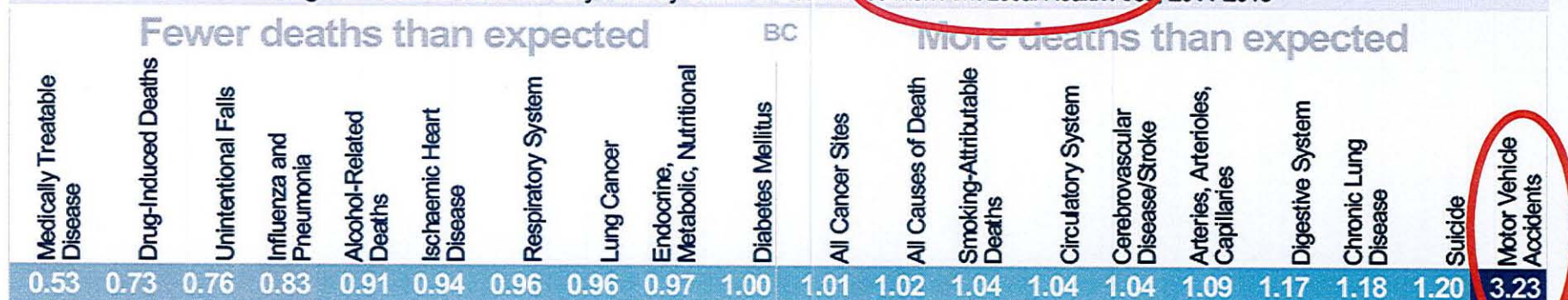


Figure 7: Standardized Mortality Ratio (SMR) compares the number of deaths that occurred in a geographic region to the expected number of deaths in that region, based on provincial age specific mortality rates.

Source: Table B - Mortality Statistics by Local Health Area, British Columbia 2011-2015, Annual Report 2015, BC Vital Statistics Agency



# Consider Equity at Level of Community

## Equality



## Equity



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May be reproduced with attribution.





**World Health  
Organization**

## **Healthy Community Approach**

Considers the **social, economic, environmental** and **physical factors** that influence the health & well-being of individuals and build on a community's existing capacity.

### **Five strategies:**

- Political commitment
- Healthy public policy
- Multi-sectoral collaboration
- Community/citizen engagement, and
- Asset-based community development



# Moved from “why” to “why not”

## **Political Commitment**

- Unanimous Secwepemc/Regional/Municipal government voice... urging the Ministry of Transportation and Infrastructure to incorporate Active Transportation corridors into all current and future highway upgrade projects.
- Financially support Shuswap Regional Trails Roundtable

## **Multi-sectoral Collaboration & Community/Citizen Engagement**

- Secwepemc/Regional/Municipal agreements
- Shuswap Regional Trails Roundtable





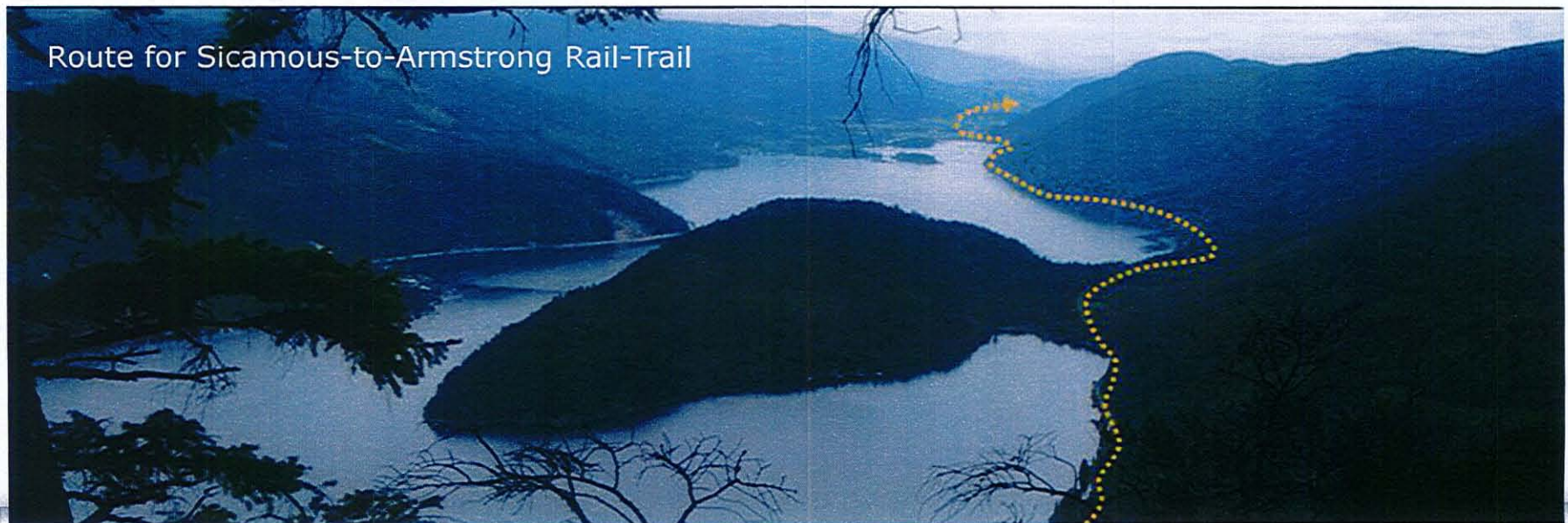
# And from “why not” to “how”

## **Healthy Public Policy**

- Enderby & Splatins Active Transportation Plan
- Chase Active Transportation Plan
- Salmon Arm Greenways Strategy
- Sicamous Community Wellness Strategy

## **Asset-based Community Development**

- Rail-Trail acquisition
- Salmon River Road Parallel Path Design & Construction

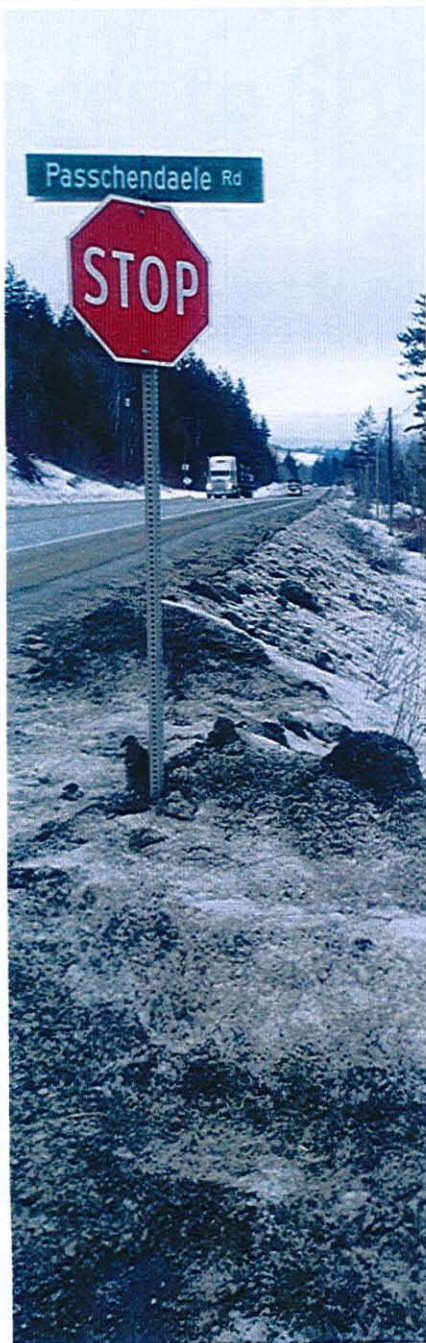




# In the Shuswap: 15 AT projects, 17 plans, 4 First Nation priorities, 5 major initiatives, and Tourism...







# Challenges to SAFE Active Transportation

## Physical Environment:

- Narrow
- Some hill grades too steep
- Road Right-of-Ways vary
- Fast moving vehicles including commercial vehicles
- Not complete, not compact so forced to connect
- Tension between traffic moving through and within town, and need to keep traffic in town for economic survival
- Perception of safety is low

## Resource Allocation:

- Considered low priority so few resources
- Parallel walking/cycling paths perceived as expensive rural retrofit
- On going maintenance



# Challenges to SAFE Active Transportation

## Transportation Network Planning:

- Planning of major road improvement typically occurs community by community
- Reconciliation issue

## Design:

- Meeting Road Design Standards
  - Road design standards favour wide lanes for traffic flow
  - Road Right-of-Way widths vary
  - Insurance liability concerns



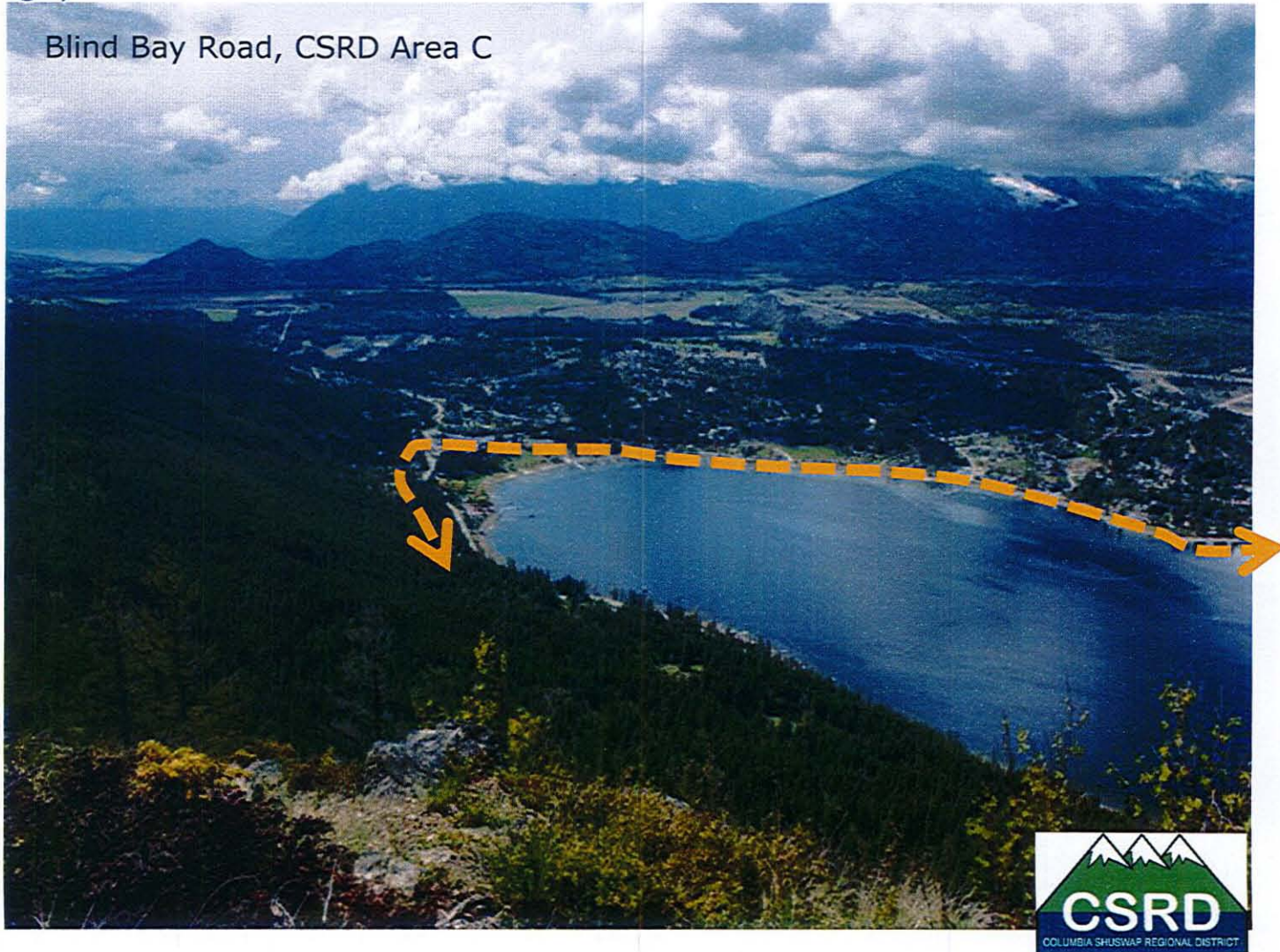
Bruhn Bridge, Hwy 1, Sicamous



# Case Study #1: Blind Bay Parallel Pathway...

(15 years ago)

Blind Bay Road, CSRD Area C



...could only widen pavement – Result: faster cars



## Case Study 2: Salmon River Parallel Trail (Today 2019)



Silver Creek, CSRD Area D





...negotiated design variances... BikeBC funds...

Salmon River Road, CSRD Area D



**BikeBC**

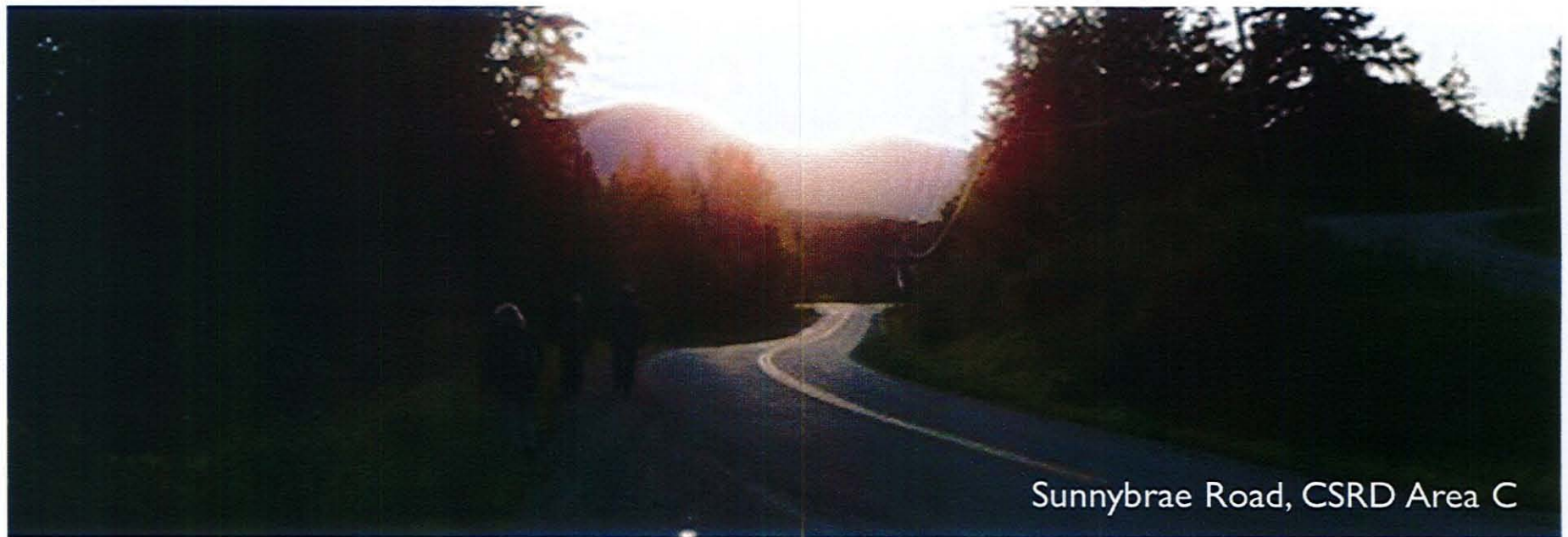


...for separated rural parallel pathway in Shuswap



## **So back to the Question for Action:**

How might we better support comprehensive solutions for SAFE Active Transportation development in small and rural communities?



Sunnybrae Road, CSRD Area C



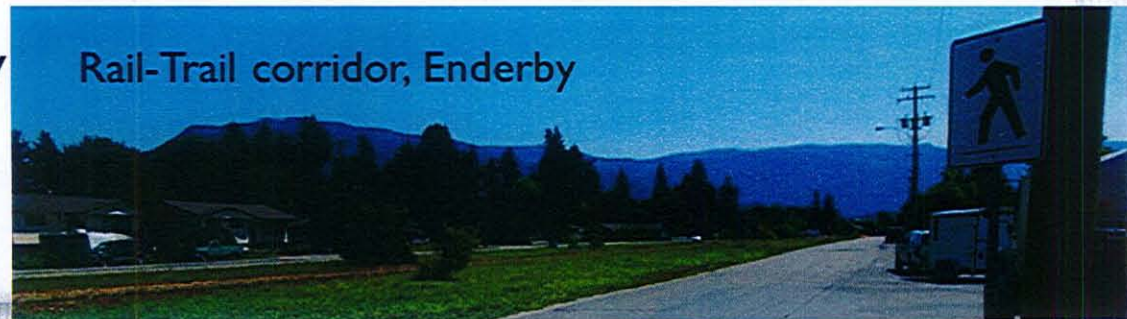
# What's Needed in Small/Rural Communities?

## **Healthy Public Policy**

- Provincial and Regional Active Transportation Strategies
- Make SAFE Active Transportation primary planning and infrastructure goals in all communities
- Integrate rural transit within Active Transportation Plans

## **Inter-Agency & Sectoral Partnerships and Collaboration**

- Increase Indigenous Cultural Competency
- Understand communities' needs and approach with suggestions when planning new or improved roadways
- Best solutions come when experts work collaboratively with those who know the local context ... strive for more than consult & involve
- Include your Health Authority





# What's Needed in Small/Rural Communities?



## **Capacity Building**

- Increase perception of resources/capacity
- Professional Development of Elected Officials and Staff of AT Planning, Design & Implementation
- Provide support proportional to need (Equity)

## **Resources**

- Research, Action Guides and Toolkits based on small and rural communities
- Funding opportunities for facility improvements proportional to need

## **Engineering Standards**

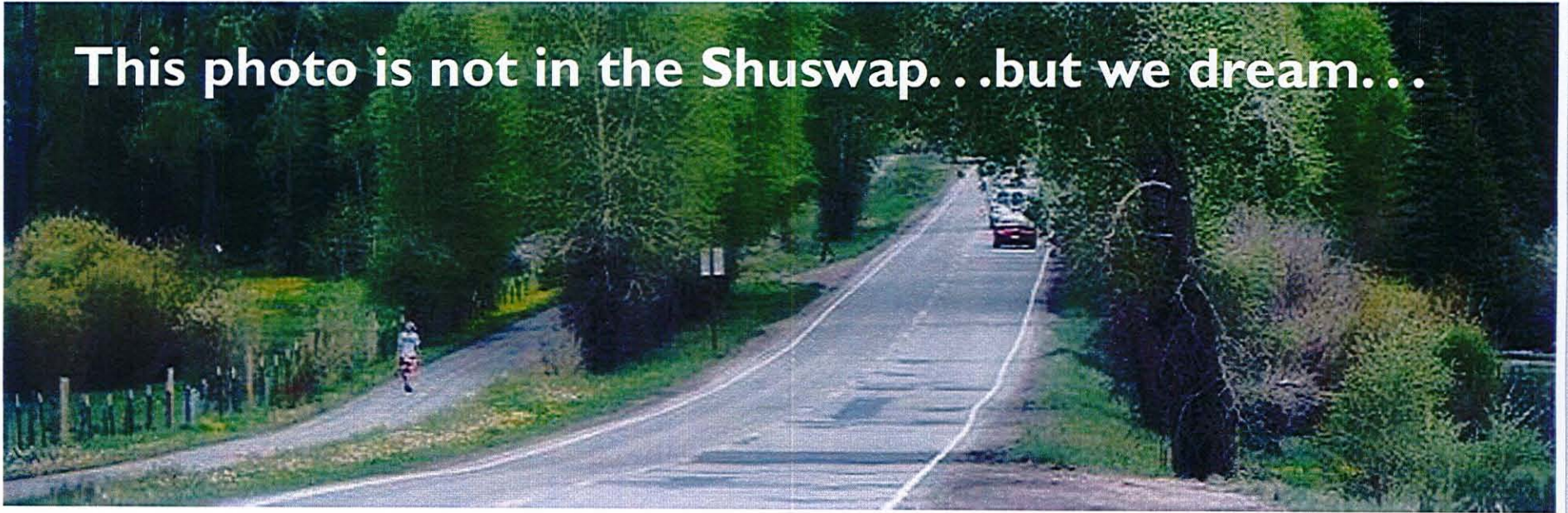
- Policy, design standards & perceived liability risk
- Be innovative with Right-of-Ways, road widths, etc

## **Necessity for inter-community transportation**



**Our vision & objective** together with our partners:

**This photo is not in the Shuswap...but we dream...**



**Improved walking & cycling paths along our key rural roads and within our communities**



**“I always say... I am willing to work with you,  
if you are willing to work with me”**

**Louis Thomas,  
Secwepemc Knowledge Keeper, Neskonlith Councillor & Our Partner**

**Are you ready to work collaboratively?**

**Kukwstsétsemc  
(Thank you in Secwepemc)**

**Phil McIntyre-Paul**  
Executive Director  
Shuswap Trail Alliance  
(250) 804 – 1964  
[phil@shuswaptrails.com](mailto:phil@shuswaptrails.com)

**Anita Ely**  
Specialist Environmental Health Officer  
Healthy Communities, Interior Health  
(250) 833 – 4114  
[anita.ely@interiorhealth.ca](mailto:anita.ely@interiorhealth.ca)





**Shuswap Naturalist Club**  
1740 16<sup>th</sup> St. NE, Salmon Arm, B.C. V1E 3Z7



**Salmon Arm Bay Nature Enhancement Society**  
PO Box 27, Salmon Arm, BC V1E 4N2

February 8, 2019

Mayor and Members of Council  
City of Salmon Arm  
Salmon Arm, B.C.

**REQUEST FOR RESTRICTION OF RECREATIONAL DRONES ON THE SALMON ARM FORESHORE**

We are requesting that the City erect signs prohibiting the use of recreational drones at the entrance to Peter Jannink Park, at the Wharf area and at the start of the bird sanctuary path.

In the last year there have been concerns voiced concerning the use of recreational drones along the Salmon Arm foreshore. Incidents have been reported to us at both Peter Jannink Park and the wharf where wildlife, including Western Grebes and Ospreys, were being disturbed. In one case a drone was hovering over the Osprey nest at the wharf, greatly distressing the Osprey in the nest.

We raised this matter at the City's Environmental Advisory Committee. After researching the topic, the Committee passed the following resolution at its December 6, 2018 meeting: "That the Environmental Advisory Committee supports SABNES and Shuswap Naturalist Club's request to Council regarding the installation of signs restricting drone use in specified areas."

We understand that new federal regulations are being implemented that will lead to greater training for drone operators. This may reduce the incidence of problems; however, we believe it is essential to designate certain areas around the bay as prohibited to recreational drones.

It is illegal to operate recreational drones in all National Parks in Canada, and Nature Trust advises us that in Nature Trust conservation areas the use of recreational drones is prohibited. Flying drones over nests can drive adult birds away, leading to abandonment of vulnerable eggs and chicks.

The Salmon Arm Bay has been deemed "one of the best birding area in the interior of B.C." The bay is the last remaining nesting site in B.C. for Western Grebes and is the largest nesting site in the province for Ring-billed Gulls. The mudflats on the marsh is the prime stopover for shorebirds that have nested in the Arctic and are on their journey to South America. Songbirds that nest in the marsh include swallows, Red-winged Blackbirds, Marsh Wrens, Red-eyed Vireos and Willow Flycatchers. We believe it is essential to do whatever we can to protect these species.

Because the use of drones poses a threat to the success of our productive marsh, we are requesting that the City erect signs prohibiting their use at the entrance to Peter Jannink Park, at the Wharf area and at the start of the bird sanctuary path.

Thank you,  
Ed McDonald, President  
Shuswap Naturalist Club

Janet Aitken, President   Sarah Weaver, Director  
Salmon Arm Bay Nature Enhancement Society





**From:** Abbigail May  
**Date:** February 19, 2019 at 9:32:42 PM PST  
**To:** Erin Jackson  
**Cc:** Barb Puddifant  
**Subject:** Sage orienteering club events in Salmon Arm

Dear Erin,

The Sage Orienteering Club is hoping to hold some spring events on Salmon Arm property in the following locations:

May 27, 2019 – Canoe Creek (near Canoe Creek golf course and not within City boundaries)  
June 10, 2019 – Cemetery Park (new cemetery off 20 Ave NE near Auto Road)  
June 17, 2019 – Black Forest (on the north side of Black road between Hudson and Tatlow roads – access not in city limits, but the map area largely is)  
June 24, 2019 – Park Hill

Our club has liability insurance with the City of Salmon Arm named as an additional insured as per other years. I will ask for a copy for 2019 and will forward to you as soon as I receive it. Please let me know if any concerns from the city.

Thank you,  
Abbigail May  
Sage Orienteering Club





We are pleased to invite you, Mayor, Council, and the Community of Salmon Arm to the 3<sup>rd</sup> Annual Free Volunteer Dinner to be held on Thursday, April 11, 2019, at the SASCU Recreation Centre. We request that Mayor and Council serve the dinner as in the past from 5-6:30pm.

This year's event will focus on volunteers and their groups promoting themselves and their missions. The event will be advertised throughout our local media. We thank the Shuswap Family Centre for their coordination and funding support.





# The Shuswap TRAIL ALLIANCE

February 07, 2019

Dear Sponsors and Volunteers,

On behalf of the Shuswap Trail Alliance board, partner organizations, and communities of the Shuswap, thank you for joining with us to support our annual Shuswap Trails Party and Auction on February 1st.

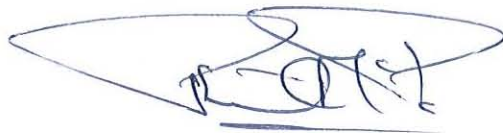
Once again, we were truly overwhelmed and inspired by the determined support of leaders and businesses like you to ensure our collaborative efforts continue to grow greenway trails and active transportation pathways for walking, cycling, skiing, snowshoeing, EQ riding, and yes – paddling -throughout the region.

This year to date, with 475 people turning out to the February 1<sup>st</sup> sell-out event, we broke our previous record raising over \$45,000 dollars for greenway trail projects in the Shuswap. And we are very pleased to let you know that we are once again working to leverage those funds through matching grants. Every penny goes toward creating, maintaining, signing and promoting trails in the Shuswap with our regional partners. And there are some very exciting projects in the works!

Plus we remain committed to supporting the regional trails roundtable as it brings Secwepemc, provincial, regional, municipal, industry, economic, environmental, health, education, and both motorized and non-motorized trail stewardship organizations together to better manage how we access and move throughout our communities and the land.

Again, thank you for your sponsorship, volunteer time, and support. We look forward to seeing you out on Shuswap Trails this season!

Sincerely,



Rob Marshall (Chairperson) and  
Phil McIntyre-Paul (Executive Director)  
for the Shuswap Trail Alliance  
[www.shuswaptrails.com](http://www.shuswaptrails.com)

10





Along the Adams River in Tsútsweçw Provincial Park  
(Photo: Shuswap Trail Alliance)

# Thank You

## From the Shuswap Trail

*This certificate is awarded with gratitude to:*

### Salmon Arm City Council

in recognition of your

#### Silver Sponsorship

**Shuswap Trails Party and Fundraiser**

Friday, February 1<sup>st</sup>, 2019

  
Rob Marshall, STA Chairperson



The Shuswap  
**TRAIL ALLIANCE**

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



**From:** southern interior local government [mailto:[yoursilga@gmail.com](mailto:yoursilga@gmail.com)]  
**Sent:** Tuesday, February 12, 2019 1:36 PM  
**Subject:** 2019 SILGA Community Excellence Awards - deadline extension to March 1st.

Good afternoon,

Please add this to your next board/council meeting. Thanks.

We have extended the deadline for submissions for the SILGA Community Excellence Awards to March 1st. The nomination guidelines are attached. All nominations can be forwarded to the SILGA office via email at [yoursilga@gmail.com](mailto:yoursilga@gmail.com).

This is an excellent opportunity to showcase the fantastic project, event or activity in your community. There are three categories; Environmental Sustainability, Social Responsibility and Economic Development.

These awards are an avenue for us to share best practices, to get others from local governments thinking outside the box, and to promote knowledge sharing among our members. It is our firm belief that our SILGA local governments continue to implement remarkable, unique projects that make their communities a better place to live, time and time again. We want to make sure we share our successes as much as possible, so other might benefit.

We look forward to hearing from you!

Thanks, Alison

--

Alison Slater  
SILGA Executive Director  
PO Box 27017 Cityview PO  
Kamloops, BC V2E 0B2  
250-851-6653  
[www.silga.ca](http://www.silga.ca)





# *SILGA*

## *Community*

### *Excellence Awards*

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Are you proud of your community or regional area's accomplishments? Would you like it to be recognized at our convention and more broadly through social media and the news?

To promote the environmental, social, and economic wellbeing of our member communities and to share ideas and best practices throughout the SILGA area, we have created awards to showcase a community in each of these categories.

To nominate your local government, simply provide a brief letter describing a fantastic project, event, or activity that you are proud of. A winner will be chosen in each category and presented an award during our AGM. We are intentionally making this process as easy and seamless as possible. If your community or area has excelled in any of the following categories, let us know:

- **Environmental Sustainability**
- **Social Responsibility**
- **Economic Development**

#### **The Rules:**

Nominations must come in the form of a letter to the SILGA Executive Director (no requirements as to length, and letters should be emailed).

1. Nomination Letters must be received by February 1st, 2019.
2. Letters must clearly state which award the nomination is for.
3. Nominations should be one page in length and should succinctly describe the project and itemize the beneficial outcomes. SILGA wants to share best practices in our region with the hope that every local government can learn from the winning submissions. In that regard, please provide contact information for the key individual(s) who worked on the projects/events.
4. These awards are for local governments, not individuals. Recipients must be SILGA members in good standing.
5. Nomination letters can come from anyone representing a local government, and there is no limit on the amount of nominations per community. An official resolution is not required.
6. Submissions from previous years may be reused.



**What you get if your local government wins:**

1. Your local government will be publicly recognized at the upcoming AGM.
2. A representative from your local government will have an opportunity to speak (5 minutes) to all assembled delegates about the project or event.
3. Your local government will receive a beautiful plaque to permanently display at your government office.
4. Award recipients will have their achievements highlighted more broadly through our social media channels, newsletter and via press release to the entire SILGA media network.

These awards are an opportunity for us to share best practices, to get others from local governments thinking outside the box, and to promote knowledge sharing amongst our members. It is our firm belief that our SILGA local governments continue to implement remarkable, unique projects that make their communities a better place to live time and time again. We want to make sure we share our successes as much as possible, so others might benefit.



**From:** Sandra Niven [<mailto:sniven@cysticfibrosis.ca>]  
**Sent:** February 11, 2019 2:41 PM  
**To:** Carl Bannister  
**Subject:** May is Cystic Fibrosis Awareness Month

Hello,

I would like to make a request for your building to be lit in light blue and green during May for Cystic Fibrosis Awareness Month. I have included some information about cystic fibrosis and our request but please feel free to contact me should you require further information.

On Sunday, May 26, 2019, thousands of participants across Canada will unite at local community '[Walk to Make CF History](#)' events during CF awareness month to celebrate their fundraising efforts, while imagining a world without CF.



Cystic Fibrosis Canada <http://www.cysticfibrosis.ca/about-cf>

Cystic Fibrosis (CF) Awareness Month is each May of every year, and is an internationally recognized month to raise awareness and funds to help find a cure or control for CF, the most common fatal genetic disease affecting Canadian children and young adults. At present, there is no cure.

CF causes various effects on the body, but mainly affects the digestive system and lungs. The degree of CF severity differs from person to person, however, the persistence and ongoing infection in the lungs, with destruction of lungs and loss of lung function, will eventually lead to death in the majority of people with CF.

Typical complications caused by cystic fibrosis are:

- Difficulty digesting fats and proteins
- Malnutrition and vitamin deficiencies because of inability to absorb nutrients
- Progressive lung damage from chronic infections and aberrant inflammation
- CF related diabetes
- Sinus infections

It is estimated that one in every 3,600 children born in Canada has CF. More than 4,200 Canadian children, adolescents, and adults with cystic fibrosis attend specialized CF clinics.

#### CAUSES OF CYSTIC FIBROSIS

Cystic fibrosis is a genetic disease that occurs when a child inherits two abnormal genes, one from each parent. Approximately, one in 25 Canadians carry an abnormal version of the gene responsible for cystic fibrosis. Carriers do not have cystic fibrosis, nor do they exhibit any of the symptoms of the disease. When two parents who are carriers have a child, there is a 25 percent chance that the child will be born with cystic fibrosis; there is also a 50 percent chance that the child will be a carrier; and a 25 percent chance that the child will neither be a carrier nor have cystic fibrosis.

#### SYMPTOMS OF CYSTIC FIBROSIS

- Cystic fibrosis is a multi-system disorder that produces a variety of symptoms including:



- Persistent cough with productive thick mucous
- Wheezing and shortness of breath
- Frequent chest infections, which may include pneumonia
- Bowel disturbances, such as intestinal obstruction or frequent, oily stools
- Weight loss or failure to gain weight despite possible increased appetite
- Salty tasting sweat
- Infertility (men) and decreased fertility (women)

## DIAGNOSING CYSTIC FIBROSIS

Genetic testing, prenatal and newborn screening for CF are administered in every baby in Canada. Additionally, if a doctor suspects a patient has CF, a 'sweat test' may be administered. This test measures the amount of salt content present in the sweat. If the test comes back positive, it means the sweat collected contains more salt than usual and supports a diagnosis of CF.

Cystic Fibrosis Awareness Month will be promoted throughout Canada, through our social media channels both nationally and in B.C., and our newsletter which is sent to all subscribers. Members of our community will be visiting during the times of the lights and taking photos to share on our various social media channels. We will make specific mention, including a photo of the lights and a geotag, on our regional social media channels.



Kind regards,

Sandra

**Sandra Niven**  
**Associate, Fund Development**  
**Cystic Fibrosis Canada, British Columbia and Yukon Region**  
 301-3185 Willingdon Green | Burnaby, BC V5G 4P3  
 Tel: 604-436-1158 ext 105 | Mobile: 778-861-1972  
[sniven@cysticfibrosis.ca](mailto:sniven@cysticfibrosis.ca)  
[www.cysticfibrosis.ca](http://www.cysticfibrosis.ca)





**From:** Phillips, Sarah

**Sent:** Friday, February 8, 2019 2:27 PM

**To:** 'rniewenhuizen@salmonarm.ca' <[rniewenhuizen@salmonarm.ca](mailto:rniewenhuizen@salmonarm.ca)>

**Cc:** Doreen Stanton ([Doreen.stanton@firstgroup.com](mailto:Doreen.stanton@firstgroup.com)) <[Doreen.stanton@firstgroup.com](mailto:Doreen.stanton@firstgroup.com)>; Falconer, Chelsea <[Chelsea\\_Falconer@BCTransit.Com](mailto:Chelsea_Falconer@BCTransit.Com)>

**Subject:** Please Respond by Feb 13 | TDAD 2019 | Shuswap Transit

Hello Robert,

Transit Driver Appreciation Day (TDAD) is approaching on March 18, 2019. TDAD is a national celebration of bus and rail drivers across the country, appreciating them for their hard work. Once again, BC Transit will be promoting this special day.

There are many ways to get involved (see attached).

New for this year, BC Transit will be offering all communities a chance to get involved by offering Thank You Cards (see inset on the attached). Once the cards are delivered to you (if you wish to participate), you may gather a team of volunteers to help you distribute them to riders at bus exchanges/stops within your community. When you hand a rider a Thank You card, encourage them to give the card to their driver once they board their bus. You may also remind them to thank their driver when exiting their bus, offer compliments via our website, or simply offer their driver a smile and a wave.

Should you wish to, you may order the thank you cards by replying to [Chelsea\\_Falconer@bctransit.com](mailto:Chelsea_Falconer@bctransit.com) with the quantity you desire by noon, Wednesday, February 13, 2019.

Thank you,

Sarah

**Sarah Phillips**

*Marketing Manager*

**BC Transit**

520 Gorge Road East, PO Box 9861 Victoria, BC V8W 9T5

250-995-5771 | [sarah\\_phillips@bctransit.com](mailto:sarah_phillips@bctransit.com) | [bctransit.com](http://bctransit.com)

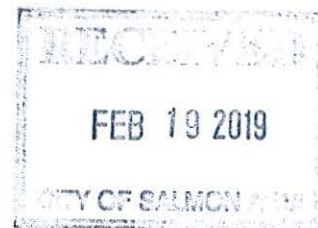




Forest Enhancement  
Society of British Columbia

February 6, 2019

Mayor Alan Harrison  
Salmon Arm (City)  
500 - 2 Avenue NE  
Salmon Arm, BC V1E 4N2



**Re: Forest Enhancement Society of B.C. Jan 2019 Accomplishments Report**

Dear Mayor Alan Harrison and Council,

British Columbians are concerned about climate change along with other environmental, safety, and economic concerns. They want to know specifically what their governments are doing to protect communities from wildfire risk, improve wildlife habitat, fight climate change, expand the bio-economy, and enhance B.C.'s forests. The enclosed Forest Enhancement Society of B.C. (FESBC) Accomplishments Report shows the huge amount of work underway in a vast number of communities across rural British Columbia. Citizens and governments alike will be pleased to see real-life local projects that are happening close to where they live.

FESBC achieves this work by granting funds provided by the Province of British Columbia and the Government of Canada to third parties who implement projects and treatments on the land base. It is likely there have been projects in and around your community being delivered by people who live in your local area. When the opportunity arises, please thank these people and our governments for assisting B.C. and Canada in achieving our shared vision of enhanced forest resilience for the lasting benefit of British Columbia's environment, wildlife, forest health, and communities. If you are one of the local governments who are directly involved in delivering projects in your area, please accept our gratitude.

There is a wide diversity in project proponents, from community forests to municipalities to government agencies, and others. The largest group funded is the 30% of the projects that have First Nations participation (49 projects valued at \$44 million). In many cases, it is a First Nation who is the lead agency that envisions, plans, and delivers these projects. When the opportunity arises, please help us to express our gratitude to these First Nations along with the other delivery organizations actively at work in your area.

If you and your Councillors are interested in further information, please visit our website, [www.fesbc.ca](http://www.fesbc.ca), send me an email, or give me a call.

Steven F Kozuki, RPF  
Executive Director, FESBC  
Office Phone: 1.778.765.0938  
Email: [skozuki@fesbc.ca](mailto:skozuki@fesbc.ca)

(106) MC - 9



# Accomplishments Report



January **2019**



Forest Enhancement  
Society of British Columbia





“axa ack`ulstəm kłnxastəns i timixw ut i k`əl nxwəlxəltəntəl i kwu syilx”

“This project is real recognition and reconciliation because it is going to restore the health of the land. Our food systems, our social institutions like our hunting camps and berry pickers, this restores that as part of the landscape. I’m really happy that we can all be here together to revitalize our sense of community from our Indigenous perspective.”

*Chief Chad Eneas, Penticton Indian Band*

*Learn more about the Ellis Creek project on page 29.*

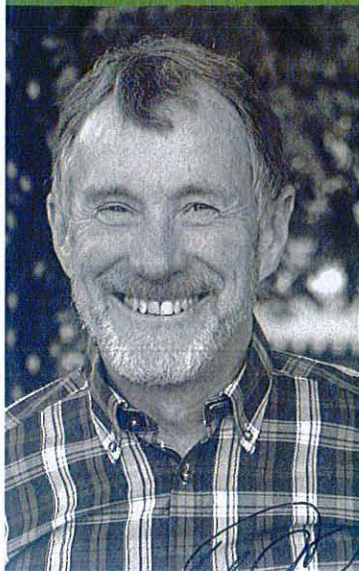


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# Message from the Chair



"Over the past 3 years, the Forest Enhancement Society has become a valued asset of the B.C. government, delivering services that are important to British Columbians."

*Wayne Clogg, FESBC Board Chair*

A handwritten signature in blue ink, appearing to read 'Wayne Clogg', written over a white background.

We are pleased to provide this Accomplishments Report to share the work accomplished through the Forest Enhancement Society of B.C. (FESBC).

The work we do is made possible through the collaborative work of our Society, with proponents who gain access to funding and do the hard work, and through the Ministry of Forests, Lands, Natural Resource Operations and Rural Development, who set the priorities for which we align our purposes for the health of our forests.

Together, we are all working to contribute to the achievement of B.C. government priorities including:

- Increasing participation of First Nations in the forest economy
- Assisting with wildfire recovery efforts and risk reduction
- Contributing to the achievement of climate change targets
- Improving habitat for wildlife
- Improving the recovery of fibre
- Adding to the environmental sustainability of B.C.'s natural resources

Given our modest beginnings in 2016, I am very proud of FESBC's achievements to 2018. Throughout this Report, you'll learn about the many projects province-wide contributing to the advancement of environmental and resource stewardship of B.C.'s forests.

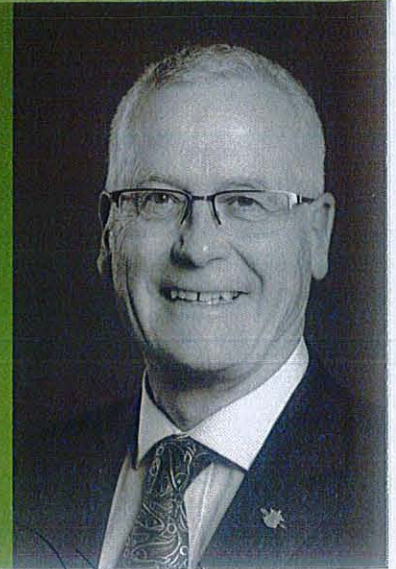
I want to personally express my sincere thanks to our Board Directors and the staff at FESBC. Together, they have advanced the Society a long way forward and this would not have been possible without their hard work and commitment.



# Message from the Minister

"The Forest Enhancement Society of B.C. has collaborated with its partners and the government to fund numerous projects that benefit communities, the forestry sector and First Nations. Together, we're helping to build a strong and sustainable economy that supports jobs throughout British Columbia."

*The Honourable Doug Donaldson, Minister of Forests,  
Lands, Natural Resource Operations and Rural Development*



A handwritten signature in blue ink, appearing to read 'Doug Donaldson', with a long horizontal flourish extending to the right.

A strong and viable forest industry is a key component of the province's economy. The B.C. government provides ongoing support through investments in forest enhancement, forest health and reforestation. Our steadfast commitment also includes assistance to develop high-quality wood products and technologies, and expand international markets.

The Forest Enhancement Society of British Columbia plays a crucial role in our efforts to maintain a sustainable and resilient forest sector, especially in light of the extremely active wildfire seasons that we experienced in 2017 and 2018.

The B.C. government has invested \$235 million in the society since 2016. In 2018 alone, the society awarded \$134 million for 71 projects to support wildfire risk reduction, reforestation, forest rehabilitation and wildlife habitat restoration, and to raise public awareness of the FireSmart program.

The economic benefits generated by the society's programs greatly exceed the cost of running them. The work that's been funded so far has created over \$230 million in economic activity and over 1,400 full-time-equivalent jobs in British Columbia. To date, about 30% of the projects supported by the society have been led by First Nations proponents or have had significant First Nations participation, with 49 projects valued at \$44 million.

The work done by the Forest Enhancement Society of British Columbia has helped restore damaged forests and ecosystems, and is supporting forestry workers, communities and First Nations throughout the province.



# About FESBC

## HISTORY OF FESBC

On February 26, 2016, the B.C. Government announced the formation of FESBC with initial funding of \$85 million and a five-member Board of Directors to oversee the establishment of the Society and the delivery of its purposes. The B.C. Government announced additional funding of \$150 million for the Society in early 2017 focussed on advancing environmental stewardship through achieving carbon benefits and contributing to meeting climate change targets.

## FESBC VALUES

The core values FESBC speak to who we are, as opposed to what we do. They are enduring, never changing over time and are independent of historic, current or future events.

**Safety.** We believe in safe, responsible and productive work environments.

**Stewardship.** We believe in a strategic approach to stewardship that balances environmental, economic, social, cultural and First Nations values while helping to ensure responsible and sustainable use of B.C.'s forests for the lasting benefit of British Columbians.

**Working Collaboratively.** We believe that working collaboratively with our partners in a transparent manner will substantially extend our ability to enhance B.C.'s forests.

**Open and Proactive Communication.** We believe open, proactive communication is critical to our success.

**Science-Informed Decision Making.** We believe that the management of B.C.'s forests relies on sound science and the guidance of professionals, while at the same time we also respect the value of traditional knowledge.

**Accountability.** We believe in managing with integrity and fiscal prudence in a manner that ensures accountability to the public, our funders and our partners.

**Excellence.** We believe that a culture of organizational excellence, continuous improvement and professionalism is essential in maintaining the trust of the public and our partners.

## GOOD GOVERNANCE

The FESBC Board of Directors play a key role and are responsible for ensuring FESBC is successful and achieves its mandate. Under the BC Societies Act, FESBC Directors must "manage, or supervise the management of, the activities and internal



affairs of the Society." In carrying out their responsibilities, Directors must adhere to two legal duties.

- 1) Fiduciary Duty: the duty of directors to act in the best interests of the Society.
- 2) Duty of Care: requires Directors to exercise the care, diligence and skill that a reasonably prudent person would exercise in making decisions. Sound governance ensures that Directors can meet the standards required under the duty of care.

#### **FESBC BOARD**

The Board is led by Wayne Clogg, Chair of the Board and fellow Directors: Brian Banfill (Financial Chair), Jim Snetsinger (Vice-Chair and Secretary), Dave Peterson (ADM), and Keith Atkinson (Member-at-Large), pictured below.

#### **FESBC STAFF**

The staff team is led by Steve Kozuki, Executive Director, and fellow team members: Gord Pratt (Operations Manager), Dave Conly (Operations Manager), Ray Raatz (Operations Manager), Kathy Dupuis (Office Manager), and Aleece Laird (Communications Liaison).





# About the Report

This Accomplishments Report describes the Forest Enhancement Society of B.C.'s (FESBC) initiatives and expenditures and reports on its approved projects and activities.

In its second full year, the Society continued to develop and build on its accomplishments, governance, administrative systems and communications to help deliver its mandate in both an efficient and effective manner.

## **FIFTH INTAKE OF PROJECT APPLICATIONS GENERATES INCREDIBLE RESPONSE**

A new and comprehensive Application Guide was developed in 2018 to assist potential project proponents in developing their funding applications. The Society conducted a fifth intake in late 2018 with \$63 million of potential funding available for deployment. A total of 130 applications were received requesting a combined \$119 million for projects throughout the province. Of the 130 applications, 45 were received from First Nations organizations who requested a combined \$38 million.

In 2017, FESBC received and reviewed 219 proposals submitted during two separate intake opportunities that year. Projects were evaluated against the Society's selection criteria for wildfire risk reduction, wildlife habitat restoration, forest rehabilitation and creating carbon benefits. Of the proposals received in 2017, FESBC allocated over \$153 million to 112 projects across all regions of the province, with \$99 million allocated to projects in the Cariboo Region, a region severely impacted by wildfires.

## **ENHANCING COMMUNICATION AND ENGAGEMENT**

Staff oversaw the expansion of the FESBC website [www.fesbc.ca](http://www.fesbc.ca) and the development of an electronic application intake portal for project applications called Forest Enhancement Society Information System (FESIMS). FESIMS supports application submissions and provides a more robust and responsive project management and reporting tool allowing for deeper and more meaningful communication between FESBC, proponents and project partners.

The FESBC staff continue to improve processes for project proposal review, work with proponents to help deliver previously approved projects, and continue to expand communication regarding the purposes of the society and opportunities for eligible applicants. Frequent media coverage of FESBC-funded projects has resulted in a significant increase of awareness of FESBC by the forest community, stakeholders and the public.



# Strategic Direction + Alignment

## STRATEGIC DIRECTION

Mandate letters to FESBC from the Minister of FLNRORD provide specific direction:

*By working with FLNRORD, First Nations, communities, stakeholders and others ensure:*

- *within the scope of FESBC capacity, engage in wildfire recovery, wildfire risk reduction and mitigation activities which are effective and coordinated with other wildfire recovery efforts; and*
- *the success of the Provincial Forest Carbon Initiative by providing a focus on activities that are consistent with Federal and Provincial climate change goals and eligible for recovery of funds under the Low Carbon Economy Leadership Fund.*

FESBC is committed to the achievement of these key priorities.

## ALIGNMENT WITH PROVINCIAL GOVERNMENT PRIORITIES

FESBC's operations, which extend to all parts of the province, help support the Government in delivering on its three key commitments to British Columbians:

1. Making life more affordable
2. Delivering the services that people count on, and
3. Building a strong, sustainable economy that supports jobs in every region of the province.

As of publication (Jan 2019), FESBC has received 349 applications in five rounds of proposal intakes from all regions of the province, allocating a total of \$163 million with approximately another \$63 million to be allocated in 2019.

It is anticipated that the FESBC Board will continue to receive and evaluate a similar cross-section of projects with an emphasis on projects focused on wildfire risk mitigation and the reduction of greenhouse gases. The Board determines which proposals best achieve FESBC's purposes and Government priorities, while ensuring value for money.







# Accomplishments

## Collaboration with Leaders Province-Wide

FESBC is a trusted, knowledgeable partner and delivers by achieving partnership agreements with leaders like Habitat Conservation Trust Foundation, Union of BC Municipalities, First Nations Emergency Services Society and the BC Fire Smart Committee, FLNRORD Low Carbon Economy Leadership Fund and FPIInnovations. The Society has strategically entered into numerous project agreements with community forests, local governments, First Nations, woodlots, licensees, post-secondary institutions, FLNRORD and others.



"FESBC supports community forests to conduct wildfire risk reduction, stand rehabilitation and carbon management. Managing over 1.5 million hectares of B.C. public land, community forests have made long-term commitments to environmental and resource sustainability. FESBC is a key strategic partner in moving forward on these commitments."

*Jennifer Gunter, Executive Director, BC Community Forest Association*

## Benefits That Do Good

FESBC has provided significant benefits associated with program delivery.

### FIRST NATIONS INVOLVEMENT

FESBC endorses the recommendations of the Truth and Reconciliation Commission and its calls to action as well as the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP). Up to 2018, 30% of projects funded by FESBC are led by First Nations proponents or have significant First Nations participation including 49 projects valued at \$44 million. Both First Nations proponents and FESBC have a great interest in the enhancement of B.C.'s forests.

### A FUTURE FOR B.C. WILDLIFE

Many habitats province-wide have been improved for wildlife such as mountain cariboo, sheep, grizzly, bats, grouse, and numerous other species. Working collaboratively with HCTF has expanded FESBC's capacity in this area.



# Accomplishments

## MEETING CLIMATE CHANGE TARGETS

FESBC is assisting both the Provincial and Federal governments in meeting climate change targets through the Forest Carbon Initiative (FCI) to advance implementation of eligible projects under the Low Carbon Economy Leadership Fund (LCELF). Up to 2018, FESBC has allocated \$97 million to 25 projects where carbon sequestration or emission reduction was the primary purpose.

## WILDFIRE RECOVERY EFFORTS

Reforestation or enhanced fibre utilization of fire-salvaged timber contribute to wildfire recovery efforts and contribute to the Province's FCI. To date, FESBC has allocated approximately \$37.5 million to 93 projects where wildfire risk reduction/mitigation is the primary priority. Tree planting in areas that otherwise would not be reforested improves ecological and hydrological functioning, as well as timber supply for future generations.



"Our nursery members are world leaders in tree growing practices and stand ready to help grow the hundreds of millions of trees that will result from FESBC sponsored initiatives. This forest restoration work will provide economic benefits, help restore critical wildlife habitat and support climate change mitigation efforts."

*Elizabeth Engelbertink, President, Forest Nursery Association of B.C.*

## The Value of Careful Investment


As a Society guided by a conscientious Board of Directors and experienced forest professionals, FESBC has demonstrated value for money. While many historic project-level administration costs are commonly 10%, FESBC projects are consistently below the 10% threshold. Of a \$247 million of total expenditures over 5 years, FESBC administration cost are forecasted at 2.3%, plus 2.4% for PricewaterhouseCoopers and 1.8% for FLNRORD for an aggregate total of 6.5%.



## Economic Benefits for B.C.

Economic benefits of FESBC funding greatly exceed costs. Funding deployed up to 2018 creates over 1,400 full-time equivalent jobs in B.C.

### FESBC ECONOMIC CONTRIBUTION



PROGRAM	EXPENDITURES	TOTAL OUTPUT	TOTAL GDP	TOTAL HOUSEHOLD INCOME	TOTAL GOV'T REVENUE	TOTAL EMPLOYMENT
Wildfire Reduction	37.5	52.8	26.5	19.8	5.4	327
Improving Damaged Forests	24.4	34.3	17.2	12.8	3.6	213
Wildlife habitat Improvement	0.9	1.4	0.6	0.5	0.14	9
Fibre Recovery	3.2	4.5	2.3	1.7	0.47	28
Forest Carbon Mgmt.	97.1	136.8	68.6	51	14.1	846
TOTAL	163.1	229.8	115.2	85.8	23.71	1423

NOTE except for employment, the numbers stated above are in the millions, and does not include monies allocated to other granting organizations such as HCTF and UBCM.

## Excellence in Enhancement

FESBC has achieved high levels of operational excellence, accountability, and customer service.

"In 2018, wildfire risk reduction projects were supported by FESBC at four of B.C.'s ski areas on Crown land and at Barkerville, B.C.'s largest provincial heritage site. FESBC funding has enabled us to reduce the risk and supports us and site operators to ensure we can support the values of these important areas in B.C.'s social and community fabric persisting into the future."

*Jennifer Goad, Executive Director, Mountain Resorts and Heritage*



# Key Partnerships + Collaborative Efforts

## HCTF AND THE CRI PROGRAM

FESBC announced a renewed and expanded agreement with the Habitat Conservation Trust Foundation (HCTF) and committed to contributing up to \$2.5 million for projects to improve forested habitat for wildlife.

In addition to the co-funded projects below, in 2017 government ministries were included as eligible proponents. This includes collaboratively working with the newly developed Community Resiliency Investment (CRI) Program, a new provincial program intended to reduce the risk and impact of wildfire to communities in B.C. through community funding to support priority fuel management activities on provincial Crown land.

## 2017-18 FESBC AND HCTF CO-FUNDED PROJECTS

PROJECT NAME	REGION	TOTAL
Assessing Cougar Density in the Cariboo Region Through Non-Invasive Survey Techniques	Cariboo	\$ 48,601
Ecology of Small Mammals in Post-Fire and Salvage-Logged Landscapes	Cariboo	\$ 77,407
High Lake Grassland and Open Forest Restoration Pilot	Cariboo	\$ 2,930
Recreation and Land Use Impacts on South Chilcotin Mountains Wildlife	Cariboo	\$ 5,000
Restoring Ungulate Habitat Through Clumpy Spacing	Cariboo	\$ 76,446
Sheep Flats Ecosystem Restoration	Cariboo	\$ 36,500
Boundary Restoration and Enhancement Program	Kootenays	\$ 137,831
Bull River Bighorn Sheep: Herd Health and Movement Dynamics	Kootenays	\$ 12,000
Diversifying MPB Clearcuts for Small Mustelids: Green-tree Retention, Debris Piles, and Enhanced Riparian Habitats	Kootenays	\$ 29,000
Elk Valley Rocky Mountain Bighorn Sheep Inventory	Kootenays	\$ 11,000
Enhancing Wolf Monitoring in the Kootenay Region	Kootenays	\$ 5,000
Enhancing Wolf Monitoring with Bioacoustics in the East Kootenays	Kootenays	\$ 32,055
Improving Mountain Caribou Calf Survival through Maternal Penning in the Revelstoke Area	Kootenays	\$ 30,000
Invasive Plant Management on Bighorn Sheep Winter Ranges	Kootenays	\$ 61,000
Kootenay Mule Deer Survival Monitoring	Kootenays	\$ 40,800
Longevity of Woody Debris Habitat Structures for Prey Species of Furbearers: Ghost-towns or Viable Habitat	Kootenays	\$ 20,000



PROJECT NAME	REGION	TOTAL
Maintenance of Furbearers and Prey Species on Large Clearcut Openings Using Linear Piles of Woody Debris	Kootenays	\$ 30,000
Monitoring White-tailed Deer to Support Adaptive Caribou Management	Kootenays	\$ 36,640
Predicting Grizzly Bear Foods – Huckleberries Across the Kootenays	Kootenays	\$ 33,560
Quantify Rates and Mechanisms of Grizzly Bear Mortality	Kootenays	\$ 10,000
Quantifying and Enhancing Pest Services Provided by Bats to the BC Timber Industry	Kootenays	\$ 5,000
West Kootenay Mule Deer Habitat Restoration	Kootenays	\$ 33,775
Conservation of Threatened Raptors on the Sunshine Coast	Lower Mainland	\$ 14,700
Improving Goshawk Conservation by Addressing Knowledge Gaps in the South Coast	Lower Mainland	\$ 80,000
Improving Wildlife Habitat in Logged and Fire-Damaged Coastal Forests	Lower Mainland	\$ 44,800
Sustaining Mesocarnivore Populations and Habitat in the Lower Mainland Watersheds	Lower Mainland	\$ 33,088
Wolverine ( <i>Gulo gulo</i> ) Movements, Home Range and Habitat Use in a Human Dominated Landscape, South Coast	Lower Mainland	\$ 45,425
Determining the Value of Post-fire Landscapes for American Marten	Okanagan	\$ 83,006
Mule Deer Response to Wildfire and Habitat in Southern British Columbia	Okanagan	\$ 95,585
South Okanagan Similkameen Conservation Program (SOSCP) Habitat Conservation Delivery	Okanagan	\$ 28,500
Assessment of Habitat Alteration on Caribou Ranges in Northern BC	Omineca/Peace	\$ 14,440
Boreal Caribou Habitat Restoration in the Liard River Basin	Omineca/Peace	\$ 110,574
Chase Caribou Herd Response to Extensive Habitat Alterations - Year 2	Omineca/Peace	\$ 69,999
Effects of Habitat Alteration on Caribou Forage Lichens	Omineca/Peace	\$ 48,836
Enhancing Caribou Survival Within the Klinse-Za/Scott Herds	Omineca/Peace	\$ 136,898
Fish and Wildlife Habitat Enhancement in the Omineca Region	Omineca/Peace	\$ 5,000
Forage Response to Prescribed Fire in the Northern Rockies: Implications for Stone's Sheep and Elk - 7 Years Later	Omineca/Peace	\$ 69,778
KlinseZa/Scott East Caribou Maternal Pen Health Evaluation	Omineca/Peace	\$ 24,436
Mule Deer Monitoring in the Prince George area	Omineca/Peace	\$ 3,000
Sharp-tailed Grouse Population and Lek Habitat Monitoring	Omineca/Peace	\$ 29,741
Testing Approaches to Restore Habitat For Caribou	Omineca/Peace	\$ 5,000
Wolf Predation Risk to Moose in North-Central B.C.	Omineca/Peace	\$ 174,048
Clarifying Problematic Distributions and Habitat Use of Amphibians At Risk in Southwestern B.C. Using Environmental DNA Methods	Provincial (multi-region)	\$ 43,789
Determining Factors Affecting Moose Population Change: Assessing Calving and Survival Rates	Provincial (multi-region)	\$ 70,000
Determining Factors that Affect Survival of Moose in Central B.C.	Provincial (multi-region)	\$ 150,516
Developing a Prophylactic Probiotic Approach for Reducing White-Nose Syndrome Severity in Bats	Provincial (multi-region)	\$ 52,131



PROJECT NAME	REGION	TOTAL
Effects of Human Disturbances on Female Wolverines	Provincial (multi-region)	\$ 44,100
Fisher Habitat Conservation - Field Trials and Forestry Training	Provincial (multi-region)	\$ 55,745
Fisher Habitat Conservation - Provincial Extension Program	Provincial (multi-region)	\$ 28,770
Got Bats? BC Community Outreach, Conservation and Citizen Science Project	Provincial (multi-region)	\$ 77,804
Monitoring and Protecting B.C.'s Bat Diversity Prior to White-Nose Syndrome	Provincial (multi-region)	\$ 54,579
Rattlesnake Populations: Response to Land Management Regimes and Historical Changes	Provincial (multi-region)	\$ 39,441
Assessing Impact on Moose Winter Habitat by Poplar and Willow Borer	Skeena	\$ 38,485
Moose Fund: Skeena Moose Enhancement Project	Skeena	\$ 36,800
Moose Winter Range Willow Browse Enhancement	Skeena	\$ 4,980
Restoring Whitebark Pine Ecosystems to Enhance Subalpine Bear Habitat	Skeena	\$ 74,724
The Response of Caribou Terrestrial Forage Lichens to MPB, Forest Harvesting and Fire in the East Ootsa and Entiako Areas	Skeena	\$ 16,800
Fisher Artificial Reproductive Den Box Study	Thompson - Nicola	\$ 76,150
Thompson Burn Program	Thompson - Nicola	\$ 101,200
Thompson Region Bighorn Sheep Collaring Project	Thompson - Nicola	\$ 24,300
Estimating Cougar ( <i>Puma concolor vancouverensis</i> ) Populations on Northern Vancouver Island using DNA Mark-Recapture Techniques	Vancouver Island	\$ 36,152
Evaluating Furbearer Populations on Southern Vancouver Island	Vancouver Island	\$ 34,020
West Coast Roosevelt Elk Augmentation and Recovery Project	Vancouver Island	\$ 30,000

*Information based on Dec 2018 data.*





# Summary of Funded Activities



Projects funded by FESBC are province-wide in scope and are funded based on meeting key selection criteria including:

- Consistent with FLNRORD strategic priorities.
- Focused on the delivery of treatment activities.
- Able to meet FESBC goals and strategic priorities and address one or more FESBC purposes.
- Activities to be completed on provincial Crown land and able to receive authorization from the Crown.
- Consistent with local FLNRORD district and regional land management planning priorities and Integrated Investment Plans.

The following is a listing of current funding by region and an allocation of funds by FESBC purpose, as of Dec 2018.



RECIPIENT	PROPOSAL NAME	FOREST DISTRICT	LOCATION	FIRST NATIONS	TOTAL APPROVED
WILDFIRE RISK REDUCTION					
Esdilagh Development Corporation	?Esdilagh Approved Primary Fuel Breaks	DQU	?Esdilagh	?Esdilagh (Alexandria Band)	\$ 2,000,000
District of 100 Mile House	Woodlot 577 Fire Mitigation Action Plan	DMH	100 Mile House		\$ 12,800
100 Mile Development Corporation	100 CF K2W Fire Mitigation Action Plan	DMH	100 Mile House		\$ 60,000
Zanzibar Holdings Ltd	Meadow Lake / Lac La Hache Wildfire Mitigation/Rehabilitation	DMH	100 Mile House		\$ 200,000
Barkerville Historic Town & Park governed by The Barkerville Heritage Trust	Barkerville Historic Town Wildfire Fuel Treatment	DQU	Barkerville		\$ 168,000
Rocky Mountain Trench Natural Resources Society	Duck Pasture	DRM	Elko		\$ 213,400
Burns Lake Community Forest Ltd.	Burns Lake Community Forest Fire Break Phase 1	DND	Bulkley Nechako RD, Burns Lake		\$ 223,214
FLNRORD Stuart/Nechako	Fire Hazard Reduction by Utilization of Waste	DSN	Bulkley Nechacko (RDBN) (Fort St. James)		\$ 299,450
Burns Lake Community Forest Ltd.	Boer Mountain Fire Mitigation	DND	Burns Lake		\$ 338,298
Canim Lake Indian Band	South Canim Fire Management Planning	DMH	Canim Lake Indian Band (near 100 Mile House)	Tsq'escenemc (Canim Lake Indian Band)	\$ 29,024
Eniyud Community Forest Ltd.	Eniyud CF Tatla Lake Wildfire Fuel Treatment Plan	DCC	Cariboo RD (near Anahim Lake)	Alexis Creek First Nation	\$ 606,075
Alkali Resource Management Limited	Ground truth of Alkali Lake Fuel Treatment Areas	DCC	Cariboo RD (near Williams Lake)	Esk'eternc First Nation (Alkali Lake Indian Band)	\$ 13,000
B.A. Blackwell & Associates Ltd.	Fuel Prescription Pilot - Borland Valley	DCC	Cariboo RD (near Williams Lake)		\$ 90,000
B.A. Blackwell & Associates Ltd.	Borland Valley Operational Fuel Treatment Project 2017	DCC	Cariboo RD (near Williams Lake)		\$ 46,500
West Fraser Mills Ltd.	Anahim Lake Fuel Break	DCC	Cariboo RD (near Williams Lake)	Tl'etingox (Anaham) and Ulkacho First Nations	\$ 445,000
Eniyud Community Forest	Ground truth of Proposed Fuel Treatment Areas for Tatla Lake	DCC	Cariboo RD	Tsi del del (Alexis Creek First Nation)	\$ 12,500
Tolko Industries Ltd.	Joe Rich Wildfire Threat Reduction	DOS	Central Okanagan RD (near Kelowna)		\$ 500,000
Davies Wildfire Management Inc	Big White Interface Fuel Break Treatments	DOS	Central Okanagan RD, Kelowna		\$ 515,760
Clinton and District Community Forest of BC Ltd.	Clinton Landscape Level Fire Mitigation	DMH	Clinton		\$ 110,350
Rocky Mountain Trench Natural Resources Society	Smoke Emissions Monitoring Trial for Sloop Burning	DRM	Cranbrook		\$ 25,000



RECIPIENT	PROPOSAL NAME	FOREST DISTRICT	LOCATION	FIRST NATIONS	TOTAL APPROVED
Rocky Mountain Trench Natural Resources Society	Cranbrook Community Forest/ College of the Rockies Fuel Management Treatments	DRM	Cranbrook		\$ 78,100
Rocky Mountain Trench Natural Resources Society	Silver Springs Fuel Management Treatment	DRM	Cranbrook		\$ 70,000
Rocky Mountain Trench Natural Resources Society	Indian Springs North and South	DRM	Cranbrook	?aq'am (St. Mary's Indian Band)	\$ 44,995
Rocky Mountain Trench Natural Resources Society	Cranbrook East Prescriptions - Gold Creek 5 / South and West Cranbrook WUI	DRM	Cranbrook		\$ 50,000
Rocky Mountain Trench Natural Resources Society	Westview Estates Landscape Fuel Break	DRM	Cranbrook		\$ 56,320
Rocky Mountain Trench Natural Resources Society	Westview Estates Fuel Management	DRM	Cranbrook		\$ 69,962
City of Cranbrook	Feasibility Analysis of Intensive Fibre Recovery from WUI Treated Lands	DRM	Cranbrook		\$ 20,000
Rocky Mountain Trench Natural Resources Society	Sheep Mountain (Adjacent to Community of Elko)	DRM	Elko		\$ 126,000
First Nations Emergency Services Society	FireSmart Home Partners Home Ignition Zone (HIZ)	DFN	Fort Nelson	Fort Nelson First Nation	\$ 20,000
BC Parks - Kootenay	Champion Lakes Park Forest Fuels Management	DSE	Genelle / Fruitvale		\$ 200,000
West Boundary Community Forest	May Creek Wildfire Mitigation and Habitat Improvement Project	DSE	Grand Forks		\$ 131,000
Babine Lake Community Forest Society	Granisle Wildfire Mitigation	DND	Granisle		\$ 401,450
Wildlands Eco-Forestry Inc.	Dry Gulch Forest Management	DRM	Invermere	Shuswap Indian Band #605	\$ 498,360
Rocky Mountain Trench Natural Resources Society	Rushmere Ecosystem Restoration and fuel treatment	DRM	Invermere		\$ 24,000
Ministry of Environment - BC Parks	Rushmere Ecosystem Restoration and Fuel Treatment	DRM	Invermere		\$ 12,000
Kaslo and District Community Forest Society	KDCFS Wildfire Protection Plan	DSE	Kaslo		\$ 50,000
Columbia Basin Trust	Kootenay FireSmart Initiative	DSE and DRM	Kootenay-Boundary Region		\$ 10,000
Logan Lake Community Forest Corporation	Logan Lake Wildfire Risk Management Plan (WRMP)	DTR	Logan Lake		\$ 95,950
Weyerhaeuser	Merritt TSA Fuel Management Plan	DCS	Merritt		\$ 87,774
NAZBEC Limited Partnership	Nazko Mountain Pine Beetle Rehabilitation - Year 2	DQU	Nazko, CRD	Nazko First Nation	\$ 1,500,000
BC Parks - Kootenay	West Arm Park Fuel Reduction	DSE	Nelson, RDCK		\$ 96,000
Regional District of Central Kootenay	RDCK West Arm Planning	DSE	Nelson, RDCK		\$ 25,000
Rocky Mountain Trench Natural Resources Society	Westside Lake Community - Fuel Management	DRM	Newgate, RDEK		\$ 263,428



RECIPIENT	PROPOSAL NAME	FOREST DISTRICT	LOCATION	FIRST NATIONS	TOTAL APPROVED
Okanagan Nation Alliance	Sylx Stewardship in Fire Maintained Landscapes	DOS	North Okanagan RD	Sylx nation: Okanagan Indian Band, Osoyoos Indian Band, Penticton Indian Band, Upper Nicola Band, Upper and Lower Similkameen Indian Bands, and Westbank First Nation	\$ 131,740
Silver Star Mountain Resort	Silver Star Bridle Path Landscape Level Fuel Break	DOS	North Okanagan RD, Vernon		\$ 26,118
Agur Lake Camp Society	Fuel Management Treatments (Agur Lake Camp Society)	DOS	Okanagan Similkameen RD, Summerland		\$ 45,855
Agur Lake Camp Society	Agur Lake Fuel Management Prescriptions	DOS	Okanagan Similkameen RD (near Summerland)		\$ 8,800
Baldy Mountain Resort	Baldy Mt. Resort Phase 1 -McKinney	DOS	Okanagan Similkameen RD (near Penticton)		\$ 279,500
District of Peachland	Meadow Valley Road Landscape Level Fuel Break	DOS	Peachland	Okanagan Nation Alliance & Penticton Indian Band	\$ 39,065
Regional District Okanagan Similkameen	Ellis and Penticton Creeks Landscape Level Fuel Breaks	DOS	Penticton	Penticton Indian Band	\$ 77,475
Erafor Forestry Ltd.	Pilot Mountain Fire Abatement Project	DPG	Prince George		\$ 12,000
Prince George Woodlot Association	Ground Truthing and Prescription Development of High and Extreme Provincial Strategic Threat Analysis (PSTA)	DPG	Prince George Area		\$ 202,500
Harrop - Procter Community Cooperative	Procter Fuel Treatment Prescription	DSE	Procter		\$ 39,050
First Nations Emergency Services Society	Regional Prioritization and Engagement of First Nations for Developing and Implementing FEP	Various	Provincial	Various	\$ 50,000
Federation of BC Woodlot Associations	Provincial Strategic Threat Analysis on Woodlot Licences	DCC	Provincial		\$ 7,350
Evelyn Hamilton	Burning Questions: Reducing Risks Through Synthesis & Extension of Existing Information on Ecosystem Responses to Fire.	Various	Provincial		\$ 67,000
C&C Wood Products Ltd.	Quesnel Fire Fuel Treatment	DQU	Quesnel		\$ 1,000,000
Nazko Logging Limited Partnership	Fuel Reduction Around FN Communities - Fuel Management Prescriptions and Treatments	DQU	Quesnel	Nazko First Nation	\$ 553,500
Esdilagh Development Corporation Ltd.	The ?Esdilagh Fire Prevention & Mitigation Project	DQU	Quesnel	?Esdilagh (Alexandria Indian Band)	\$ 622,255
Regional District of Central Kootenay	Queens Bay Prescription	DSE	RDCK (near Balfour)		\$ 24,640
Regional District of Central Kootenay	Selous Creek Prescription	DSE	RDCK (near Nelson)		\$ 32,340
Regional District of Central Kootenay	Collaborative Planning	DSE	RDCK		\$ 50,000



RECIPIENT	PROPOSAL NAME	FOREST DISTRICT	LOCATION	FIRST NATIONS	TOTAL APPROVED
Regional District of Central Kootenay	RDCK West Arm Provincial Park Fuel Prescription	DSE	RDCK (near Nelson)		\$ 18,600
Cathro Consulting Ltd.	West Arm Park	DSE	RDCK (near Nelson)		\$ 57,592
Regional District of Central Kootenay	RDCK Kingsgate / Riodel	DSE	RDCK (near Balfour)		\$ 500,939
Regional District of Central Kootenay	Fuel Reduction Treatments in the RDCK - Kokanee, Canyon/Lister	DRM	RDCK (near Creston)		\$ 201,639
FLNRORD - Okanagan Shuswap District	Southeast Kelowna Landscape Level Fuel Break	DOS	RDOS (near Kelowna)		\$ 1,670,550
Rocky Mountain Trench Natural Resources Society	Strauss Road Fuel Management / Ecosystem Restoration	DRM	Regional District of East Kootenay, near Newgate		\$ 104,000
Rocky Mountain Trench Natural Resources Society	Quartz Lake	DRM	Skookumchuk, RDEK		\$ 64,000
Slocan Integral Forestry Cooperative (SIFCO)	Implementation of Landscape Level WUI Slocan Plan	DSE	Slocan		\$ 1,000,000
Slocan Integral Forestry Cooperative (SIFCO)	Slocan Valley Landscape Level Wildfire Protection Plan	DSE	Slocan		\$ 425,450
Wetzin'kwa Community Forest Corporation	WCFC Strategic Wildfire Hazard Mitigation Plan	DSS	Smithers	Wet'suwet'en Nation	\$ 72,000
Sqomish Forestry LP	Access Corridor Fuel Reduction Implementation	DSQ	Squamish Lillooet RD	Lil'wat First Nation and Squamish First Nations	\$ 421,740
B.A. Blackwell & Associates Ltd.	Sea to Sky District Access Fuel Treatments	DSQ	Squamish Lillooet RD		\$ 74,909
TNR Consulting	Comstock Fuel Management Project	DOS	Thompson Nicola RD (near Merritt)		\$ 327,703
SERNBc	VanJam Planning and Prescriptions	DSN	Vanderhoof		\$ 83,520
Cheakamus Community Forest	Whistler Fuel Reduction	DSQ	Whistler	Lil'wat and Squamish First Nations	\$ 668,438
Cheakamus Community Forest	W08-Fuel Reduction	DSQ	Whistler	Lil'wat and Squamish First Nations	\$ 388,850
FLNRORD Cariboo-Chilcotin Natural Resource District	Borland Valley Fuel Management Treatment	DCC	Williams Lake		\$ 1,000,000
Williams Lake Community Forest LP	WLCF Landscape Level Fuel Treatment	DCC	Williams Lake	T'exelceme (Williams Lake Band)	\$ 407,911
Williams Lake Community Forest LP	Williams Lake Steep Slope Fir Bark Beetle	DCC	Williams Lake	T'exelceme (Williams Lake Band)	\$ 773,772
Williams Lake Community Forest LP	Landscape Level Fuel Break Pilot	DCC	Williams Lake	T'exelceme (Williams Lake Band)	\$ 322,693
Williams Lake Community Forest LP	Managing Douglas-fir Beetle on Steep Slopes Within Williams Lake Community Forest	DCC	Williams Lake	T'exelceme (Williams Lake Band)	\$ 25,000



RECIPIENT	PROPOSAL NAME	FOREST DISTRICT	LOCATION	FIRST NATIONS	TOTAL APPROVED
Cariboo Woodlot Association	Ground Truthing and Prescription Dev. of High and Extreme Provincial Threat Analysis	DCC	Williams Lake Area		\$ 199,500
Union of BC Municipalities	UBCM and SWPI Co-Funded Fuel Management Projects	DRM	Windermere	Akisnuk First Nation	\$ 177,868
STAND REHABILITATION					
Lower North Thompson Community Forest Society	Rehabilitation of Legacy Forest Roads, Skid Trails, Landings and Slides	DTR	Barriere		\$ 20,650
Pinnacle Renewable Energy Inc.	Burns Lake Incremental Haul Program	DND	Bulkley-Nechako (RDBN) (near Burns Lake)		\$ 800,000
BCTS Babine	Marginal Sawlog Utilization Within the Bulkley TSA	DSS	Bulkley-Nechako (RDBN) (near Smithers)		\$ 80,000
Bonaparte Indian Band	Hat Creek Project	DTR	Cache Creek	Bonaparte Indian Band	\$ 56,000
FPIInnovations	Feasibility of a Centralized Sortyard System for Increasing Fibre Utilization and Reducing Delivered Wood Costs	DCC	Cariboo RD (near Quesnel)		\$ 208,077
Nazko Logging Limited Partnership	Nazko - Pine treatment and fire hazard reduction	DCC	Cariboo RD (near Quesnel)	Nazko First Nation	\$ 394,800
Elhdaqox Developments Ltd.	Hanceville Fire Rehab	DCC	Cariboo RD (near Williams Lake)	Tl'esox (Toosey Indian Band) and Yunesit'in (Stone Indian Band)	\$ 894,625
Williams Lake Community Forest LP	Pre-commercial Thinning of Drybelt Fir	DCC	Cariboo RD (near Williams Lake)	T'exelcenc (Williams Lake Band)	\$ 79,000
FPIInnovations	Evaluating the effectiveness of overstory removal treatments in the rehabilitation of low-value/ uneconomic MPB stands	DCC	Cariboo RD (near Quesnel)		\$ 168,000
Central Chilcotin Rehabilitation Ltd.	ACFN/Tl'etinqox MPB Rehabilitation & Wildfire Risk Reduction	DCC	Cariboo RD (near Quesnel)	Tsi del del (Alexis Creek First Nation) and Tl'etinqox (Anaham)	\$ 3,310,560
Forsite Consultants Ltd.	Thompson Rivers Landbase Rehabilitation	DTR	Kamloops Area		\$ 128,000
Forsite Consultants Ltd.	Cascades District Mountain Pine Beetle Rehabilitation	DCS	Merritt Area		\$ 158,000
Strategic Natural Resource Consultants Inc.	Improving Stand Value of Cw North Van Island	DNI	Mt. Waddington Road (near Port McNeill)	Quatsino and 'Namgis First Nations	\$ 384,050
Tolko Industries Ltd.	Cedar Hills Fire Rehab & Deer Winter Range Improvement	DOS	North Okanagan RD, Falkland		\$ 190,400
Tolko Industries Ltd.	TFL 49 MPB Pine Stand Rehabilitation Project	DOS	North Okanagan RD		\$ 413,277
Tabor Mountain Recreational Society	Tabor Mountain Strategic Plan and Implementation	DPG	Prince George		\$ 25,000
Skyline Forestry Consultants	Innovative Forest Harvesting and Renewal Treatments Across the Climatic Range of Douglas-fir - IDF Research	Various	Provincial		\$ 768,000



RECIPIENT	PROPOSAL NAME	FOREST DISTRICT	LOCATION	FIRST NATIONS	TOTAL APPROVED
NAZBEC Limited Partnership	NAZBEC Mountain Pine Beetle Rehabilitation	DQU	Quesnel	Nazko First Nation	\$ 1,036,152
West Boundary Community Forest Inc.	Rock Creek Ecosystem Restoration Project (WBCF)	DSE	Rock Creek		\$ 23,000
SERNbc	Restoring Endangered Whitebark Pine Ecosystems in Skeena Region	Various	Smithers area		\$ 10,000
B.A. Blackwell & Associates Ltd.	Post Wildfire OGMA Rehabilitation	DSQ	Squamish Lillooet RD		\$ 159,970
FLNRORD Coast Mountains	Spacing of 2nd Growth Stands	DKM	Terrace		\$ 440,000
Terrace Community Forest LLP	Silviculture Strategy for Terrace Community Forest LLP	DKM	Terrace		\$ 29,800
SERNbc	Road Rehabilitation	DSN	Vanderhoof		\$ 332,602
SERNbc	Little Bobtail Planning and Prescriptions	DPG	Vanderhoof		\$ 98,504
SERNbc	Kenny Dam Wildfire Planning and Prescriptions	DSN	Vanderhoof		\$ 85,584
Ntityix Resources LP	West Kelowna Wildfires Rehabilitation Project	DOS	Westbank First Nation, Central Okanagan RD	Westbank First Nation	\$ 10,000
Williams Lake Community Forest LP	Fdi Density Spacing - Flatrock	DCC	Williams Lake	T'exelcenc (Williams Lake Band)	\$ 308,139
Esk'etenc First Nation (Alkali Resource Management Ltd.)	Esk'etenc Wildfire Risk Management	DCC	Alkali Lake	Esk'etenc (Alkali Lake Indian Band)	\$ 60,000
Alkali Resource Management Ltd.	Esk'etenc Mule Deer Habitat Restoration	DCC	Alkali Lake	Esk'etenc (Alkali Lake Indian Band)	\$ 6,518
Alkali Resource Management Ltd.	Mule Deer Winter Range Restoration	DCC	Alkali Lake		\$ 79,500
SERNbc	Northeast Region Linear Disturbance Restoration	Various	Fort St. John Area		\$ 303,050
Taan Forest	Haida Gwaii Enhanced Silviculture 2018	DQC	Haida Gwaii	Haida Nation	\$ 377,075
Xaxli'p Community Forest Corp.	Prescribed Burn in Xaxli'p Survival Territory - Phase 1	DCS	Lillooet Pavillion TNRD	Xaxli'p	\$ 18,026
Penticton Indian Band	Garnet Valley Enhancement - Ungulate Winter Range - Phase 1	DOS	Penticton Indian Band, Okanagan Similkameen RD (near Penticton)	SnPink'tn (Penticton Indian Band)	\$ 94,113
Penticton Indian Band	Garnet Valley Ungulate Winter Range Enhancement, Phase 2	DOS	Okanagan Similkameen RD (near Penticton)	SnPink'tn (Penticton Indian Band)	\$ 110,026
FOREST CARBON					
Lower North Thompson Community Forest Society	Forest Fertilization to Improve the Health, Growth, & Resilience within the Lower North Thompson Community Forest	DTR	Barriere		\$ 196,084



RECIPIENT	PROPOSAL NAME	FOREST DISTRICT	LOCATION	FIRST NATIONS	TOTAL APPROVED
Pinnacle Renewable Energy Inc.	Forest Carbon - Not Burning Residuals	DND	Bulkley Nechako RD (Burns Lake)		\$ 93,496
Central Chilcotin Rehabilitation Ltd.	Central Chilcotin Rehabilitation Ltd. - Fire Hazard Reduction/Rehab	DCC	Cariboo RD (near Williams Lake)	T'si del del (Alexis Creek First Nation) and Tl'etinqox (Anaham)	\$14,000,000
C&C Wood Products Ltd.	Nazko Burnt Pine Salvage	DQU	Cariboo RD (near Quesnel)	Nazko First Nation	\$ 2,000,000
Central Chilcotin Rehabilitation Ltd.	Central Chilcotin Rehabilitation Ltd. - Douglas-fir Rehabilitation	DCC	Cariboo RD (near Williams Lake)	T'si del del (Alexis Creek First Nation) and Tl'etinqox (Anaham)	\$ 7,500,000
Forsite Consultants Ltd., Strategic Natural Resource Consultants Inc., Zanzibar Holdings Ltd, West Fraser Mills Ltd, Williams Lake Indian Band, SERNBC, Silverwood Natural Resource Consultants, Silvicon Services Inc.	2017 FCI Survey Project	DCC	Cariboo RD (near Williams Lake)	T'exelceme (Williams Lake Band)	\$ 4,550,000
Terraforma Environmental	Road Rehabilitation in the Chilcotin	DCC	Cariboo RD (near Williams Lake)	Tl'etinqox (Anaham)	\$ 131,250
Zanzibar Holdings Ltd., Office Of the Chief Forester-FLNRORD	Cariboo Wildfire Forest Carbon Reforestation	Various	Cariboo RD (100 Mile House, Williams Lake, Quesnel)		\$65,000,000
Ntityx Resources LP	Trepanier Wildfire Rehabilitation	DOS	Central Okanagan TD (Peachland)	Westbank First Nation	\$ 116,023
Little Prairie Community Forest Inc.	Pine Recovery & Stand Rehabilitation	DPC	Chetwynd		\$ 500,000
The Cowichan Tribes	Riparian Restoration Project (Cowichan)	DSI	Cowichan Valley RD	Khowutzun (Cowichan Tribes)	\$ 300,894
SERNBC	North East Rehabilitation Program	DPC	Fort St. John Area		\$ 226,250
Arrow Transportation Systems Inc.	Incremental Haul	DKA	Kamloops		\$ 398,160
Pacific Bioenergy	McBride Community Forest - Grinding Roadside Residuals	DPG	McBride		\$ 726,000
Weyerhaeuser Company Limited	16 year Re-measurement of Grant Creek Spacing and Fertilization Trial	DOS	Okanagan Similkameen RD		\$ 53,000
Weyerhaeuser Company Limited	Fertilization TFL59 Phase 1	DOS	Okanagan Similkameen RD		\$ 113,640
Weyerhaeuser Company Limited	Fertilization TFL59 Phase 2	DOS	Okanagan Similkameen RD		\$ 966,040
University of British Columbia	Planning for Reforestation and Rehabilitation in Future Climates	Various	Provincial		\$ 150,000
Westland Resources Limited	Elevating Carbon Stewardship at the Block Level	Various	Provincial		\$ 90,000
University of British Columbia	Improved Volume & Carbon Decision Support for Fertilization Projects	Various	Provincial		\$ 30,000
Keefer Ecological Services	Supporting Range-wide Whitebark Pine Regeneration	Various	Provincial		\$ 180,950
FLNRORD - Forest Carbon Initiative, FLNRORD - Chilliwack Natural Resource District, Western Forest Products Inc., B.A. Blackwell & Associates Ltd.	Forest Carbon Fertilization Project	Various	Provincial		\$ 6,985,020
Weyerhaeuser Company Limited	Work Plan for Provincial Foliar Sampling Database	Various	Provincial		\$ 12,200



RECIPIENT	PROPOSAL NAME	FOREST DISTRICT	LOCATION	FIRST NATIONS	TOTAL APPROVED
Bulkley Valley Research Centre	Multiple Seedlots to Increase Carbon Sequestration	Various	Provincial		\$ 72,000
FLNRORD - Operations	Soil Carbon Stocks	Various	Provincial		\$ 50,000
NAZBEC Limited Partnership	Nazbec Quesnel Rehab	DQU	Quesnel	Nazko First Nation	\$ 2,677,000
Brinkman & Associates Reforestation Ltd.	Skeetchestn Forest and Riparian Restoration	DTR	Savona	Skeetchestn Indian Band	\$ 200,000
Bulkley Valley Research Centre	Skeena Region Whitebark Pines Seed Collection	Various	Smithers Area		\$ 60,000
Applied Mammal Research Institute	Thinning, Fertilization, and Carbon Sequestration	DOS	Summerland		\$ 38,484
FLNRORD - Forest Carbon Initiative, Western Forest Products Inc., B.A. Blackwell & Associates Ltd., Erafor Forestry Ltd., FLNRORD - Chilliwack Natural Resource District	Roads and Staging for Fertilization Application	Various	Various		\$ 1,211,070
FLNRORD - Forest Carbon Initiative, Western Forest Products Inc., B.A. Blackwell & Associates Ltd., Erafor Forestry Ltd., FLNRORD - Chilliwack Natural Resource District	Fertilization Application	Various	Various		\$ 309,614
Hedberg and Associates Consulting Ltd., silvicon Services Inc, Strategic Natural Resource Consultants Inc., Office Of the Chief Forester-FLNRORD, Forsite Consultants Ltd., FLNRORD-Forest Carbon Initiative, Erafor Forestry Ltd.	Provincial Forest Carbon Reforestation Project	Various	Various		\$15,000,000
Timberwest Forest Corp., Western Forest Products Inc., Strategic Natural Resources Consultants Inc., B.A. Blackwell & Associates Ltd.	2017 FCI Fertilization Surveys	Various	Provincial		\$ 343,466
Pacific Bioenergy	Forest Residual Grinding in Quesnel District	DQU	Cariboo RD (Quesnel)		\$ 1,456,758
BCTS Kootenay Business Area	Fibre Recovery in Baker Mt Road Area	DRM	Cranbrook		\$ 100,345
Logan Lake Community Forest	Logan Lake Community Forest Mountain Pine Beetle Rehabilitation	DTR	Logan Lake		\$ 715,000
Valley Carriers Ltd.	Use of a Slash Bundler for Biomass Recovery	DCS	Merritt		\$ 179,600
NAZBEC Limited Partnership	NAZBEC Development, Grinding & Sort Yard	DQU	Quesnel	Nazko First Nation	\$ 2,672,254
Red Mountain Resort	Run Glading Fibre Recovery	DSE	Rosland		\$ 38,500
Skeena Sawmills Ltd.	Biomass from Thinning Overdense Stands	DKM	Terrace		\$ 370,070
Ledcor Forest Products Partnership	Debris Pile Grinding DH922K	DTR	Thompson Nicola RD (near Merritt and Kamloops)		\$ 86,800



# Financial Highlights

FESBC complies with all requirements associated with being a B.C. Government Financial Reporting entity. To establish a lean and efficient organization, FESBC has retained PricewaterhouseCoopers as a 3rd party delivery agent and has appointed KPMG as its auditor for two fiscal years.

## Statement of Operations

	Budget	Mar 31, 2018 <sup>1</sup>	Dec 31, 2016 <sup>2</sup>
<b>REVENUES</b>			
Deferred contributions recognized	\$ 33,725,025	\$ 12,819,504	\$ 570,131
Other	-	325	15,000
	33,725,025	12,819,829	585,131
<b>EXPENSES</b>			
Amortization	-	13,773	4,312
Grants issued	31,175,000	10,589,334	129,000
Grant administration	1,558,750	1,064,343	26,342
Occupancy	39,800	60,005	24,950
Office and general	28,419	53,649	19,478
Professional fees	89,850	206,647	178,667
Salaries and benefits	666,879	652,955	138,540
Travel and transportation	166,327	179,123	63,842
	33,725,025	12,819,829	585,131
Annual surplus	\$ -	\$ -	\$ -

<sup>1</sup> 15 month period from January 1, 2017 to March 31, 2018

<sup>2</sup> Period from incorporation February 16, 2016 to December 31, 2016



## Statement of Financial Position

	Mar 31, 2018	Dec 31, 2016
<b>FINANCIAL ASSETS</b>		
Cash and cash equivalents	\$ 133,204,577	\$ 85,697,141
Investments	93,959,113	-
GST receivable	16,164	4,455
	<u>227,179,854</u>	<u>85,701,596</u>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	59,371	108,975
Deferred contributions	227,165,657	85,619,692
	<u>227,225,028</u>	<u>85,728,667</u>
Net debt	(45,174)	(27,071)
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets	27,410	21,007
Prepaid expenses	17,764	6,064
	<u>45,174</u>	<u>27,071</u>
Accumulated surplus	\$ -	\$ -

Approved by the Board


  
 Director


  
 Director



# FESBC Purposes

"Our five purposes are preventing and mitigating the impact of wildfires, improving and supporting the use of fibre from damaged and low-value forests, improving habitat for wildlife, and/or treating forests to improve the management of greenhouse gases. This is very important work our funded partners are doing, and we're starting to see the results."

*Steve Kozuki, FESBC Executive Director*





# Wildfire Risk Reduction

Wildfire risk reduction and impact mitigation is accomplished by reducing and managing forest fuels around communities, physical infrastructure, wildlife habitat, emergency access and escape routes and planting trees to accelerate post-wildfire recovery.

A project in Ellis Creek, just outside of Penticton, is thinning the overstory. The site will realize a reduction in crown fuel quantity and continuity and significantly reduce the opportunity for the stand to support a crown fire. A prescribed burn will reduce existing surface fuels and the fuels from the thinning activity. The combined treatments will ensure any future wildfire within the stand will exhibit lower fire behavior. The resulting stand will be more fire resilient and won't support aggressive and intense crown fire. Trees retained on site will contribute to multiple values including wildlife, visual quality and carbon sequestration.

This area also contains critical bighorn sheep winter range habitat. Over time these grasslands have been eroded. Thinning the overstory will reduce stand density and enhance the grasslands. This will support winter browse, better site lines for predator avoidance, and better mobility through the stands.



## **Project** Ellis Creek Phase 1,

Thin and Prescribed Burn

**Proponents** Regional District Okanagan  
Similkameen and City of Penticton

**Partners** Okanagan Nation Alliance,  
Penticton Indian Band,  
B.C. Wild Sheep Society

"The work on this important project is possible because of FESBC and may not have been undertaken under any other funding program. The project has resulted in a collaborative working model between First Nations, provincial and local governments and the private sector and is being emulated on similar projects in the valley."

*John Davies, RPF, Wildfire Management Specialist*



# Fibre Recovery

Woody biomass is left over after forest harvesting takes place. Forest operators have a legal obligation to reduce fire hazards after harvest and will often burn the woody biomass at road side. Part of the challenge in utilizing this biomass is economics – the value of the biomass is lower than the cost to ship it to a facility. FESBC supports using more fibre from B.C.'s forests when it makes sense to do so by transporting post-harvest woody debris to facilities that process secondary forest products such as pulp mills, pellet plants and co-generation electricity plants.

In the Williams Lake area, salvage logging of forests damaged by wildfires in 2017 resulted in significant accumulations of road-side logging debris that will now be made available to biomass processing plants. Biomass is chipped and hauled to a plant rather than burnt to mitigate fire hazard. This project recovers fibre, provides carbon benefits by emissions avoidance and mitigates smoke emissions that would otherwise impact the adjacent community if piles were burned. Piles that cannot be chipped will be retained as shelter habitat for fur-bearers and prey species.



**Project** Williams Lake Indian  
Band Fibre Recovery Project  
**Proponent** Williams Lake  
Indian Band

"We are proud to work in partnership with FESBC and proactively seek ways to address our biomass issue. Williams Lake Indian Band, Borland Creek Logging Ltd. and Sugar Cane Development Corp. have participated in the project creating employment and business opportunities. We proactively are seeking further opportunities to allow the community to continue working within the program."

*Aaron Higginbottom, Senior Natural Resources and Economic Development Manager, Williams Lake Indian Band*



# Forest Carbon

FESBC contributes to achieving the Provincial and Federal government's climate change targets by growing more trees and planting forests on Crown land, fertilizing forests to make them grow faster to capture atmospheric carbon dioxide and using more wood from the forest by using fibre instead of burning it which potentially displaces fossil fuels

A FESBC funded forest carbon project is in the Cariboo Region, an area of the province severely impacted by the unprecedented scope and scale of the 2017 wildfires. The project involves the rehabilitation of fire-damaged areas by actively reforesting areas that would otherwise remain underproductive. By taking an active role in reforestation within these fire impacted areas, the Forest Carbon Initiative can account for and report out on the carbon benefits related to this project. This project supports the achievement of Provincial GHG reduction goals and the reforestation component of the Cariboo and Thompson Okanagan Restoration Plan.

Due to the scope and scale of wildfire impacts to young plantations, the treatments have been targeted to areas that do not require an overstory to be removed in order to conduct a reforestation treatment.



**Project** Cariboo Wildfire  
Forest Carbon Reforestation  
**Proponent** Office of the  
Chief Forester, FLNRORD

"FESBC is providing funding for the planting of 57 million seedlings on 35,000 hectares within the areas denuded by the 2017 Cariboo and Elephant Hill wildfires. These plantations are estimated to sequester at least 3.6 million tonnes of CO<sub>2</sub>e by 2050."

*Mike Madill, RPF, Forest Carbon Technical Advisor, Climate Change and Integrated Planning Branch*



# Wildlife Habitat Enhancement

B.C.'s forests provide many values, including wildlife habitat for animals. FESBC improves wildlife habitat by partnering with organizations like the Habitat Conservation Trust Foundation (HCTF) on a wide range of projects.

One FESBC/HCTF co-funded wildlife habitat enhancement project is the response to the extensive habitat alterations for the Chase caribou. Many populations of woodland caribou in BC are declining as a result of unsustainable predation, especially on calves, facilitated by habitat alteration. The Chase herd, estimated at 475 in 2009, was monitored intensively from 1999 to 2009, at a time when their biophysical environment was relatively stable. Since then, the Chase herd's range has undergone significant change (wildfire, mountain pine beetle, and salvage logging) and it is unclear how this population is responding to these damaged forests. The goal of this project is to assess the impacts of these recent habitat alterations on population stability and caribou behavior to better inform restoration activities. This project is one piece of a larger stewardship program lead by Tsay Keh Dene Nation, Chu Cho Environmental and Wildlife Infometrics that will blend science, traditional knowledge and active habitat management to ensure the resiliency of the herd.



**Project** Chase Caribou Herd Response to Extensive Habitat Alterations – Year 2

**Proponent** Habitat Conservation Trust Foundation

**First Nations Involvement** Tsay Keh Dene Nation

"In a time where wildlife habitat and populations are under increasing pressures, it's more important than ever that conservation dollars be invested wisely. This partnership is a great example of FESBC and HCTF leveraging their unique strengths toward the shared goal of protecting wildlife and habitat in B.C."

*Brian Springinotic, CEO, HCTF*



# Stand Rehabilitation

FESBC contributes to improving B.C.'s damaged or low-value Crown forests by creating conditions resulting in healthy and resilient forests that better provide the full range of values including timber supply.

A FESBC funded project in the North Island Central Coast Forest District in the Regional District of Mount Waddington is treating free-growing stands previously planted with high-value Western Red Cedar (Cw), which have filled in naturally with lower-value Western Hemlock (Hw) which is out-competing the Cw for growing space. The treatment includes pre-commercial thinning of Hw around individual Cw trees to increase the composition of Cw in the stand to enhance stand value. Western hemlock removed from the stand will decompose on the forest floor and provide additional nutrients to the soils. Once the stand tending has been completed, the Cw leading forest will be considered for future incremental investments in fertilization through the Forest Carbon Initiative or the Forest-For-Tomorrow programs. A fertilization investment would increase the trees' crown size and absorb additional carbon dioxide generating larger trees for future opportunities.



**Project** Improving Stand Value  
Opening - Cw Release in the North  
Island Central Coast Forest District

**Proponent** Strategic Natural  
Resource Consultants Inc.

**First Nation Involvement** Members of the  
Quatsino First Nation and 'Namgis First Nation

"As a professional forester, I'm proud to be making a strategic adjustment to this stand to promote the successful regeneration of high value culturally significant Western Red Cedar to ensure tomorrow's forest is diverse, healthy and capable of producing a wide range of ecosystem services for generations to come."

*Jason Hutchinson, RPF, Strategic Natural Resource Consultants Inc.*



# Looking Forward

FESBC is well-positioned to continue the successful delivery of a carefully-crafted program of initiatives that serve the needs of British Columbians, now and into the future. This work is more important than ever, given that the forces of climate change, insect epidemics, and catastrophic wildfire events are impacting B.C.'s forests.

We as British Columbians are deeply inspired by forest enhancement because we see value in protecting communities from wildfire risk, reducing greenhouse gases, and improving wildlife habitat. We also know there are a multitude of additional co-benefits, including increasing First Nations participation in the forest economy, improving timber supply, increasing employment in rural economies, and increasing ecological sustainability.

FESBC has partnerships with many organizations throughout B.C. including the Union of BC Municipalities, numerous First Nations, Federation of BC Woodlot Associations, BC Community Forest Association, Habitat Conservation Trust Foundation, forest companies, and many, many others. These outstanding organizations, along with dedicated FESBC staff, are delivering projects that will provide benefits for generations to come.

Being a Crown Agency, FESBC is an arm of the B.C. government that very much complements the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD). FESBC and FLNRORD collaborate closely to serve the needs of British Columbians and in doing so, our strategic thinking is guided by long-term perspectives, on the scale of the life-span of trees or several human generations.

While we are very proud of our progress, we also know much more work remains to be done. With so many organizations, communities, and individuals working together and committed to forest enhancement, there is no doubt we will achieve our shared vision of enhanced forest resilience for the lasting benefit of British Columbia's environment, wildlife, forest health, and communities.



Steven F Kozuki, RPF  
Executive Director  
Forest Enhancement Society of B.C.







101 ~ 925 McMaster Way, Kamloops, BC, V2C 6K2

Toll-Free: 1.877.225.2010 Local: 1.778.765.0980

[WWW.FESBC.CA](http://WWW.FESBC.CA)



Forest Enhancement  
Society of British Columbia





Government Finance Officers Association  
203 North LaSalle Street, Suite 2700  
Chicago, Illinois 60601-1210  
312.977.9700 fax: 312.977.4806

January 31, 2019

The Honorable Nancy Cooper  
Mayor  
City of Salmon Arm  
PO Box 40  
Salmon Arm, British Columbia V1E 4N2

Dear Mayor Cooper:

We are pleased to notify you that your annual financial report for the fiscal year ended December 31, 2017, qualifies for a Canadian Award for Financial Reporting (CANFR). The Canadian Award for Financial Reporting recognizes excellence in governmental accounting and financial reporting and represents a significant accomplishment by a municipal government and its management.

When a Canadian Award for Financial Reporting is awarded to a government, a Canadian Award for Financial Reporting Achievement is also presented to the individual(s) or department designated by the government as primarily responsible for its having earned the CANFR. Accordingly, an Award for Financial Reporting Achievement for **Monica R. Dalziel, CPA, CMA, Chief Financial Officer**, is enclosed.

We hope that you will arrange for a formal presentation of both the CANFR and the Canadian Award for Financial Reporting Achievement, and that appropriate publicity will be given to this notable achievement. To assist you in this regard, a sample news release is enclosed.

We hope that your example will encourage other government officials in their efforts to achieve and maintain excellence in their own financial reporting.

Sincerely,

Michele Mark Levine  
Director, Technical Services Center

Enclosures





GOVERNMENT FINANCE OFFICERS ASSOCIATION  
**NEWS RELEASE**

**FOR IMMEDIATE RELEASE**

**January 31, 2019**

**For more information, contact:**

**Michele Mark Levine, Director/TSC**

**Phone: (312) 977-9700**

**Fax: (312) 977-4806**

**E-mail: [Mlevine@gfoa.org](mailto:Mlevine@gfoa.org)**

(Chicago) - The Canadian Award for Financial Reporting has been awarded to **City of Salmon Arm, British Columbia** by Government Finance Officers Association of the United States and Canada (GFOA) for its annual financial report. The Canadian Award for Financial Reporting Program was established to encourage municipal governments throughout Canada to publish high-quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports. Its attainment represents a significant accomplishment by a government and its management.

A Canadian Award for Financial Reporting Achievement has been awarded to the individual(s) or departments designated as primarily responsible for preparing the award-winning report. This award has been presented to: **Monica R. Dalziel, CPA, CMA, Chief Financial Officer.**

The annual financial report has been judged by impartial Canadian Review Committee members to meet the high standards of the program, including demonstrating a constructive "spirit of full disclosure" designed to clearly communicate the municipality's financial story and to motivate potential users and user groups to read the report.

*Government Finance Officers Association is a major professional association servicing the needs of nearly 20,000 appointed and elected local, state, and provincial-level government officials and other finance practitioners. It provides top quality publications, training programs, services, and products designed to enhance the skills and performance of those responsible for government finance policy and management. The association is headquartered in Chicago, Illinois, with offices in Washington, D.C.*





Government Finance Officers Association  
of the United States and Canada

presents this

**CANADIAN AWARD FOR  
FINANCIAL REPORTING ACHIEVEMENT**

to

**MONICA R. DALZIEL, CPA, CMA  
CHIEF FINANCIAL OFFICER**

**CITY OF SALMON ARM, BRITISH COLUMBIA**

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*The Canadian Award for Financial Reporting Achievement is presented by Government Finance Officers Association to those individuals who have been instrumental in their government unit's achieving a Canadian Award for Financial Reporting. A CAnFR is presented to those government units whose annual financial reports are judged to adhere to program standards.*

Executive Director

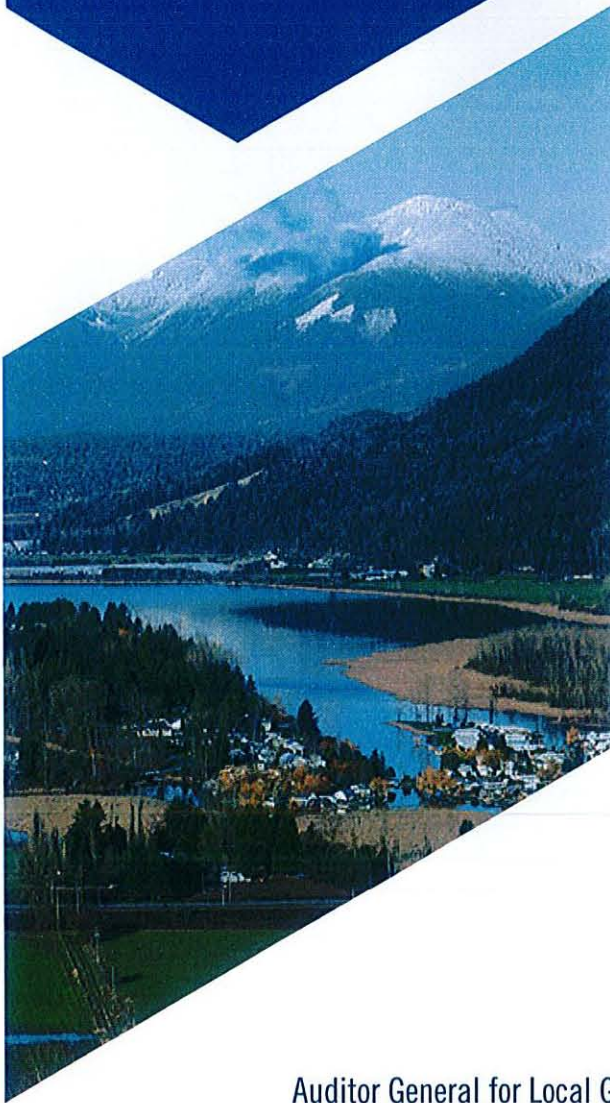
*Christopher P. Morrell*

Date

**JANUARY 31, 2019**



**AGLG**



# ANNUAL SERVICE PLAN

2019/20-2021/22

Auditor General for Local Government of British Columbia



**AUDITOR GENERAL FOR  
LOCAL GOVERNMENT**

ACCESSIBILITY • INDEPENDENCE • TRANSPARENCY • PERFORMANCE





## MESSAGE FROM THE AUDITOR GENERAL FOR LOCAL GOVERNMENT

I am pleased to present the 2019/20-2021/22 Annual Service Plan for the office of the Auditor General for Local Government (AGLG), as required by section 22 of the *Auditor General for Local Government Act*.

This service plan sets out our plans for 2019/20 and the following two years. It outlines how we will deliver on our mandate through our local government performance audits and the related work that we do.

In presenting a service plan this year, it is important to note that our *Act* required a five-year review by government of the *Act* and our office. An external review was completed in late 2018, with the results and recommendations communicated shortly after we had written this service plan. We prepared this plan knowing that we may need to make some amendments to our work plans during the year, depending on the results of the review. Because of this, we continue with the directions set out in our recent service plans, carrying out performance audits and our related activities to assist local governments in the work that they do and will make any changes required as we fully consider the recommendations presented.

While our audit work is built on and driven by professional standards, it is the skills and efforts of our people that enable our continued success. As a relatively young and small office, we remain committed to developing and maintaining an effective team in a supportive work environment.

We also commit to supporting reconciliation by working with Indigenous peoples in a spirit of respect and collaboration.

One constant for us over the last several years has been positive feedback on the engagement work we do. Surveys confirm that local governments make changes as a result of our work and the sharing of our audits and related information continues to be well received by local governments and other interested stakeholders. We believe that the broader we can share our learnings, the greater the positive impact we will see in all communities. For this reason, we will expand these efforts this year. The recent municipal elections provide us with the challenge and opportunity to help build capacity and enhance awareness of our work with newly elected officials.

2019/20 may bring changes to our office; we believe that change brings with it opportunity.

**Gordon Ruth, FCPA, FCGA**  
*Auditor General for Local Government*  
Surrey, B.C.



## MESSAGE FROM THE CHAIR OF THE AUDIT COUNCIL

The Audit Council is responsible for reviewing and monitoring the performance of the office of the Auditor General for Local Government (AGLG). The Audit Council carries out this responsibility as stated in Section 19 (1) of the *Auditor General for Local Government Act* by commenting on the extent to which the AGLG's Annual Service Plan supports the AGLG's role in assisting local governments with their accountability to their communities by improving the effectiveness of their operations.

The Audit Council recognizes that the timing of this year's Annual Service Plan coincides with a five-year review undertaken by government and that the results of this review have only recently been communicated prior to the publication of this service plan. As a result, the Audit Council agrees with the AGLG strategy to continue with a focus on performance audits and related activities as stated in recent service plans. However, it is worth noting that we may make changes based on the recommendations contained in the review.

As in past service plans, the Audit Council recognizes the importance of the AGLG's strategy to consult with local governments and other stakeholders in the development of audit plans and the identification of emerging issues. The Audit Council supports the AGLG's decision to increase the number of stakeholder engagement sessions and especially supports the AGLG's commitments to Indigenous peoples and the sharing of any learning with First Nations. We are proud to note that our office is located on the lands of the Coast Salish peoples.

The AGLG has continued to focus on the six previously stated audit themes. On review, the existing audit themes capture the breadth, complexity and interrelatedness of issues facing local governments. It is worth to note that feedback from the UBCM was consistent with this view.

The Audit Council remains committed to providing the AGLG quality expertise and advice to assist the AGLG in bringing value to local governments, taxpayers and other stakeholders. The Audit Council fully supports the office of the AGLG's direction as outlined in the service plan.

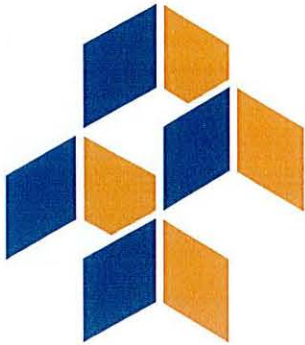
On behalf of the Audit Council,



Anthony Ariganello, FCPA, FCGA  
Chair, Audit Council



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The office of the Auditor General for Local Government acknowledges that our office is in the territories of the Coast Salish peoples.



# INTRODUCTION

The office of the Auditor General for Local Government (AGLG) was established to strengthen British Columbians' confidence in their local governments' stewardship of public assets and the achievement of value for money in their operations.

We are committed to being a valued resource for local governments and others with an interest in local governments delivering value for tax dollars. Our work reflects our independence and our ability to produce reliable, fact-based information on the performance of local governments.

Service plans and annual reports combine to play a key role in ensuring our accountability to the Province of B.C., taxpayers and local governments. This document also fulfills one of our requirements under Section 22 of the *Auditor General for Local Government Act*.

This plan provides an overview of the work we will undertake over the next three years, with particular attention to 2019/20, during which we will move forward with work on new performance audit topics as well as enhanced efforts at engagement with local governments and others with an interest in our work.

It outlines how we will approach our work, including performance audits, additional AGLG Perspectives booklets and other initiatives aimed at sharing the good practices of local governments that we identify through our audit work.

## WHAT IS A PERFORMANCE AUDIT?

A performance audit—sometimes called a 'value for money' audit—is an unbiased examination, carried out following professional auditing standards, to assess whether a service, program or project is being carried out with due regard to economy, efficiency and effectiveness (see the Key Performance Audit Terms below for definitions of these terms).

A performance audit uses specific criteria that are determined in advance to measure how the service being audited is performing. In cases where an audit identifies good practices that could benefit others, our audit report highlights these so other local governments can benefit.

Likewise, when we identify an area where there is room for improvement, we identify this too, in order to help the local government improve the economy, efficiency and effectiveness of the service.

Performance audits are different from the financial audits all B.C. local governments have completed each year. Financial audits focus on compliance and ensuring that financial statements are fairly and reliably stated.

## KEY PERFORMANCE AUDIT TERMS

**ECONOMY** refers to the acquisition of the appropriate quality and quantity of financial, human and physical resources at the appropriate times and at the lowest cost.

**EFFICIENCY** refers to the use of financial, human and physical resources such that output is maximized for any given set of resource inputs, or input is minimized for any given quantity and quality of output provided.

**EFFECTIVENESS** refers to the achievement of the objectives or other intended effects of programs, operations or activities.



## MAP OF BRITISH COLUMBIA'S LOCAL GOVERNMENTS



This map shows the locations of British Columbia municipalities and regional districts falling under the purview of the AGLG. The map does not include the Greater Vancouver Water District, the Greater Vancouver Sewerage and Drainage District or any of the other local government-controlled entities that also fall under the purview of the AGLG.



**MVRD**  
Metro Vancouver  
Regional District



**CRD**  
Capital Regional District

British Columbia's 27 regional districts are indicated on the map by numbers corresponding to Statistics Canada's numbering under the Standard Geographical Classification.

59 Northern Rockies *	29 Sunshine Coast
57 Stikine **	27 Powell River
55 Peace River	26 Strathcona
53 Fraser-Fort George	25 Comox Valley
51 Bulkley-Nechako	23 Alberni-Clayoquot
49 Kitimat-Stikine	21 Nanaimo
47 Skeena-Queen Charlotte	19 Cowichan Valley
45 Central Coast	17 Capital
43 Mount Waddington	15 Metro Vancouver
41 Cariboo	9 Fraser Valley
39 Columbia-Shuswap	7 Okanagan-Similkameen
37 North Okanagan	5 Kootenay Boundary
35 Central Okanagan	3 Central Kootenay
33 Thompson-Nicola	1 East Kootenay
31 Squamish-Lillooet	

\* Northern Rockies is not a regional district. It is incorporated as a regional municipality.

\*\* Stikine is not a regional district. It is an unincorporated region administered by the Province of British Columbia.



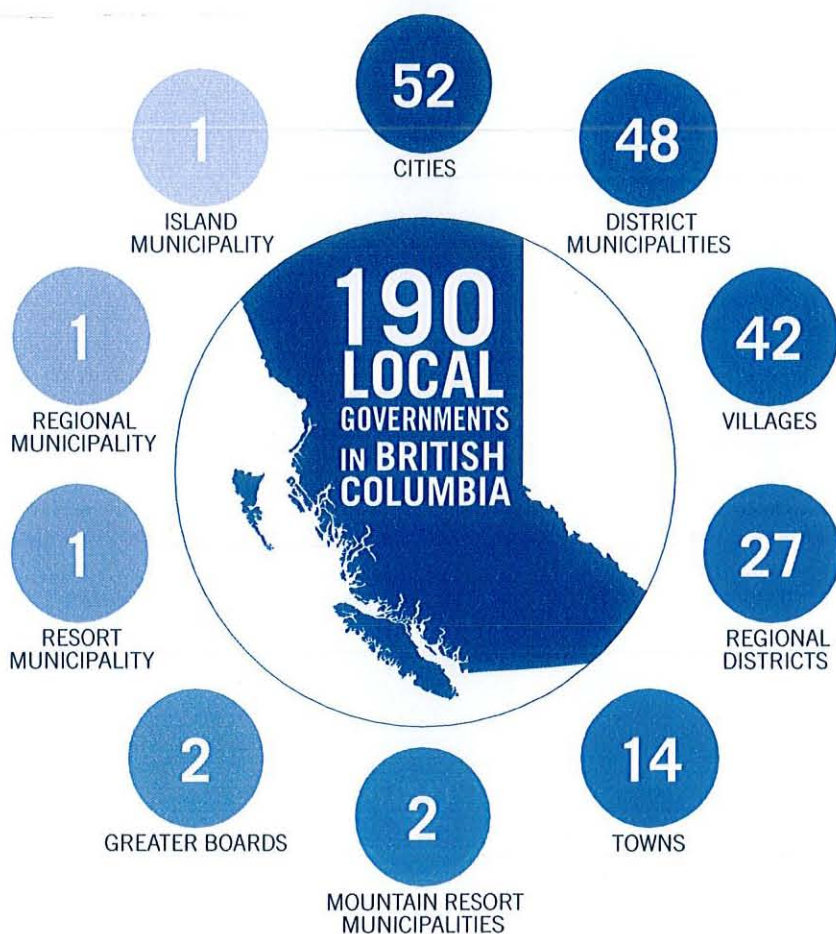
## BRITISH COLUMBIA'S LOCAL GOVERNMENTS

Local governments provide services based on local needs, interests, priorities and available resources. These can vary significantly from one community and region to another.

Even in areas of operation that are common to all local governments, there may be a wide range of approaches and levels of complexity from one local government to another.

In our work, we recognize that the local governments we audit are unique entities of varying sizes and complexity, with very different capacities in addressing the needs of their citizens.

Our work reflects this diversity, examining issues relevant to many local governments and acknowledging that there are no one-size-fits-all solutions for local governments.



Source: Ministry of Municipal Affairs and Housing, Local Government Division statistics.



#### LOCAL GOVERNMENT SERVICES

Local governments have broad service authority and may provide a variety of services that reflect their communities' needs and desires. The specific services offered by local governments vary widely from one community to the next. Many of these services fall into eight general categories:

**TRANSPORTATION**—road networks, transit and local airports

**PROTECTION**—police, fire prevention and suppression and emergency response services

**ENVIRONMENT**—water supply, treatment and distribution, storm and waste water collection, treatment and disposal, refuse collection and disposal

**RECREATION AND CULTURE**—arts and cultural facilities, recreation centres, playing fields, parks, trails and libraries

**INFRASTRUCTURE MAINTENANCE**—maintenance, operations and contract management of existing infrastructure assets

**LAND-USE PLANNING AND DEVELOPMENT SERVICES**—real estate-related planning and development, bylaw enforcement, licensing and inspections, zoning and permitting

**ECONOMIC DEVELOPMENT**—encouraging local economic activity and health, including enhancing employment and local governments' revenue generation and diversification

**OTHER REGULATION**—such as animal control, public health and business licensing

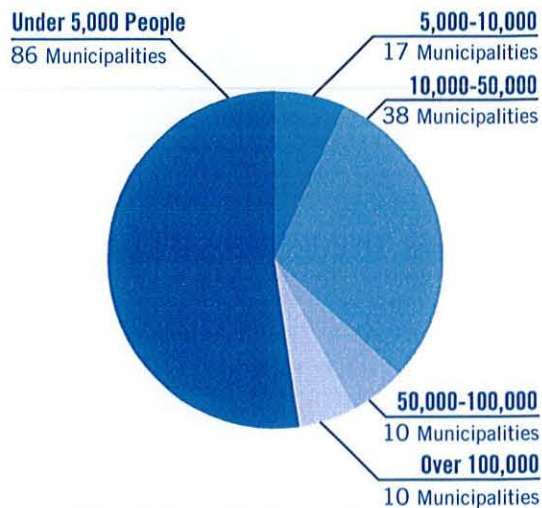
Regional districts provide the services that their member municipalities, unincorporated electoral areas and residents want or need and are prepared to pay for, including many of the services listed above. These may include regional parks and recreation, emergency services (for example, 9-1-1 service), land-use planning and the extension of utilities and fire protection to unincorporated areas within their boundaries.

#### POPULATION SIZE AND GEOGRAPHY

The physical size of a community, its population, its proximity to other communities and the nature of its regional district—or in the case of two regions in B.C., the absence of one—influence the services a local government may offer.

#### POPULATION DENSITY OF B.C. MUNICIPALITIES

*Approximately 89 per cent of British Columbia's population lives in one of 161 different municipalities. The remaining 11 per cent live in unincorporated areas within Regional Districts, except for Stikine, which is administered by the Province of B.C.*



*Source: Number of municipalities by population size based on Ministry of Municipal Affairs and Housing, Local Government Division statistics.*



Municipalities in British Columbia range in population from small villages of fewer than 100 persons to large cities exceeding 650,000 in population, with a median of about 4,500 people. There is similarly a wide range in the geographic size of municipalities, from 62 hectares to 8,500,000 hectares.

With this kind of diversity—which is also reflected in differences among regional districts, greater boards, local government-controlled organizations and other bodies—it is not surprising that local governments have a wide range of strengths, challenges and priorities.

#### HISTORY AND RESIDENT EXPECTATIONS

Another factor contributing to the diversity of local government services is the history and culture of each local government. Some local governments may choose to offer a consistent set of services to meet the long-standing expectations of residents. Others may be more inclined to change their services more frequently in response to residents' evolving needs and demands. Again, there are many differences and few generalities that can be consistently applied across local governments.

#### REVENUE GENERATION

Local governments generate revenue in a variety of ways. Property taxes have traditionally been the primary source of local government revenues, supplemented by other tax levies and user fees. Population size, the rate of change in population, the extent and nature of local economic activity and a community's current socio-economic circumstances may influence the ability of a local government to generate revenue.

#### EMERGING TRENDS

As society changes and new issues emerge in our communities, the selection of services a local government offers may also evolve; emerging issues may compel some local governments to adjust their priorities and service offerings.

Aging local government infrastructure is another issue affecting the services B.C. local governments offer. The magnitude of this issue varies depending on the age and state of a particular local government's infrastructure such as water and sewer systems, road networks and buildings. Weather effects related to the changing climate may also affect infrastructure and planning in local governments to varying degrees.

#### WHAT THIS MEANS TO THE AGLG

The differences between local governments make it clear that our work must be sensitive to each local government's uniqueness. While there may be common themes across local governments, as well as consistent strengths and weaknesses in particular areas of operation, our work must take into account key differences that may affect a local government's performance.

The diversity of local governments means that each should consider the context of its particular situation when considering the recommendations and lessons learned that we highlight in our reports. This is equally true of our performance audit reports and our AGLG Perspectives booklets.

Smaller local governments will necessarily need to prioritize and scale their approaches based on their needs, capacities and circumstances. This does not mean that lessons from one local government do not apply to others, but rather that the application of those lessons in other places will often vary.



## FUNDAMENTALS OF THE AGLG

### MANDATE

Our mandate, set out in the *Auditor General for Local Government Act*, is:

To conduct performance audits of the operations of local governments in order to provide local governments with objective information and relevant advice that will assist them in their accountability to their communities for the stewardship of public assets and the achievement of value for money in their operations.

The *Act* defines local governments as municipalities, regional districts, greater boards, boards, commissions, corporations or other organizations that are financially controlled by one or more municipalities, regional districts or greater boards and any other local body that may be prescribed by regulation.

Currently, there are 190 municipalities, regional districts and greater boards in B.C. that fall within this definition, as well as many additional local government-controlled organizations and bodies that also fall within the purview of the AGLG.

### FOUNDATIONAL PRINCIPLES

In all that we do, we are committed to furthering our four foundational principles, doing so with respect and teamwork:

#### INDEPENDENCE

Our credibility depends on our independence. In addition to the professional objectivity we bring to the job, the AGLG's independence is furthered by the *Auditor General for Local Government Act*, which enables us to carry out our day-to-day functions independently from local governments and with substantive autonomy from the provincial government.

#### PERFORMANCE

The performance audits and related studies we carry out are intended to confirm and strengthen public confidence in the economy, efficiency and effectiveness of local government operations. We provide helpful and pragmatic recommendations on where improvements can be made and draw attention to good practices when we identify them, so all local governments and taxpayers can benefit from them.

#### TRANSPARENCY

We are committed to transparency both in our processes and in the outcomes of our performance audits. This includes sharing audit recommendations with each audited local government before our report is released and including a summary of the local government's comments in our final report. We make our reports publicly available on our website, ensuring transparency to all British Columbians.

#### ACCESSIBILITY

Our commitment to accessibility starts with collecting information in an inclusive manner. We reach out to all local governments, meeting face-to-face with as many of them as possible and making every effort to respond promptly to enquiries. We also involve local governments and other interested groups directly in our audit planning. Another aspect of being accessible is ensuring that our work is relevant and meaningful to local governments. It is important to us that our performance audits and other work deal with issues local governments and taxpayers care about.

While these principles form the foundation for the work we do, we cannot achieve success working alone. Collaboration with local governments, their staff and their elected representatives is critical; the same is true of working with other stakeholders. Ensuring we have their input on our priorities is part of being accessible and fundamental to our office providing value.



## THE AUDIT COUNCIL AND AGLG ACCOUNTABILITY

The Audit Council is provided for under the *Auditor General for Local Government Act* and was first appointed by the Government of British Columbia in 2012. The Audit Council plays a pivotal role in ensuring the accountability of the office of the AGLG.

The *Act* says that the Lieutenant Governor in Council may appoint at least five individuals to the Audit Council (Council) with knowledge, skills, education or experience in fields such as accounting, auditing, governance of the province, local and regional governance or another area set out in regulation. The Council plays a key role in monitoring the effectiveness of our office and supports us by providing independent guidance and advice.

The Council currently includes five members with diverse backgrounds, two in the business/ not-

for-profit sectors and three with local government experience either at the elected level or as a chief administrative officer.

The Council provides comments on our draft service plan, annual report, performance audit reports and AGLG Perspectives booklets, thereby contributing to the AGLG's effectiveness in helping bring the greatest possible value to local governments and taxpayers.

The Council also recommends to the Minister of Municipal Affairs and Housing the appointment of the AGLG and monitors and reviews the AGLG's performance. The Council assists the AGLG in being accountable to all British Columbians.

We work closely with the Council, taking advantage of its members' experience, skills and expertise. They are valued advisors in the work we do.





## THE AGLG TEAM

The office of the Auditor General for Local Government depends on a team of highly-skilled, professional, dedicated staff for our success. We have varied backgrounds and skill sets, all of which contribute to an effective team.

Together, the members of our team are our greatest asset, dedicated to making sure the office plays a constructive role in helping B.C. local governments deliver value for tax dollars and be accountable to taxpayers.

The chart below represents the office's anticipated organizational structure for 2019/20; however, we review this annually.





# PERFORMANCE AUDITING

## PERFORMANCE AUDIT THEMES

Section 22 of the *AGLG Act* requires that our office's annual service plan include themes on which some or all of our performance audits may be based. We consult with the Union of B.C. Municipalities (UBCM) on our audit themes each year.

Our decisions on audit themes are closely tied to our mandate, foundational principles, goals and objectives. The process we follow in selecting audit themes is informed, unbiased, in line with professional practices and reflects input from local governments and other stakeholders.

### CRITERIA IN SELECTING AUDIT THEMES

We use three key criteria in developing and reviewing performance audit themes: relevance, significance and risk.

### THEME DEVELOPMENT AND REVIEW

During the initial audit planning carried out when the office opened in 2013, the AGLG identified six major themes related to local government operations. The complexity and interrelated nature of these broad themes speaks to the breadth of issues facing local governments of various sizes and complexities across the province.

Each year, we review these themes to ensure they consider and reflect any significant changes in the issues B.C.'s local governments face. As part of this review, we consider emerging issues we have encountered in our interactions with local governments, media reports and developments elsewhere.

In our judgement, these themes continue to remain relevant to the work we do and reasonably represent the breadth of services provided by local governments.

## CONSIDERATIONS

**RELEVANCE:** Includes the applicability of the theme to local governments of various sizes, geographic areas and population densities. In addition, we take into account the likelihood that good practices might be identified that may benefit other local governments.

**SIGNIFICANCE:** Includes the size of expenditures, the number of people affected by the program or service, the potential size of economic, social or environmental impacts, the number of stakeholders affected and the extent of their interest and potential impact.

**RISK:** An assessment of the extent of risk related to the program or service after considering the checks and balances that could reduce the risk, including the program or service's complexity, maturity and the pace of change.

### 2019/20–2021/22 AUDIT THEMES

We list these themes here in alphabetical order, not according to priority or any other ranking. They represent a long-term view of our audit focus. We will select topics from within these themes for performance audits during the period covered by this service plan. Our website also lists our audit themes as well as the topics associated with each.

It is important to note that the *AGLG Act* requires that, in carrying out performance audits, we must not call into question the merits of a local government's objectives or policy decisions.

#### A. ECONOMIC DEVELOPMENT, LAND-USE AND TRANSPORTATION PLANNING AND MANAGEMENT

This theme includes economic development, revenue generation and business initiatives and partnerships. It also includes land-use planning and development, bylaws, transportation planning and management, cultural services and parks and recreation.

Local governments' stewardship of local and regional economic development, together with their commercial and industrial regulatory frameworks can have a big impact on the economic health of communities and their local governments.



The extent to which local government revenue sources are diversified can influence the well-being of a community.

Land-use and transportation planning and management also have major long-term social, economic and environmental effects on local governments. Growth pressures, financial challenges, competing interests, planning and coordination issues and links between land-use and transportation planning can affect local governments' achievement of their objectives. Likewise, parks and recreation is a significant area of responsibility for many local governments.

#### **B. EMERGENCY MANAGEMENT AND PROTECTIVE SERVICES**

This includes fire services, police services and the various aspects of emergency management (a current audit topic). Issues may include financial pressures and other resource constraints and governance and accountability challenges.

#### **C. ENVIRONMENTAL PROGRAMS AND SERVICES**

This includes local government operations related to environmental management such as drinking-water management (a current audit topic), wastewater and sewer services, solid waste services and environmental management operations. Sound environmental management is of interest to all local governments and the public. How local governments use and manage resources for this is a growing area of challenge that has an impact on public health and safety.

#### **D. FISCAL SUSTAINABILITY PLANNING, CAPACITY AND INTERNAL OPERATIONS**

This includes the management of fiscal sustainability in areas such as budgeting and forecasting, long-term financial planning, reserve planning and management, taxation and expenditure planning, debt level and structure. This theme also involves shared services and the effectiveness of service delivery arrangements and other interactions between municipalities and regional districts.

Additionally, this theme includes organizational capacity, capability and resources, particularly for smaller and more remote local governments where skill sets may not be as readily available.

It also includes other elements of local government finance, accounting and risk management operations that are foundational to the stewardship of public assets and the support of achieving value for money in a wide range of local government operations.

Internal operations include procurement, workforce planning, compensation and benefits planning and management. In addition, internal operations covers information technology and operational technology governance as well as management, information and records management, information security and privacy risk management and aspects of online government such as self-service, information and data sharing.

#### **E. INFRASTRUCTURE SUSTAINABILITY AND INFRASTRUCTURE ASSET MANAGEMENT**

This includes the management of the full life-cycle of major physical assets such as roads, bridges, buildings and utility plants for which local governments are responsible. Infrastructure assets may involve major capital and operational costs and liabilities to most local governments and are critical to achieving local government objectives.

#### **F. OTHER (EMERGING ISSUES)**

This theme provides us with flexibility during our three-year planning time frame to respond to issues that may emerge in the complex and ever-changing world of local government. This is particularly important should circumstances and issues change significantly during the period covered by this plan. For example, some local governments are actively working with partners to address homelessness. Others are finding their existing services impacted by evolving challenges such as the opioid crisis.



## PERFORMANCE AUDIT TOPICS

In our audit planning, we take the identified audit themes and develop specific audit topics through a planning, risk assessment and prioritization process. This includes additional consultation with local governments and local government-related organizations as well as other key stakeholders.

Once we identify audit topics, we select local governments to participate in audits based on several factors:

- » The importance of the audit topic to the local government's operations
- » Ensuring that the range of our audits, over time, includes local governments of varying natures, sizes, and locations
- » Potential sources of good practices that may be identified and may be of value to other local governments
- » Other factors, such as the resources available to us

Similar to how we determine audit themes, we review our planned audit topics annually. Through this process, we may change our planned audit topics as priorities shift and new issues emerge.

### OTHER REPORTS

In addition to performance audit reports, we also produce AGLG Perspectives booklets. These reports present information related to the topics on which we have conducted performance audits, with a view to providing tools and advice that may be useful to a wide range of local governments.

### KEY STAKEHOLDERS

- » B.C. residents
- » Mayors and councils
- » Regional District chairs and boards
- » Boards, commissions, corporations or other organizations controlled by one or more local government
- » Local government chief administrative officers
- » Union of B.C. Municipalities and similar regional entities
- » Local government area associations
- » B.C. Mayors' Caucus
- » Local Government Management Association of British Columbia
- » Government Finance Officers Association of British Columbia
- » Unions representing employees of local governments
- » Chambers of commerce and other business and professional organizations

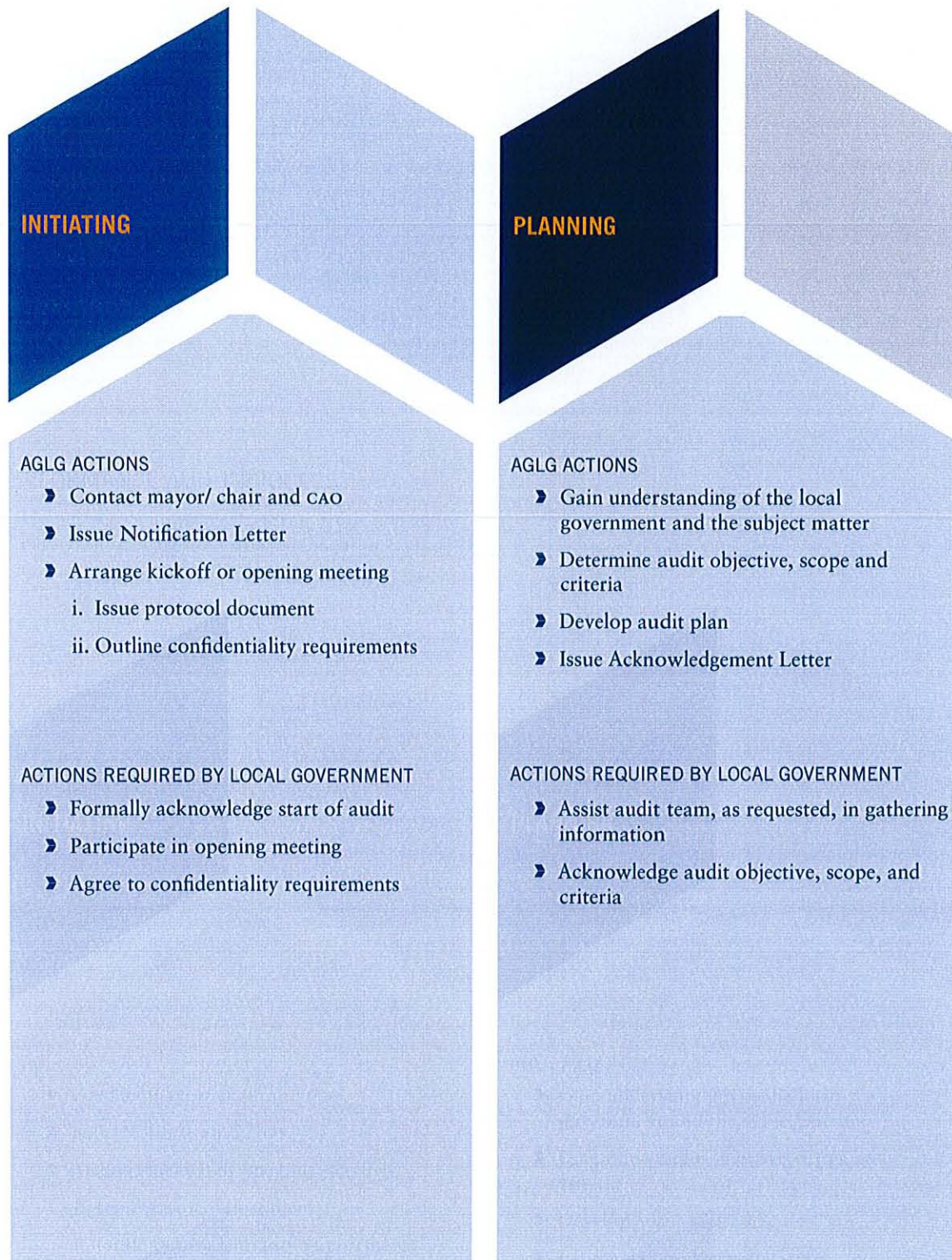
### FUTURE PERFORMANCE AUDITS

During 2019/20, our audit plan is to undertake a combination of performance audits and AGLG Perspectives booklets that may be released during the year or in subsequent periods, depending on the complexity and scope of each topic selected. As part of this, we will begin work on a new audit topic related to Capital Project Management. We will also look for ways to incorporate a gender/diversity-based lens in the future work that we do.

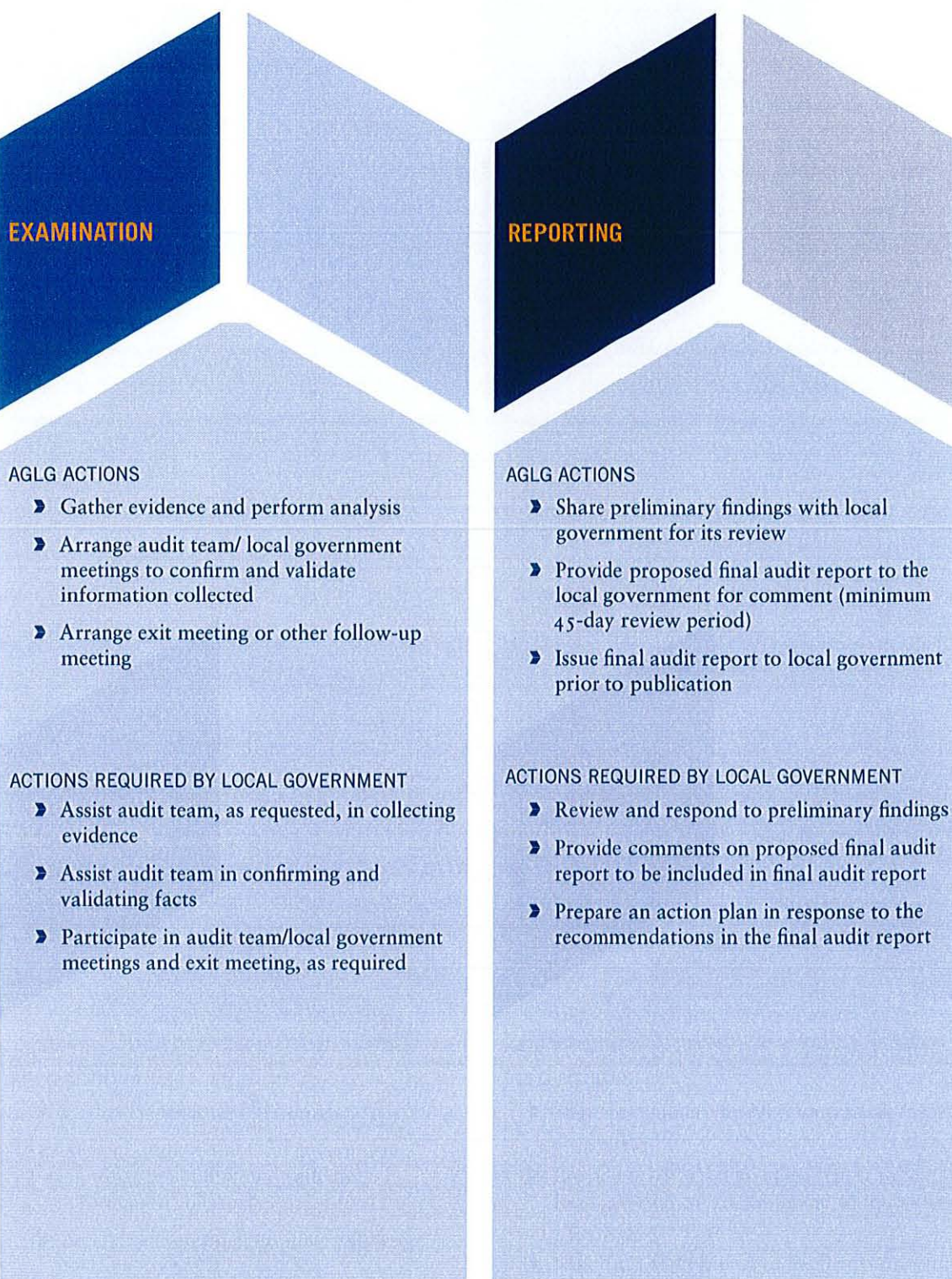


## PERFORMANCE AUDIT PROCESS

The Phases of an AGLG Performance Audit figure, below, summarizes the steps involved in each performance audit we undertake.









## REPORTING

An essential aspect of our work is communicating the results of our audits to local governments so that we may assist them in their accountability to taxpayers. This is a requirement of our *Act*, making us accountable for the expenditure of tax dollars on our audit work. It also allows us to share good practices with all local governments.

We produce two different types of reports: individual local government audit reports and AGLG Perspectives booklets. Both are released publicly and are also shared through articles and presentations that we may do.

### PERFORMANCE AUDIT REPORTS

We produce a report for each performance audit we complete. This report is specific to the audit, describing the work we did, the scope of the audit, the criteria we used to measure local government performance, our findings, conclusions and recommendations. Each audit report also includes a summary of the local government's response to our audit findings and, in most cases, the local government also provides an action plan to implement the recommendations.

The focus of these reports is on the local government that was the subject of the audit; however, these reports are written to include useful information that may be of interest to a broad range of local governments and other stakeholders.

### AGLG PERSPECTIVES SERIES

To further provide useful information, tools and advice to a wide range of local governments, we also publish a second type of report: AGLG Perspectives booklets, to share overall learnings from a series of audits.

In developing these booklets, we draw on information we gather in the process of conducting our performance audits as well as related information of much broader applicability.

We intend to continue producing these booklets in the future and to also look for other ways to share useful information that enhances the value we bring to our stakeholders.

### SHARING OUR REPORTS

Once we finalize a report, we publish it to our website, where it is available to anyone interested in its contents.

In addition, we publicly announce the release of our reports through multiple channels such as our website, news releases and social media.

### POST-AUDIT

Following the completion of a performance audit, we send an evaluation questionnaire to each local government auditee. The auditee can provide feedback to us on the conduct of the audit team, the audit report as well as our process. This allows us to consider how we do our work and look for areas where we may continue to improve.



## GOALS, STRATEGIC OBJECTIVES & PERFORMANCE MEASURES

Our goals and strategic objectives in this service plan are based on those we included in past AGLG service plans. This year, we have modified several of our performance measures and targets.

### GOAL 1 PROVIDE LOCAL GOVERNMENTS WITH OBJECTIVE, HELPFUL ADVICE

We provide local governments with objective information and relevant advice to assist them in their accountability to their communities for the stewardship of public assets and the achievement of value-for-money in their operations.

#### STRATEGIC OBJECTIVE 1

We prepare and release quality audit reports and AGLG Perspectives booklets on a timely basis, consistent with our legislated mandate and service plan.

These publications meet the needs and expectations of local governments in helping them improve their operations.

Based on our current capacity, we anticipate completing an average of five performance audits and/or AGLG Perspectives booklets annually over the three-year period covered by this plan. The number may vary each year depending on the scope and complexity of the audit topics selected.

MEASURES	2019/20 TARGET	2020/21 TARGET	2021/22 TARGET
Local governments' rating of their awareness of our work (1-5 scale)	4.00	4.00	4.00
Local governments' rating of the value of our work (1-5 scale)	3.75	3.75	3.75
Auditees' average rating of satisfaction with audit reports (1-5 scale)	3.75	3.75	3.75
Auditees' average rating of professional conduct of AGLG audit staff (1-5 scale)	4.00	4.00	4.00
Percentage of recommendations accepted by auditees	90%	90%	90%

#### STRATEGIC OBJECTIVE 2

Our office completes its work in accordance with audit standards and practices and is a licensed practice firm regulated under the Chartered Professional Accountants of B.C.

Our audit manual includes an external review of our audit work every three years as an internal requirement.

We will continue to review and, where appropriate, enhance our performance audit practices to ensure they remain consistent with the standards in our professional community.

MEASURES	2019/20 TARGET	2020/21 TARGET	2021/22 TARGET
Positive assessment of our audit policy and practices (carried out every three years)	-	YES	-



## GOAL 2 ENGAGE & CONSULT WITH LOCAL GOVERNMENTS & OTHER STAKEHOLDERS

In all of our work, we will be collaborative, share information and seek constructive input from auditees, other local governments and other stakeholders.

### STRATEGIC OBJECTIVE 3

We appropriately consult with local governments and other stakeholders in the development of our audit plans and keep stakeholders informed about our work, including any emerging issues.

During 2019/20, we will expand our efforts to engage with stakeholders to increase awareness of our work. We have increased our targets to reflect this.\*

This will help to inform our audit planning and decisions on where to place emphasis in our work. We will continue to complete an annual internal planning process and will carry out formal audit planning sessions with local governments and other stakeholders every three years.

In our efforts to keep stakeholders informed about our work, we will continue to participate in events where we can share our learnings with local governments and First Nation governments.

MEASURES	2019/20 TARGET	2020/21 TARGET	2021/22 TARGET
Number of formal audit planning sessions (carried out every three years)	1	-	-
Number of engagement sessions held with stakeholders*	12	12	12
Number of local government conferences and/or trade shows attended by AGLG representatives.*	4	5	6

## GOAL 3 SUPPORT A PROFESSIONAL WORK ENVIRONMENT

We recognize that our most valued asset is our staff and are committed to supporting and enabling them in the work that we do.

### STRATEGIC OBJECTIVE 4

AGLG staff is committed to the office's work and consider the office of the AGLG a desirable place to work where they can apply and further develop their professional skills.

We will continue to work to enhance the satisfaction of AGLG staff with the office and their jobs. We will achieve this by providing staff with clear and consistent expectations and direction, manageable workloads and the support they need to excel. Additionally, by investing in staff training,

we will enhance the skills and professionalism of our staff and their satisfaction with being part of the office.

In 2019/20 we are shifting our performance measure on training from a 'cost-based metric' to 'training hours' to reflect that not all training has a direct cost. We have also reduced the frequency of our employee-survey target to every second year to coincide with government's schedule for surveys.

MEASURES	2019/20 TARGET	2020/21 TARGET	2021/22 TARGET
Overall rating of the AGLG office by our employees in an employee survey: satisfaction with their role and with the organization	75%	-	75%
Training hours on average per employee	40	40	40



## OFFICE OF THE AGLG BUDGET - 2019/2020

The following budget provides for the operations of our office, including salaries and administrative costs, subject to appropriations.

Within this budget, we will recruit and retain skilled staff members, contract for additional resources as required, coordinate the functioning of core office processes and deliver performance audits and AGLG Perspectives booklets in an efficient and effective manner.

OPERATING BUDGET	AMOUNT (\$ MILLIONS)
Salaries and Benefits	\$1.63
Operational Costs	\$0.98
<b>TOTAL</b>	<b>\$2.61</b>

CAPITAL BUDGET	AMOUNT (\$ MILLIONS)
The AGLG does not have a capital budget.	N/A
Capital budget for 2019/20 will be provided by Shared Services B.C. as appropriate	N/A



## AGLG CONTACT INFORMATION

### STAY CONNECTED WITH THE AGLG



The AGLG welcomes your feedback and comments. Contact us via email [info@aglg.ca](mailto:info@aglg.ca), our website at [www.aglg.ca](http://www.aglg.ca) or follow us on Twitter @BC\_AGLG.

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