



Alberni-Clayoquot Regional District

BOARD OF DIRECTORS MEETING

WEDNESDAY, JANUARY 25, 2017, 1:30 pm

Regional District Board Room, 3008 Fifth Avenue, Port Alberni, BC

AGENDA

	PAGE #
1. <u>CALL TO ORDER</u>	
Recognition of Traditional Territories.	
2. <u>APPROVAL OF AGENDA</u>	
<i>(motion to approve, including late items requires 2/3 majority vote)</i>	
3. <u>DECLARATIONS</u>	
<i>(conflict of interest or gifts)</i>	
4. <u>ADOPTION OF MINUTES</u>	
a. Board of Directors Meeting – January 11, 2017	9-17
<i>THAT the minutes of the Board of Directors meeting held on January 11, 2017 be adopted.</i>	
b. West Coast Committee Meeting – January 12, 2017	18-20
<i>THAT the minutes of the West Coast Committee meeting held on January 12, 2017 be adopted.</i>	
c. Alberni-Clayoquot Transportation Committee Meeting – January 11, 2017	21-24
<i>THAT the minutes of the Alberni-Clayoquot Transportation Committee meeting held on January 11, 2017 be adopted.</i>	
5. <u>PETITIONS, DELEGATIONS & PRESENTATIONS (10 minute maximum)</u>	
a. Inspector Brian Hunter, Officer In Charge, Port Alberni Detachment, RCMP regarding the Port Alberni RCMP Quarterly Report.	25-28
b. Ms. Mel Francoeur, Resident, regarding roaming livestock in Beaver Creek & request for changes to regulations.	

- c. **Ms. Sarah Thomas, Air Quality Council, Mr. Earle Plain, Air Quality Meteorologist, Ministry of Environment, regarding update on the air quality initiatives and directions.**
- d. **Ms. Ellen Froid, Executive Director, Alberni Community & Women's Services Society regarding upcoming fundraising event entitled Coldest Night.** **29-38**

6. CORRESPONDENCE FOR ACTION

- a. **REQUEST FOR SUPPORT** **39-51**
Coastal Community Network, October 26, 2016 requesting the Alberni-Clayoquot Regional District agree be host applicant to the BC Rural Dividend Fund on behalf of the Coastal Community Networks application to complete stage 1 literature review for a Pacific Coastal Sustainability Charter.

Possible Motion:

THAT the Alberni-Clayoquot Regional District agree to be host applicant on behalf of the Coastal Community Network for their application to complete stage 1 literature review for a Pacific Coastal Sustainability Charter to the BC Rural Dividend Fund.

- b. **INVITATION TO CHAIRS/CAO FORUM 2017** **52**
Union of British Columbia Municipalities, January 13, 2017 regarding Chairs/CAO Forum 2017 March 28 & 29, 2017 in Victoria, BC.

Possible Motion:

THAT Chairperson John Jack and Chief Administrative Officer Russell Dyson be authorized to attend the Chairs/CAO Forum 2017 scheduled for Tuesday, March 28th and Wednesday, March 29th, 2017 in Victoria, BC.

7. CORRESPONDENCE FOR INFORMATION

- a. **ISLAND CORRIDOR FOUNDATION** **53-55**
Upcoming Community Round Table Meeting
- b. **ISLAND COASTAL ECONOMIC TRUST** **56-57**
New Salish Sea Marine Trail will Bring Paddlesports Tourists to the Region
- c. **HUU-AY-AHT FIRST NATION** **58-59**
Reconciliation
- d. **MINISTRY OF TRANSPORTATION & INFRASTRUCTURE** **60**
Response to ACRD correspondence with regards to the pavement conditions on Toquaht Bay Road

THAT the Board of Directors receive items a-d for information.

8. REQUEST FOR DECISIONS & BYLAWS

- a. **REQUEST FOR DECISION** **61-67**
2017 Standing/Select Committee Appointments & Appointments to
Outside Organizations

THAT the Alberni-Clayoquot Regional District Board of Directors approve the 2017 ACRD Standing/Select Committee Appointments and Appointments to Outside Boards, Agencies, Commissions as presented.

- b. **REQUEST FOR DECISION** **68-71**
Updated Terms of reference – West Coast Committee

THAT the ACRD Board of Directors approve the updated Terms of Reference for the West Coast Committee as presented.

- c. **REQUEST FOR DECISION** **72-79**
Terms of Reference – Alberni Valley Emergency Planning Policy Group
& Alberni Valley Emergency Planning Liaison Group

THAT the Alberni-Clayoquot Regional District Board of Directors approve the following Terms of Reference as presented:

- a. Alberni Valley Emergency Planning Policy Group*
- b. Alberni Valley Emergency Planning Liaison Group*

- d. **REQUEST FOR DECISION** **80-84**
Alberni-Clayoquot Health Network Website and Branding Project

THAT the Alberni-Clayoquot Regional District Board of Directors award the Alberni-Clayoquot Health Network Website and Branding project to Geeks on the Beach in the amount of \$5,208.00 including GST with an annual maintenance fee of \$628.00.

- e. **REQUEST FOR DECISION** **85-91**
Security Issuing Bylaw F1130

THAT the Alberni-Clayoquot Regional District Board of Directors give first reading to the bylaw cited as “Alberni-Clayoquot Regional District Security Issuing Bylaw No. F1130, 2017”.

THAT the Alberni-Clayoquot Regional District Board of Directors give second reading to the bylaw cited as “Alberni-Clayoquot Regional District Security Issuing Bylaw No. F1130, 2017”.

THAT the Alberni-Clayoquot Regional District Board of Directors give third reading to the bylaw cited as “Alberni-Clayoquot Regional District Security Issuing Bylaw No. F1130, 2017”.

THAT the Alberni-Clayoquot Regional District Board of Directors adopt bylaw cited as “Alberni-Clayoquot Regional District Security Issuing Bylaw No. F1130, 2017”.

f. REQUEST FOR DECISION

92-93

Participation in the Federation of Canadian Municipalities Community Infrastructure Partnership Project (CIPP)

THAT the Alberni-Clayoquot Regional District Board of Directors agree to the participation in the FCM Community Infrastructure Partnership Project (CIPP) from January 31, 2017 to March 31, 2018, which includes the following:

- *Two workshops with the neighboring communities between January 31, 2017 and March 31, 2018, facilitated by CIPP Staff.*
- *Participation of (Andrew McGifford, Manager of Environmental Services) and (Director Keith Wyton) or their alternate to serve on a monthly working group.*
- *Regular participation in the First Nation – Municipal Network on LinkedIn.*
- *Serve as a mentor for others interested in pursuing First Nation – municipal collaboration.*
- *Ongoing community engagement and keeping the community informed about CIPP.*
- *Maintaining communication with CIPP staff as required.*

g. REQUEST FOR DECISION

94-156

Recommendations from the West Coast Committee regarding West Coast Multiplex Project – Phase 1 Arena

THAT the Board of Directors of the ACRD receive the West Coast Multi Plex Phase 1 – Arena Feasibility Study report of 2016 completed by Recreation Excellence.

THAT the Board of Directors of the ACRD instruct staff to investigate the conduct of a public opinion poll to determine support for the West Coast Multi Plex Phase 1 – Arena.

THAT the Board of Directors of the ACRD Regional District share potential operating costs of the West Coast Multi Plex with the Toquaht Nation and the Yuułu?it?atḥ Government and ask that they participate in the service.

- h. **REQUEST FOR DECISION** **157-158**
 Appointment of Fire Chief – Bamfield Volunteer Fire Department

THAT the Alberni-Clayoquot Regional District Board of Directors appoint Mr. Phil Lavoie, Fire Chief of the Bamfield Volunteer Fire Department for a one year term.

THAT the Alberni-Clayoquot Regional District forward a letter of appreciation to Mr. Mark Kelly for serving as interim Fire Chief of the Bamfield Volunteer Fire Department and for agreeing to continue on as Deputy Fire Chief of the Department.

9. **PLANNING MATTERS**

9.1 **ELECTORAL AREA DIRECTORS ONLY**

- a. **DVE16016, REDMAN, 4585 COMPTON ROAD (BEAVER CREEK)** **159-166**
 Development Variance Application – Report

THAT the Board of Directors consider issuing development variance permit DVE16016.

- b. **SE16009, BOWERMAN, 6476 BEAVER CREEK ROAD (BEAVER CREEK)** **167-169**
 Subdivision Application/Parcel Frontage Waiver – Memorandum

THAT the Board of Directors waive the 10% road frontage requirement for proposed Remainder Lot 7 as per plan 7729.

- c. **BUILDING SETBACKS FROM WATER COURSES, LAKES AND OCEAN (ALL ELECTORAL AREAS)** **170-172**
 Request for Decision

THAT the Board of Directors instruct staff to prepare a Zoning Bylaw text amendment to amend Section 6.2: increasing the vertical setback to 4 metres from the natural boundary of a water course, water body, lake or ocean; increasing the horizontal setback to 15 metres from the natural boundary of a water body, lake or ocean; and limiting the ceiling height of any non-habitable space within the 4 metre vertical setback to 1.5 metres or less.

9.2 **ELECTORAL AREA DIRECTORS AND TOFINO ONLY**

- a. **RT11006, LONG BEACH AIRPORT, 188 AIRPORT ROAD (LONG BEACH)** **173-195**

Text Amendment and Rezoning – Public Hearing Report, Public Hearing Minutes and Bylaws P1282 and P1283

THAT the Board of Directors receive the public hearing report.

THAT the Board of Directors receive the public hearing minutes.

THAT Regional District of Alberni-Clayoquot Zoning Text Amendment Bylaw P1282 be read a second time.

THAT Regional District of Alberni-Clayoquot Zoning Text Amendment Bylaw P1282 be read a third time.

THAT Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw P1283 be read a second time.

THAT Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw P1283 be read a third time.

9.3 ALL DIRECTORS

- a. **MISC16020, MINISTRY OF FORESTS, LANDS AND NATURAL RESOURCE OPERATIONS, WOODLOT REPLACEMENT AREAS (BEAUFORT, SPROAT LAKE AND CHERRY CREEK)** **196-207**
Miscellaneous Referral – Memorandum

THAT the Board of Directors direct staff to provide a response to the Ministry of Forests, Lands and Natural Resource Operations stating that the proposed Woodlot W1479 replacement lands and/or Forestry Licence to Cut lands do not impact the Regional District's interests subject to consideration of the comments outlined in this report.

10. REPORTS

10.1 STAFF REPORTS

- a. Staff Action Items Report – January 20, 2017 **208-214**
b. Meeting Schedule – February 2017 **215-216**
c. Building Inspector's Report – December 2016 **217**
d. 3rd Avenue – Sprinkler Operational Costs – Follow Up Information Request **218**

THAT the Board of Directors receives the Staff Reports a-d.

10.2 COMMITTEE REPORTS

10.3 MEMBER REPORTS

- a. 9-1-1 Corporation – J. McNabb
- b. Vancouver Island Regional Library - L. Banton
- c. Central West Coast Forest Society – T. Bennett
- d. Alberni Valley Chamber of Commerce – J. McLeman
- e. Coastal Community Network – T. Bennett/D. St. Jacques
- f. West Island Woodlands Advisory Group –M. Kokura
- g. Island Coastal Economic Trust – J. Jack
- h. Air Quality Council, Port Alberni – K. Wyton
- i. West Coast Aquatic Board – T. Bennett/K. Wyton/J. Osborne
- j. Association of Vancouver Island & Coastal Communities – P. Cote
- k. Beaver Creek Water Advisory Committee – J. McNabb
- l. Other Reports

THAT the Board of Directors receives the Member Reports.

11. UNFINISHED BUSINESS

12. LATE BUSINESS

13. QUESTION PERIOD

14. IN CAMERA

Motion to close the meeting to discuss matters relating to:

- i. Discussions with Regional District officers and employees respecting Regional District objectives, measures and progress reports for the purposes of preparing an annual report under section 98 [annual regional district report].*

15. RECOMMENDATIONS TO THE BOARD FROM IN-CAMERA

16. ADJOURN

**Next Board of Directors Meeting: Wednesday, February 8, 2017, 1:30 PM
Regional District Board Room**



Alberni-Clayoquot Regional District

MINUTES OF THE BOARD OF DIRECTORS MEETING HELD ON WEDNESDAY, WEDNESDAY, JANUARY 11, 2017, 1:30 PM Regional District Board Room, 3008 Fifth Avenue, Port Alberni, BC

DIRECTORS PRESENT: John Jack, Chairperson, Councillor, Huu-ay-aht First Nation
Josie Osborne, Vice-Chair, Mayor, District of Tofino
Keith Wyton, Director, Electoral Area "A" (Bamfield)
Mike Kokura, Director, Electoral Area "B" (Beaufort)
Tony Bennett, Director, Electoral Area "C" (Long Beach)
Penny Cote, Director, Electoral Area "D" (Sproat Lake)
John McNabb, Director, Electoral Area "E" (Beaver Creek)
Lucas Banton, Director, Electoral Area "F" (Cherry Creek)
Mike Ruttan, Mayor, City of Port Alberni
Jack McLeman, Councillor, City of Port Alberni
Dianne St. Jacques, Mayor, District of Ucluelet
Wilfred Cootes, Councillor, Uchucklesaht Tribe Government
Kirsten Johnsen, Member of Council, Toquaht Nation

REGRETS: Alan McCarthy, Member of Legislature, Yuułu?iþ?ath Government

STAFF PRESENT: Russell Dyson, Chief Administrative Officer
Andrew McGifford, Manager of Environmental Services
Teri Fong, Manager of Finance
Mike Irg, Manager of Planning and Development
Wendy Thomson, Manager of Administrative Services

1. CALL TO ORDER

The Chairperson called the meeting to order at 1:30 pm.

The Chairperson recognized the meeting this afternoon being held in the Tseshaht First Nation and the Hupacasath First Nation Traditional Territories.

2. APPROVAL OF AGENDA

MOVED: Director McLeman

SECONDED: Director Kokura

THAT the agenda be approved as circulated.

CARRIED

3. DECLARATIONS

4. ADOPTION OF MINUTES

a. Board of Directors Meeting – December 9, 2016

MOVED: Director Kokura

SECONDED: Director Cootes

THAT the minutes of the Board of Directors meeting held on December 9, 2016 be adopted.

CARRIED

5. PETITIONS, DELEGATIONS & PRESENTATIONS

a. Teresa Ludvigson, Executive Director, Carol Chipman, Vice-President, West Coast General Hospital Foundation

Introductions, Role with the Hospital Foundation and Identification of Priorities with for the Hospital in 2017

Ms. Ludvigson is the new Executive Director for the Foundation and brings 25 years of non-profit experience. She provided an overview of the West Coast General Hospital Foundation. The Foundation fundraises for needed equipment at West Coast General Hospital. She requested input from the Hospital Board to identify equipment priorities for fundraising purposes in 2017.

b. Gail Horvath, Sproat Lake Residents

Lack of Road Maintenance and Safety for Lake Residents

Ms. Horvath spoke regarding road conditions in the Sproat Lake area, concerns with lack of maintenance, upgrades and safety concerns. She circulated a letter outlining her concerns to Directors. Ms. Horvath requested the ACRD to assume responsibility for the wellbeing and safety of its constituents.

MOVED: Director McLeman

SECONDED: Director Wyton

THAT the ACRD Board of Directors lobby the new South Coastal Regional Director, Ministry of Transportation and Infrastructure to address issues with road maintenance in the region prior to the Ministry proceeding with a new maintenance contract.

CARRIED

6. CORRESPONDENCE FOR ACTION

a. Federation of Canadian Municipalities, December 23, 2016, Regarding Request for 2017 Renewal of Membership in the amount of \$5,298.58.

MOVED: Director Bennett
SECONDED: Director Osborne

THAT the Alberni-Clayoquot Regional District renew membership in the Federation of Canadian Municipalities for 2017 in the amount of \$4,541.75 plus GST.

CARRIED

7. CORRESPONDENCE FOR INFORMATION

- a. **DISTRICT OF SECHELT**
Request to Western Canada Marine Response Corp.(WCMRC) to Make a Presentation to the 2017 AVICC Convention and Response from WCMRC
- b. **DISTRICT OF KITIMAT**
News Release & Open Letter to Canada Regarding Value to Our Country by Adding Value to Our Resources
- c. **ISLAND CORRIDOR FOUNDATION**
Board Meeting Notes October 2016
- d. **ISLAND COASTAL ECONOMIC TRUST**
Live Here, Work Anywhere: ICET Helping Communities Attract Global Tech Sector
- e. **CITY OF PORT ALBERNI**
City of Port Alberni Appointments to Alberni-Clayoquot Regional District for 2017
- f. **MINISTRY OF EDUCATION**
Public Input Sought on Rural Education
- g. **FEDERATION OF CANADIAN MUNICIPALITIES**
CRTC Decision on Broadband Internet
- h. **SQUAMISH-LILLOET REGIONAL DISTRICT**
BCAS Dispatch Protocols to Highline RD, D'Arcy, BC
Volunteer Fire Departments on Private Land
- i. **PORT ALBERNI MARITIME HERITAGE SOCIETY**
Report on 2016 Alberni-Clayoquot Regional District Grant-In Aid Use of Funds
- j. **VANCOUVER ISLAND ECONOMIC ALLIANCE**
Conference Board of Canada Event – January 25 – Is the Strength of the Island Economy Sustainable

MOVED: Director Wyton
SECONDED: Director Kokura

THAT the ACRD Board of Directors send a letter to the District of Kitimat supporting their initiative to add value to natural resources in Canada and invite the District of Kitimat to join the ACRD in putting forward a resolution for consideration at the 2017 UBCM Convention with respect to this issue.

CARRIED

MOVED: Director McLeman
SECONDED: Director McNabb

THAT the ACRD Board of Directors authorize Director Banton or his alternate to attend the Island Corridor Foundation Local Government Liaison meeting on February 17th in Nanaimo.

MOVED: Director Ruttan
SECONDED: Director Wyton

THAT the Board of Directors receive items a-j for information.

CARRIED

8. REQUEST FOR DECISIONS & BYLAWS

a. Request for Decision regarding Finance Warrant No. 572.

MOVED: Director Kokura
SECONDED: Director McLeman

THAT the Board of Directors approves Finance Warrant Number 572 in the amount of \$1,754,463.66 dated December 31, 2016.

CARRIED

b. Request for Decision regarding Bamfield Water System Water Treatment Plant Temporary Borrowing.

MOVED: Director Wyton
SECONDED: Director Cootes

THAT the Alberni-Clayoquot Regional District Board of Directors give first reading to the bylaw cited as "Bamfield Water System Treatment Plant – Temporary Borrowing Bylaw No. F1129, 2017".

CARRIED

MOVED: Director Wyton
SECONDED: Director Kokura

THAT the Alberni-Clayoquot Regional District Board of Directors give second reading to the bylaw cited as "Bamfield Water System Treatment Plant – Temporary Borrowing Bylaw No. F1129, 2017".

CARRIED

MOVED: Director Wyton
SECONDED: Director St. Jacques

THAT the Alberni-Clayoquot Regional District Board of Directors give third reading to the bylaw cited as "Bamfield Water System Treatment Plant – Temporary Borrowing Bylaw No. F1129, 2017".

CARRIED

MOVED: Director Wyton

SECONDED: Director Kokura

THAT the Alberni-Clayoquot Regional District Board of Directors adopt bylaw cited as "Bamfield Water System Treatment Plant – Temporary Borrowing Bylaw No. F1129, 2017".

CARRIED

c. Request for Decision regarding Revenue Anticipation Borrowing Bylaw No. F1128.

MOVED: Director McNabb

SECONDED: Director McLeman

THAT the Alberni-Clayoquot Regional District Board of Directors give first reading to the bylaw cited as "Revenue Anticipation Borrowing Bylaw No. F1128, 2017".

CARRIED

MOVED: Director McNabb

SECONDED: Director Cote

THAT the Alberni-Clayoquot Regional District Board of Directors give second reading to the bylaw cited as "Revenue Anticipation Borrowing Bylaw No. F1128, 2017".

CARRIED

MOVED: Director McNabb

SECONDED: Director Cote

THAT the Alberni-Clayoquot Regional District Board of Directors give third reading to the bylaw cited as "Revenue Anticipation Borrowing Bylaw No. F1128, 2017".

CARRIED

MOVED: Director McNabb

SECONDED: Director Kokura

THAT the Alberni-Clayoquot Regional District Board of Directors adopt bylaw cited as "Revenue Anticipation Borrowing Bylaw No. F1128, 2017".

CARRIED

d. Request for Decision regarding Resolution – Signing Authority for Banking Purposes.

MOVED: Director Ruttan

SECONDED: Director Banton

THAT the Board of Directors authorize the following signatories for banking purposes for the Alberni-Clayoquot Regional District and Alberni-Clayoquot Regional Hospital District:

- 1. The following Directors have signing authority:
 - i. John Jack, Chairperson*
 - ii. Josie Osborne, Vice-Chairperson**

- 2. The following Staff members have signing authority:
 - i. Russell Dyson, Chief Administrative Officer*
 - ii. Teri Fong, Manager of Finance*
 - iii. Wendy Thomson, Manager of Administrative Services**

- 3. One of the above Directors are authorized to sign all Regional District banking documents with one of the above Staff members.*

CARRIED

e. Request for Decision regarding Infrastructure Planning Grant Application.

MOVED: Director Bennett

SECONDED: Director St. Jacques

THAT the Alberni-Clayoquot Regional District Board of Directors apply for a \$10,000 Infrastructure Planning Grant from the Ministry of Community, Sport, and Cultural Development for the Millstream Water System.

CARRIED

f. Request for Decision regarding Art of Hosting Workshop – January 24-26, 2017.

MOVED: Director McNabb

SECONDED: Director McLeman

THAT the Alberni-Clayoquot Regional District Board of Directors approve Director Cote attending the Art of Hosting Workshop January 24-26, 2017 in Tofino and pay appropriate costs associated – tuition, accommodation, food and mileage.

CARRIED

g. Request for Decision regarding 3620 Third Avenue Recycling Depot Sprinkler System Installation.

MOVED: Director Cootes
SECONDED: Director Ruttan

THAT the Alberni-Clayoquot Regional District Board of Directors accept a bid of \$69,999 before tax from Viking Fire Protection Inc. for a fully monitored automatic sprinkler system at the 3rd Avenue Recycling Depot.

CARRIED

h. Request for Decision regarding 3620 Third Avenue Recycling Depot Electrical Supervision of Sprinkler System.

MOVED: Director McNabb
SECONDED: Director Wyton

THAT the Alberni-Clayoquot Regional District Board of Directors accept a quotation of \$12,350 before tax from Viking Fire Protection Inc. for electrical supervision of an automatic sprinkler system at the 3rd Avenue Recycling Depot.

CARRIED

9. PLANNING MATTERS

10. REPORTS

10.1 STAFF REPORTS

- a. Administration Department Monthly Staff Report – January 6, 2017**
- b. Financial Department Report – January 3, 2017**
- c. Environmental Services Manager Report – January 6, 2017**
- d. Staff Action Items Report- January 6, 2017**

MOVED: Director Bennett
SECONDED: Director St. Jacques

THAT the Board of Directors receives the staff reports a-d.

CARRIED

10.2 COMMITTEE REPORTS

10.3 OTHER REPORTS

- a. VANCOUVER ISLAND REGIONAL LIBRARY BOARD**
Library Budget and Levy to Members

MOVED: Director Banton

SECONDED: Director Cootes

THAT the Board of Directors receives this report.

CARRIED

11. UNFINISHED BUSINESS

- a. ASSOCIATION OF VANCOUVER ISLAND AND COASTAL COMMUNITIES**
Reminder – 2017 AGM & Convention Resolution Notice/Request for Submissions Deadline is February 21, 2017
Reminder – 2017 AGM & Convention – Call for Nominations for AVICC Executive – Deadline is February 21, 2017

12. LATE BUSINESS

13. QUESTION PERIOD

14. RECESS

MOVED: Director Banton

SECONDED: Director Kokura

THAT the Regular Board of Directors meeting be recessed in order to conduct the Regional Hospital District meeting.

CARRIED

The meeting was recessed at 2:47 pm.

Director Ruttan left the meeting at 2:47 pm.

15. RECOVENE

The meeting was reconvened at 3:17 pm

16. IN-CAMERA

MOVED: Director McLeman

SECONDED: Director Banton

THAT the meeting be closed to the public to discuss matters relating to:
i. Law enforcement, if the Board considers that disclosure could

- reasonably be expected to harm the conduct of an investigation under or enforcement of an enactment;*
- ii. *Acquisition, disposition or expropriation of land or improvements, if the Board considers that disclosure could reasonably be expected to harm the interests of the Regional District.*

CARRIED

The meeting was closed to the public at 3:17 pm.

The meeting was re-opened to the public at 3:57 pm.

17. RECOMMENDATIONS TO THE BOARD FROM IN-CAMERA

MOVED: Director Bennett
SECONDED: Director McNabb

THAT the ACRD Board of Directors rise and report the following resolution from the in-camera portion of the meeting:

THAT the Board of Directors of the ACRD write to Minister Thomson, Minister of Forests, Lands and Natural Resource Operations (FLNRO) to thank him for supporting the Alberni Valley Regional Airport runway expansion project.

CARRIED

18. ADJOURN

MOVED: Director Kokura
SECONDED: Director Cootes

THAT this meeting be adjourned at 3:57 pm.

CARRIED

Certified Correct:

John Jack,
Chairperson

Russell Dyson,
Chief Administrative Officer



Alberni-Clayoquot Regional District

MINUTES OF THE WEST COAST COMMITTEE MEETING HELD ON THURSDAY, JANUARY 12, 2017, 1:00 PM DISTRICT OF TOFINO COUNCIL CHAMBERS

121 3rd Street, Tofino, BC

MEMBERS

Dianne St. Jacques, Chairperson, Mayor, District of Ucluelet

PRESENT:

Josie Osborne, Mayor, District of Tofino

Tony Bennett, Director, Electoral Area "C" (Long Beach)

Alan McCarthy, Member of Legislature, Yuułu?it?atḥ Government

Kirsten Johnsen, Member of Council, Toquaht Nation

STAFF PRESENT:

Russell Dyson, Chief Administrative Officer

Scott Kenny, Consultant

1. CALL TO ORDER

The CAO called the meeting to order at 1:02 pm.

The CAO recognized the meeting today is being held in the Tla-o-qui-aht First Nation Traditional Territories.

2. ELECTION OF CHAIRPERSON

a. Election of Chairperson – 2017

The CAO conducted the election for Chairperson of the West Coast Committee for 2017.

The CAO requested nominations for the position of Chairperson of the West Coast Committee for 2017 for the first time.

Director Osborne nominated Director St. Jacques for the position of Chairperson of the West Coast Committee for 2017. Director St. Jacques accepted the nomination.

The CAO requested nominations for the position of Chairperson of the West Coast Committee for 2017 for a second and third time.

There being no further nominations, the CAO declared Director St. Jacques Chairperson West Coast Committee for 2017.

Chairperson St. Jacques assumed the Chair.

3. APPROVAL OF AGENDA

MOVED: Director Osborne
SECONDED: Director Johnsen

THAT the agenda be approved as circulated.

CARRIED

4. ADOPTION OF MINUTES

a. West Coast Committee Meeting – November 16, 2016

MOVED: Director Bennett
SECONDED: Director McCarthy

THAT the minutes of the West Coast Committee Meeting held on November 16, 2016 be adopted.

CARRIED

5. CORRESPONDENCE

6. REQUEST FOR DECISION

a. Request for Decision regarding West Coast Committee Terms of Reference.

MOVED: Director Osborne
SECONDED: Director Bennett

THAT the West Coast Committee recommend that the ACRD Board of Directors approve the updated Terms of Reference for the West Coast Committee as presented.

CARRIED

7. REPORTS

8. LATE BUSINESS

9. IN-CAMERA

MOVED: Director Osborne
SECONDED: Director Johnsen

THAT the meeting be closed to the public to discuss matters relating to:

- k. *The negotiations and related discussions respecting the proposed provision of a Regional District service that are at the preliminary stages, disclosure of which the board considers could reasonably be expected to harm the interests of the Regional District if they were held in public.*

CARRIED

9. RECOMMENDATIONS FROM IN-CAMERA

Rise and Report: The Committee reported out in open meeting the following adopted resolutions:

THAT the West Coast Committee receive the West Coast Multi Plex Phase 1 – Arena Feasibility Study report of 2016 completed by Recreation Excellence.

THAT the West Coast Committee recommend to the Board of Directors of the ACRD to instruct staff to investigate the conduct of a public opinion poll to determine support for the West Coast Multi Plex Phase 1 – Arena.

THAT the West Coast Committee notify the West Coast Multiplex Society, Tla-o-qui-aht First Nation and the Toquaht Nation of its recommendations.

THAT the West Coast Committee recommend to the Board of Directors of the ACRD that the Regional District share potential operating costs of the West Coast Multi Plex with the Toquaht Nation and the Yuułuꞵitꞵathꞵ Government and ask that they participate in the service.

10. ADJOURN

MOVED: Director Bennett

SECONDED: Director McCarthy

THAT this meeting be adjourned at 2:50 pm.

CARRIED

Certified Correct:

Dianne St. Jacques,
Chairperson

Russell Dyson,
Chief Administrative Officer



MINUTES OF THE ALBERNI-CLAYOQUOT TRANSPORTATION COMMITTEE MEETING HELD ON JANUARY 11, 2017, 11:00AM

Regional District Basement Board Room, 3008 Fifth Avenue, Port Alberni, BC

MEMBERS Jack McLeman, Co-Chair ACRD

PRESENT: Randy Orr, Island Timberlands
Darren Deluca
Lucas Banton, Director, ACRD
Scott Fraser, MLA

STAFF PRESENT: Russell Dyson, CAO
Pat Deakin, Economic Development Manager, City of Port Alberni
Shelli Lyle, Administrative Assistant, ACRD

GUESTS: Ashok Bhatti, Regional Director, MOTI
David Edgar, Planning, MOTI
Michael Pearson, Operations Manager, MOTI

1. **CALL TO ORDER**

The Chairperson called the meeting to order at 11:00 am.

2. **APPROVAL OF AGENDA**

MOVED: D. Deluca

SECONDED: R. Orr

THAT the agenda be approved as circulated with the addition of the Melrose Road Connector Report.

CARRIED

Introductions were conducted around the table.

3. **ADOPTION OF MINUTES**

a. **AC Transportation Committee Meeting held November 22, 2016**

MOVED: D. Deluca

SECONDED: R. Orr

THAT the minutes of the Transportation Committee meeting held on November 22, 2016 be adopted.

CARRIED

Darren Deluca gave a brief outline regarding the formation of the Alberni Clayoquot Transportation Committee (ACTC), its purpose and provided a review of the proposed improvements to Highway Four that the ACTC sees should be the priorities (1, 7a, 9, 12).

Ashok Bhatti provided a summary of his background and explained the organizational chart of the Ministry of Transportation. Mr. Bhatti stated this is the first of many engagements, he is here to understand the needs and priorities and meld them together with the Ministry. In terms of long term planning, insight and direction will be gained from David Edgar and Michael Pearson.

There is a strong commitment from the Ministry to improve Highway 4, the Ministry is hoping to look at other areas as well and draw a regional perspective for priorities, looking at how the work is spread out cost effectively and in a timely manner.

The Transportation Investment Plan (TIP) explains all the projects outlined. There were engagements with First Nations, local governments, transportation authorities and other interested stakeholders to gather information on local and regional priorities. The actions prioritized in B.C. on the Move will grow the economy, improve safety, maintain and replace aging infrastructure and support trade for B.C.'s expanding resource sectors through Canada's Asia-Pacific Gateway. Asia-Pacific Gateway initiatives are port and border related if it is a fit within the region we could work together, a contact person is needed from Asia-Pacific Gateway.

4. INVITED GUESTS

- a. REQUEST TO MEET FROM ASHOK BHATTI, REGIONAL DIRECTOR SOUTH COAST REGION ON BEHALF OF MINISTER STONE**
Ministry of Transportation and Infrastructure
Final Report Horne Lake Business Case discussion regarding proposed project priorities and start dates

David Edgar reviewed the projects proposed explaining the concepts and designs. The committee gave input to the projects proposed and level of priority.

WB Acceleration Lane at Hwy 4/Hwy 19 – modest \$, will improve the safety of motorists; build a park and ride, looking across the island using the same strategy formalize those instead of parking at random.

Little Qualicum Falls - improve the alignment, extend passing lanes, this will have an impact on the number of accidents and fatalities. Using the map with the project #'s, the ACTC sees #4, #5 and #6 being all one project, "let's get this into the 5 year plan. "

Cameron Lake Beach Access – use existing Hwy to allow a controlled parking, Randy Orr suggesting using the Timberwest land cut out the curve and straighten. RDN have

rights to the CPR trail to Mt. Arrowsmith, this would assist with the trail, the highway and the lake.

Angel Rock – moving out as opposed to going into the rock, retaining wall to get the extra width. From an economic perspective, at this time you cannot bring in large equipment there is a pinch point, would this raise the profile to look at removing the rock altogether. Suggestion of blowing up the rock, it is practical and it would be straightforward.

Beaufort Rest Area – additional parking, great realignment of the highway

Cathedral Grove – need consultation to figure out what is going to be acceptable to the community. Bypassing there are issues regarding riparian areas, creeks, ownership and tree count-there is a lot of value, it is in the Island Timberlands managed forest so IT has to manage, whatever form that takes. The focus will be on a joint collaborative effort, Regional Districts, Parks, First Nations, get them all at the table and find a solution.

- What is the vision for the Park?
- What are parking lot ideas - south or north side only, one side with an overpass or a culvert.
- Short Term Solutions - widen the shoulder; additional parallel parking, close the parking lot, put barriers up along the shoulder to stop parking.

WB Chain up and U turn – just before the start of the hump

Passing Lane Ext & Brake Check – extend to the top of the hump and push brake check over. Link up with the passing lane that ends, goes around a corner and links with the brake check area.

Passing Lane Realignment (S curves) - high cost, project 14 years ago.

Overall the ACTC priority is to improve traffic flow and safety.

5. REPORTS

a. **Melrose Road Connector Report**

MOVED: D. Deluca

SECONDED: R. Orr

That the AC Transportation Committee receive the Melrose Road Connector report.

CARRIED

Mr. Edgar provided a summary of Melrose Road Proposal.

- cost could be \$35 – \$40 M,

- requires an Interchange at I1H
- saves 8 minutes or 12kms for travel to the north
- never considered by the Regional District of Nanaimo
- outside the designated growth areas
- creates pressures for changes in land use
- impact existing businesses on Hwy 4, VIHA
- may lead to other connections – I1H to 10A, Corcan/Meadowoods.

6. **NEXT STEPS**

Work will begin on the four projects the Ministry committed to.

R. Dyson to confer with A. Bhatti regarding road maintenance contracts.

D. Deluca will work with A. Bhatti to organize a meeting with the Manager, Zoran Knezevic, Port Alberni Port Authority, the Ministry and the Pacific Gateway Group to have a conversation regarding investment, priorities and build the business case for PAPA.

Cathedral Grove will be its own project, discussions needed regarding the real impacts, high-level costs, what are the real options, concepts and designs. D. Edgar and M. Pearson will continue to explore short-term measures for the upcoming tourist season and discuss with the ACTC.

The Ministry will meet with the ACTC in the Spring.

7. **ADJOURN**

MOVED: J. McLeman

SECONDED: D. Deluca

THAT this meeting be adjourned at 1:06 pm.

CARRIED

Certified Correct:

Jack McLeman, Co-Chair



PORT ALBERNI RCMP DETACHMENT QUARTERLY REPORT



This report represents the policing activities undertaken by the Port Alberni RCMP Detachment during the fourth quarter of 2016 (October to December). Included in this report is a comparator to the same time frame during the previous four years.

The following represents some of the calls for services received, investigations undertaken and activities of the RCMP during the quarter.

- Officers received and responded to a total of 2,727 calls for service, 374 of these were in the Alberni-Clayoquot Regional District.
- The detachment is implementing a new General Duty Staffing Assessment model and a new Crime Reduction model.

Port Alberni RCMP's 2016/17 Annual Performance Plan Priorities:

- **Traffic- Road Safety:** Increased enforcement, both tickets and warnings. Reduction of Impaired drivers on the roads through criminal code charges and Immediate Roadside Prohibitions. This will include joint enforcement with Central Island Traffic Services, the Integrated Road Safety Unit and Speedwatch volunteers.
- **Property Crime:** Reduction in the number of theft complaints through intelligence gathering as well as foot patrols of high crime areas, joint enforcement projects and the use of COP volunteers.
- **Crime Reduction:** Identifying and managing prolific offenders through enhanced enforcement and partnerships with community agencies. The focus will be on drug and property crime offenders.
- **Aboriginal Policing:** This includes traffic safety and enforcement on the First Nations, greater visibility at community events and meetings and a focus on First Nation Youth through prevention programs and involvement in schools and at youth events.

Respectfully submitted,

Inspector Brian Hunter
Officer in Charge
Port Alberni RCMP



Alberni - Clayoquot Regional District Report

Port Alberni Rural

Q4 2016 (October – December)

<i>Calls for Service</i>	Q4 2012	Q4 2013	Q4 2014	Q4 2015	Q4 2016
Total Calls for Service	367	360	359	356	374

<i>Occurrences by Crime Type</i>	Q4 2012	Q4 2013	Q4 2014	Q4 2015	Q4 2016
Violent Crime	10	11	11	8	17
Property Crime	52	67	33	31	38
Other Criminal Code	8	8	11	7	12
Drug Offences	3	1	5	0	5
Total Criminal Code	73	87	60	46	72
Criminal Traffic	8	3	8	5	7

<i>Violent Crime</i>	Q4 2012	Q4 2013	Q4 2014	Q4 2015	Q4 2016
Assaults	1	4	0	3	6
Assault weapon/bod harm	0	1	0	0	2
Harassment	3	1	5	1	5
Robbery	0	0	0	0	0
Sex Offences	1	0	1	1	1
Uttering Threats	2	4	4	1	3
Domestic Violence	0	2	0	2	7



<i>Property Crime</i>	Q4 2012	Q4 2013	Q4 2014	Q4 2015	Q4 2016
Auto Theft	1	1	0	0	1
Bike Theft	0	0	0	1	0
Break and Enter - Business	2	0	1	0	3
Break and Enter - Residence	2	10	1	3	2
Break and Enter - Other	2	4	1	0	0
Mischief to Property	8	14	6	10	10
Theft	8	5	5	3	9
Possess Stolen Property	0	5	2	0	1
Shoplifting	8	12	5	0	0
Theft From Vehicle	7	7	1	8	11

<i>Other Criminal Code</i>	Q4 2012	Q4 2013	Q4 2014	Q4 2015	Q4 2016
Cause Disturbance	3	3	4	3	2
Breach of Probation	0	2	2	0	2
Breach of Bail	2	2	3	1	7

<i>Provincial Statutes</i>	Q4 2012	Q4 2013	Q4 2014	Q4 2015	Q4 2016
Intoxicated in Public	0	1	2	0	1

<i>Collisions (Incl. Pedestrian)</i>	Q4 2012	Q4 2013	Q4 2014	Q4 2015	Q4 2016
Collision - Fatal	0	0	0	1	0
Collision - Injury	5	1	6	8	2
Collision - Damage	19	20	11	20	21

<i>Calls for Service</i>	2012	2013	2014	2015	2016
Total Calls for Service	1664	1591	1672	1589	1708

<i>Occurrences by Crime Type</i>	2012	2013	2014	2015	2016
Violent Crime	45	44	42	37	55
Property Crime	196	191	161	134	176
Other Criminal Code	61	38	46	48	53
Drug Offences	13	12	16	13	14
Total Criminal Code	315	285	265	232	298
Criminal Traffic	33	26	32	29	31



february 25, 2017
it's cold out there

ACAWS Port Alberni Streets



It's cold out there.

On February 25th, **Alberni Community & Women's Services Society** is hosting the **Coldest Night of the Year**, a 2, 5 & 10 km winter walk hosted in 110+ cities across Canada in support of our work here in **Port Alberni** with the hungry, homeless, and hurting.

- **GOAL:** With your help, our goal is to raise **\$25,000** by February 25th, 2017!
- **HOW:** To accomplish our goal, we're looking for **20** team captains (of all shapes, sizes and ages) who will recruit 7-8 friends to their team, with a goal of raising \$2000 per team. Of course, we're also looking for a whole pile of walkers to join each of our teams and help us raise the funds.
- **TOQUE BONUS:** Every walker who raises either \$75 (youth 17 and under) or \$150 (for adults) gets our famous Coldest Night toque.

* contact

See reverse for instructions on how to start or join a team online today.

If you have any questions or need promotional materials please contact us below:

Director: Ellen Frood
Phone: (250) 724-7111
office@acaws.ca

* get started

HOW TO CAPTAIN A TEAM FOR ALBERNI COMMUNITY & WOMEN'S SERVICES SOCIETY

Once you've registered, your team and name will show up on the Scoreboard and on our location page too! (Note: it takes 5-10 minutes to appear.)

- Visit cnoy.org and click the **REGISTER** button at the top of the page
- Click the big **START A TEAM** button and create your new account (If you need assistance call Carol at ACAWS (250) 724-7111)
- Select the **LOCATION** where you'll be walking and continue
- Click to accept the **WAIVER** and continue
- Under **REGISTRATION TYPE**, click **CREATE A TEAM**
 - Name your team (and if you wish, write a brief description)
 - Accept or increase your fundraising goal (this can be edited later)

Once you've registered, your team will show up on our CHARITY PAGE, which is: cnoy.org/Port Alberni You can begin recruiting team members and raising funds immediately!

HOW TO JOIN A TEAM FOR ALBERNI COMMUNITY & WOMEN'S SERVICES SOCIETY

If you would like to walk with us and have no team to join, please contact us directly by email/phone (see contact section on the flip side) and we'll connect you to our main team or help you find another. Here's how to register:

- Visit cnoy.org and click the **REGISTER** button at the top of the page
- Click the big **JOIN A TEAM** button and create your new account (or sign in to your account from last year)
- Select the **LOCATION** where you'll be walking and continue
- Click to accept the **WAIVER** and continue
- Click **JOIN A TEAM** (or register individually if you wish and join a team later)
- Search for your **TEAM** by name or captain name
 - Select that team from the list and proceed to complete registration



25 tips for recruiting walkers

How do you recruit walkers to your team? Simple – read every precious word we’ve written below and pick two or three ideas that fit your personality. Then do it – turn on your recruitment charm and watch the registrations pour in.

1 direct is best.

Send an email to each person you want to ask to join your team. Include a link to your team page, and tell them that the moment they register you’ll know and respond by running down the hall screaming their name with joy – something like that.

2 interesting incentives.

Everybody likes a gift. Consider creating or purchasing a small-but-meaningful gift to offer as an incentive for joining the team. For example, we know captains who have offered \$5 Tim’s/ Starbucks cards, invitations to dinner, and “Samosa Survival Packs” to people who join their team, or at least just give. Make it personal – they’ll find you hard to resist.

3 use the walk video.

We’ve crafted some WALK promo videos – they’re short, informative, real, and not too unbearably heavy.



So use them! Download them or stream them to your phone/ computer/iPad, and have a pair of earphones on hand. Ask them to watch a 2-minute video

about this February winter-walk event you’re doing. They’ll be all teary afterwards – ready to say yes.

4 recruit it forward.

Once you’ve successfully recruited a walker, make sure you ask them for help. You’ve recruited them, now you need them to recruit someone else. Makes sense, right? If they said yes, chances are they’ll know at least one other person who will also join you.

5 puppy dog eyes.

How would you respond to someone who had the courage to look you in the eyes and ask you to join his or her team? You may not say yes, but you'd certainly think twice about it. So try it. Put on your best puppy dog eyes and ask. Just make sure you do it privately (don't call them out in a crowd) and don't beat around the bush: get to it, and don't make it a speech.



6 3 questions.

When staring down a potential walker, ask them three important questions: 1. Can you walk? (Good) 2. Do you have a beating heart? (Good) 3. Do you look good wearing a toque? (Perfect) Use these three questions to break the ice, then congratulate them for passing the pre-qualification test. You might confuse them, but hey, they might just sign up quickly to avoid prolonging the conversation.

7 facebook fun.



Post your desire to build a team on Facebook (or Twitter or whatever) either as a status, or create an event called "My Awesome Team" (example only) and invite friends to join. When you explain what people are getting into, they can relax and make a decision.

8 walk math.

Sometimes people are reluctant to join because they don't appreciate how the fundraising math works and how simple it is to use the online system. Get ahead of that by reminding them the average gift is \$50 and that the average adult raises \$220 or so.

9 candy is dandy.

Bring a bowl to work and fill it with candy. If they want some of your yummy candy, they need to eat up your sweet story about the walk, right? Just make sure you don't gain 10 pounds eating the candy before WALK day. (See the donut tip below for more ideas.)

10 make a scene, drama queen.

So, you're at youth group, or small group, or the squash courts - anywhere there's a crowd of people you know (generally). And at some point in the evening, you start talking to someone about the WALK and the cause and over a matter of minutes your voice just keeps rising and rising until the only thing people hear is you. At that point, your friend will join your team just to make you shut up.



11 donuts in the staff room.

Buy a dozen donuts and leave them out in the staff room (for free!) to anyone to enjoy. One condition - they have to drop by your office/cubicle and pick one of the following activities, which will of course give you an opportunity to talk to them and invite them to join your team:

- * Watch the 2-minute WALK video with you
- * Answer skill-testing questions about toques
- * Make a \$5 donation to your WALK
- * Play X's and O's - if they lose, they join your team or sponsor you for \$25
- * Guess how many cities are walking this year in the Coldest Night of the Year



15 walk + whine.

Invite friends to meet you for dinner downtown. Offer to pick them up, then make a point of parking a long way from the chosen restaurant. By the time they're done their 20-minute trek, they'll be puffing and complaining so much you'll have an excellent opportunity to talk over dinner about the challenges faced by people experiencing homelessness, and why joining your team would help them assuage their latent guilt. It's shameless, but effective. Plus, you can walk off that heavy meal afterward.

12 outsource.

You know that you can have team members walking “with” you in *different cities*, right? Ask your friends in any location hosting a WALK to join your team – you walk in your town, they walk in theirs, and your money all goes to the same place.

13 tease with a toque.

Everyone who pays the registration fee or raises the minimum fundraising level qualifies for our famous Coldest Night toques. Play that up – show them the picture online and say something cheesy like, “Wow – toques really become you!” Boom!



Nothing says “are you in?” like having the registration page open and ready to be completed. Slide that Macbook, Dell, iPad, or Android thing into their hands, and walk them through the registration process right then and there. (Great for procrastinators.)

16 get your face in their space.

Sometimes an in-your-face recruitment approach can work well. Maybe you have a buddy who doesn't do much ever. “Man up, Lazy Butt,” you say, staring fiercely at them. “Get off the couch, log out of Facebook, put down the Cheetos, and help us accomplish something remarkable.” They'll either throw their day-old pizza at you or hug you gratefully. Either way, you've enjoyed speaking the truth in love. Also, you could steal their Cheetos.

17 we are family.

Studies* show that the easiest people to guilt into doing something are your own flesh-and-blood. Ask your parents, siblings, kids, second cousins – let them know that Thanksgiving dinner will be awkward (well, more awkward) forevermore if they say no. If they won't walk, ask them to donate – it's what Grandma would have wanted.

* Official poll of WALK HQ staff



18 kid-friendly.

If you're in possession of a kid or two, why not captain a team of parents and kids?

Invite your kids' playgroup or Sunday School class - no one fundraises more effectively than a wide-eyed six-year-old.

19 recruit a rainmaker.

Go to the most popular person in your circle at work, school, or church, and pitch them hard on joining your team. These are the *rainmakers* - they make things happen, and other people follow them. Appeal to their general sense of awesomeness and explain that their primary job is helping you recruit the biggest, most successful team in the event.

20 tell your story.

How are you *personally* linked to this cause? Are you involved with your local homeless charity, has your family been on the edge, or are you a long-time donor to charities that deal with poverty? Use your story to tell prospective teammates why it's so important to you that they help your team raise tons of money for your local ministry.

21 make it visible.

We've had team captains do some crazy stuff to bring awareness to the WALK - letting their beards grow, exclusively wearing shorts, not being seen in public without a WALK toque on their heads until WALK Day. Be creative - and when your friends, coworkers or strangers ask you why you're being so weird, recruit them to join your merry band of weirdos doing great things for real people.

22 gather your groups.


Are you part of an Oprah book club, or a swimming class, or a crossbow enthusiasts group? Motivate your fellow members by launching a competition with other groups like you in town. It's fun watching Neville's Knitting Club duke it out against The Crazy Quilters on the scoreboards.

23 johnny on the spot.

A captive audience is hard to find nowadays, except for those fleeting moments when your work or school mates are relaxing in the bathroom. Tape up a creative, fun announcement on the inside door of your bathroom stalls and enjoy the cheeky responses you get.

24 buddy up.

Try to recruit one team member who will work with you as co-captain. Then tag-team your efforts by working together to recruit friends or colleagues. For one thing, your co-captain has their own networks to draw from doubling your recruitment potential. For another, having a co-captain increases the fun and accountability.



25 stencil power.

The WALK has some funky stencils of snowflakes and stuff in TOOLS. So here's the plan: using water-soluble spray paint/christmas fake snow/etc., carefully (and with permission where required) begin to covertly stencil these key images on key locations in your work or school space.

So many people will wonder what on earth is going on that the sheer volume of discussion will lead to some inevitable opportunities for you invite people to join.

It's subtle, fun, and effective.



sponsorship package

february 25, 2017

The **Coldest Night of the Year** is a fantastically fun, family-friendly walk-a-thon that raises money for the hungry, homeless and hurting.



Alberni Community & Women's Services Society (ACAWS)
3082 3rd Avenue
Port Alberni, BC V9Y 2A5
Phone: (250) 724-7111
Web: www.acaws.ca



About ACAWS

Alberni Community & Women's Services Society (ACAWS) offers a place of safety and support to those struggling through abuse, poverty and homeless in the Alberni Valley and surrounding areas.

We provide a safe place and innovative services for individuals and families.

With help from companies like yours we provided services to:

- 95 women and 56 children at our Transition House
- 300 women through our Women's Counselling Program
- 360 children through our Children Who Witness Abuse Program
- 27 children through our Sexual Abuse Intervention Program
- 182 Women and Youth through our Outreach and Youth Services
- 248 women, men and youth through our Community Based Victim Services Program
- 7157 women, Men and Youth through our Drop-in Centre.



To find out more about our programs and services please visit our website at www.acaws.ca

Become a Sponsor!

The Coldest Night of the Year is an opportunity for people to get out and brave the cold and snow, walking and raising money for ACAWS

Sponsorship in the Coldest Night of the Year is a unique medium for businesses to reach a wider audience while aligning with a charity dedicated to life change. ACAWS relies on businesses like yours to continue our work. Consider a sponsorship today to bring hope to our city.

Lead - \$2000 (1 only)

- Opportunity for opening remarks at the event
- Recognition as Lead Sponsor during opening ceremonies, on posters, website, and social media
- Invitation to attend and speak at launch party (where applicable)
- Logo on Power Point displayed on WALK Day
- Option for WALK Day booth or display
- Key volunteer roles set aside

Supporting Sponsor - \$1500

- Recognition during opening ceremonies, website, and social media
- Invitation to attend and speak at launch party (where applicable)
- Logo on Power Point displayed on WALK Day
- Option for WALK Day booth or display
- Key volunteer roles set aside

Rest Stop Sponsor - \$1000

- Recognition on the website and social media
- Logo on Power Point displayed on WALK Day
- Your name and logo displayed at the Rest Stop
- Option for WALK Day booth or display at the Rest Stop
- Rest Stop volunteer roles set aside

Event Sponsor - \$500

- Recognition on the website and social media
- Logo on Power Point displayed on WALK Day
- Recognition at the discretion of the location

Distance Sponsor - \$200

- Recognition on the website and social media
- Logo on Power Point displayed on WALK Day
- Your name and logo displayed on each kilometer you sponsor

facts+stats

- This is our inaugural event for ACAWS!
- Across Canada, over 110 communities are involved with the Coldest Night of the Year
- In 2016, over 20,000 walkers and 80,000 donors from Newfoundland to Yellowknife to Vancouver Island helped raised over \$3.9 million.
- 66% of walkers are female
- Average age is 37.5
- 60% walk 5 kms



To become a Coldest Night of the Year sponsor, please contact:
Ellen Frood, Manager of Special Events
Phone: (250) 724-7111
Email: office@acaws.ca

To become a Coldest Night of the Year sponsor, please contact:
Ellen Froid, Manager of Special Events
Phone: (250) 724-7111
Email: office@acaws.ca

Next Steps

1. Confirm Your Sponsorship Level

Please call or email your WALK sponsorship rep to discuss your sponsorship type and financial level. See contact area of brochure for phone or email.

2. Make a Payment

Once you have confirmed your sponsorship type and amount with your representative, you will receive an invoice directly from Blue Sea Philanthropy (the charity who operates the WALK). You can forward payment to them by cheque payable to "**Coldest Night of the Year**" or make an online Credit Card payment.

3. Email Logo

Please email your WALK sponsorship rep a good quality copy of your corporate logo. Your logo will appear on your local WALK location's page, usually within a day or so. (Visit cnoy.org/locations to see the location list, and click on your city name to see your local page).



October 26th, 2016

Province of British Columbia
Rural Secretariat
P.O. Box 9352 Stn Prov Govt
Victoria, British Columbia CANADA V8W9M1

Re: Application for \$10,000 for the Coastal Sustainability Charter program stage 1.

Dear Rural Secretariat Leadership,

I write to you on behalf of the Coastal Community Network of Local Government Regional Districts and Tribal Councils on Canada's Pacific Coast to inform you that the following resolution was consented to by the Board of Directors at its Regular Business meeting held September 29th 2016 in Victoria, British Columbia:

"THAT the Coastal Community Network Board of Directors approve the draft Rural Dividend Fund Application and Scope of Work for the Pacific Coast Basin Sustainability Charter Stage I literature review and community engagement strategy."

ENDORSED

Sincerely,
Coastal Community Network



Tony Bennett
CCN Chair
Electoral Area Director Long Beach
Alberni Clayoquot Regional District
250 726-1224
tonben1 <a5a85528@telus.net>

For More information on this important letter please contact:

North Coastal Range Contact:

Des Nobels Director, Coastal Community Network
Electoral Area Dodge Cove
CCN Vice Chair
North Coast Regional District
14-342 3rd Avenue West
Prince Rupert, British Columbia
CANADA V8J 1L5
+1 250 624-4147
dnobels@citytel.net

Mainland Coastal Range Contact:

Harold Steves Director, Coastal Community Network
Councillor, City of Richmond
City of Richmond
6911 No. 3 Road
Richmond British Columbia
CANADA V6Y 2C1
+1 604 276-4187 [Cheryl Mah]
haroldsteves.savefarmland@gmail.com

Mid Coast and Vancouver Island Range Contact:

Tony Bennett Chair, Coastal Community Network
Long Beach Electoral Area Director
Alberni-Clayoquot Regional District
3008 Fifth Avenue
Port Alberni, British Columbia
CANADA V9Y 2E3
+1 250 726-1224
a5a85528@telus.net

Coastal Community Network Secretariat Contact:

Patrick Nelson Marshall
Coastal Business & Economic Developer
Facilitator, Coastal Community Network
B – 45 Gorge Street East
Victoria, British Columbia CANADA V9A1L1
patrick.marshall@capitaledc.com
+1 250 507-4500
www.coastalnetworks.c

Sustaining Organizations

Alberni Clayoquot Regional District
City of Richmond

Mt. Waddington Regional District
North Coast Regional District

Corresponding Organizations and Individuals

Ahousaht Nation
BoKeCen Pauquachin Nation
Bowen Island Municipality
Capital EDC Economic
Central Coast Regional District
Chemainus Nation
City of Campbell River
City of Colwood
City of Courtenay
City of Duncan
City of Langford
City of Nanaimo
City of Parksville
City of Port Alberni
City of Powell River
City of Prince Rupert
City of Terrace
City of Victoria
City of White Rock
Comox Valley R.D.
Council of Haida Nations
Cowichan Valley R.D.
Da'naxda'xw Awaetlala Nation
District of Central Saanich
District of Delta
District of Highlands
District of Kitimat
District of Lantzville
District of Metchosin
District of North Cowichan
District of North Saanich
District of Oak Bay
District of Port Edward
District of Port Hardy
District of Saanich
District of Sayward
District of Sechelt
District of Sooke
District of Squamish
District of Stewart
District of Tofino
District of Ucluelet
Ditidaht Nation
Dzawada'enuxw Nation
Ehattesah Nation
Esquimalt Nation
First Nation Summit
Gingolx Village Nisga'a
Gitga'at Nation
Gitlaxt'aamix Village Nisga'a
Gitwinksihkw Village Nisga'a
Gitxaala Nation
Gwa'sala Nakwaxda'xw Nation
Gwawaenuk Tribe

Haisla Nation
Halalt Nation
Heiltsuk Nation
Hesquiaht Nation
Hul'qumi'num Treaty Group
Hupacasath Nation
Huu'ay'aht Nation
Huu'ay'aht Treaty Office
Ka:'yu:'K't'h' Che: K'tles7et'h' Nation
Kaska Dena Council
Katzie Nation
Kitimat-Stikine Regional District
Kitselas Nation
Kitsumkalem Nation
Klahoose Nation
K'ómox Nation
Kwakiutl District Council
Kwakiutl Nation
Kwa'Wa'Aineuk Nation
Kwia'ka Nation
Kwicksutaineuk Ah'kwaw'ah'mish Nation
Kwikwetlam Nation
Laich'kwil'tach (Hamatla) Treaty Society
Lake Cowichan Nation
Lax Kw'alaams Nation
Laxgaltsap Village Nisga'a
Lyackson Mustimuhw Nation
Malahat Nation
Malahat Treaty Office
Mamaleleqala Qwe'Qwa'Sot'Em Nation
Metlakatla Nation
Mowachaht Muchalaht Nation
Musgamagw Tsawataineuk Tribal Council
Musquem Nation
Namgis Nation
Nanaimo R.D.
Naut'sa Mawt Tribal Council
Nisga'a Nation
Nuchatlaht Nation
Nuxalk Nation
Ocean Initiatives British Columbia
Opetchesaht Nation
OweekenomuiKinuxw Nation
Pacheedaht Nation
Penelakut Tribe
Powell River R.D.
Qualicum Nation
Quatsino Nation
Quw'utsun Nation
Scia'new Nation
Shíshálh Nation
Sliammon Nation

Snaw'naw'as Nation
Snaw'naw'as Treaty Group
Snuneymuxw Nation
Songhees Nation
Squamish-Lillooet R.D.
Strathcona R.D.
Stz'uminus Nation
Sunshine Coast R.D.
Te'mexw Treaty Association
Tlatla'sikwala Nation
Tloquiaht Nation
Tlowitsis Mumtagila Nation
Toquaht Nation
Town of Comox
Town of Gibsons
Town of Ladysmith
Town of Lake Cowichan
Town of Port McNeill
Town of Qualicum Beach
Town of Sidney
Town of View Royal
Township of Esquimalt
Tsartlip Nation
Tsayout Nation
Tseshaht First Nation
Tseshaht Nation
Tseycum Nation
T'souke Nation
Uchucklesaht Nation
Ucluelet Nation
Village of Alert Bay
Village of Cumberland
Village of Gold River
Village of Lions Bay
Village of Masset
Village of Port Alice
Village of Port Clements
Village of Queen Charlotte
Village of Sayward
Village of Tahsis
Village of Zeballos
We Wai Kai Nation
Wei'Wai'Kum
Nation Nuw-chah-nulth Tribal Council
Whe'la'la'u Area Council
Winalagalis Treaty Group
Xwemalhkwa Nation



Request for Decision

To: Board of Directors
From: Patrick Marshall, Capital EDC Volunteer CCN Facilitator
Meeting Date: September 26th 2016
Subject: **Application to BC Rural Dividend Fund to complete Stage 1 Literature Review for a Pacific Coastal Sustainability Charter**

Recommendation

THAT the Coastal Community Network Board of Directors approve the draft Rural Dividend Fund Application and Scope of Work for the Pacific Coast Basin Sustainability Charter Stage I literature review and community engagement strategy; and;

THAT the Coastal Community Network Board of Directors send a letter to the Chair and Board of Directors for the Alberni Clayoquot Regional District asking for their assistance in serving as the Host applicant to the Rural Dividend Fund.

Summary:

There are more than 186 Union of BC Municipalities resolutions that pertain to the Coast [attached]. There is no count on the number of government policies and procedures with respect to governing the Pacific Coast Basin.

The Coastal Sustainability Charter Scope of Work [attached] is designed to bring together the Coast Community Network alongside:

- Alberni Clayoquot Regional District
- Mt. Waddington Regional District
- Skeena Queen Charlotte Regional District; and the;
- West Coast Aquatic Management Board

In a strategic alliance along with the remaining 11 Regional Districts and 14 Tribal Councils governing locally in the Coastal Basin, to complete an enumeration of sustainability policies and practices with a view to identifying common values to build a coordinated Pacific Coast Sustainability Charter that can be shared with local and region indigenous leadership.

The October 2017 application will be for \$10,000.00 in matching cash to donated hours of the Regional District to supervise the project with the Coastal Community Network and West Coast Aquatic doing the work. The outcomes of which will form the basis for a second round application for funding to complete a coordinate community engagement strategy to IAP2 standards designed to secure local input, collaboration and approval of a Pacific Coastal Sustainability Charter.

Coastal Sustainability Charter Scope of Work September 2016

1.0 Project Name

The project will be referred to as Coastal Sustainability Charter program stage 1. This will result in the completion of a literature search, identification of tools and resources, and a new approach to results oriented governance for the across the Coastal Community Network comprised of 14 Regional Districts and 14 Tribal Councils.

1.1 Vision

To write a vision statement, focus on the basics of your mission statement and extrapolate; where is your part of the organization going to be five years from now? What will your relationships have accomplished?

The Coastal Basin of British Columbia is a place where social well-being is supported by a vibrant economy and sustained by a healthy environment

1.2 Mission

A mission statement is a brief description of our fundamental purpose. It answers the question, "Why do we exist?"

The Coastal Community Network Society exists so that staff, ratepayers, and councils of regional districts and tribal councils know and understand that the Coastal Sustainability Charter a) achieves appropriate results, with appropriate resources, for appropriate persons at an appropriate cost; and; b) avoids unacceptable actions and situations.

The mission statement articulates the organizations purpose both for those in the organization and for the public.

1.3 Value Proposition

This describes the unique value a facility offers to its Citizens. It's why our Citizens and prospective partners will want to do business with in the Region. Knowing our common value proposition is key to many steps we will take while we are processing the relationship, in our day-to-day activities and when it comes time to expand our relationships or borrow money. If we know the value proposition for our relationship, we are much more likely to succeed because it separates us from other environmentally sensitive regions, with vast resources, diverse communities and many layers of governance.

The Pacific Coastal Basin is a region that is known for the quality of its environment, caliber of people, diversity of its communities, richness of resources and economical values.

1.4 Purpose

The purpose of this Project is to construct a Pacific Coastal Charter terms of reference and tools for sustaining the Pacific Coastal Basin of British Columbia. The second part of the project is to provide the Board of Directors, regional districts and tribal councils with an assessment of policies, procedures, active files and current position of the Pacific Coastal Basin in terms of its sustainability. This will include the construction of plans and tools including the definition of measures of activity, description of standards, peer group comparisons based on proximity, scale and population.

In consultation with the Board of Directors and responsible for the Coastal Community Network, build a Business Plan, complete with data compilation demonstrating authentic and tangible activities and the description of a standard that can be applied to other relationships in the region.

1.5 Objectives

The objectives of the Pacific Coastal Sustainability Charter Stage 1 include:

- 1.5.1 To provide data on the fundamental elements of sustainability policy and procedures operating in the Pacific Coastal Basin so that a Charter can be constructed that reflects:



- a. Strengths and gaps in performance areas that are illuminated and accounted for;
 - b. Comparisons to peer municipal operations based on proximity, scale and population can be made; and;
 - c. Targets for improvement can be discussed, qualified and presented for consideration.
- 1.5.2 To provide justification and business cases for:
- a. The identification of Essential Services, Important Functions and Discretionary Programming;
 - b. The definition of efficiencies, effectiveness and moderated influencing factors in standards of practice based on proximity, scale, and population; and;
 - c. The capture of opportunities for significant improvement in services and resourcing.
- 1.5.3 To increase investor and community confidence and trust in the future of the Pacific Coastal Basin, and build trust within the operation by ensuring that a future Charter stage II and its corresponding performance measures feed properly into the Strategic Plan for the Charter which the Operating Plan, monitoring and performance processes are sustained.
- 1.5.4 To build sustainable structures and practices within the Coastal Community Network that can be applied to the remaining functions and relationships in a timely manner, also taking into account the opportunity to collaborate with other local, aboriginal, provincial and national processes with a view to either contributing to the effort or saving money by collaborating.
- 1.5.5 To prepare the organization and community of interest for future challenges; and;
- 1.5.6 To recommend revisions to operations resulting in effectiveness and efficiencies.

2.0 Deliverables

The deliverables for this assignment will include:

- a. Community Engagement Plan and corresponding Communications Plan for the assignment;
- b. A completed application to the Rural Dividend Fund from the Province of British Columbia;
- c. A survey of existing policies, processes, major project lists and jurisdictional contact list for agencies operating in the Basin; and;
- d. A final report on next steps and implementation of stage II on remaining relationships and functions.

3.0 Policies and Processes Selected for Review

- 3.1 We will facilitate a discussion with the appropriate people to establish the Pacific Coastal Charter Terms of Reference and SMART metrics to be used in the comparative analysis;
- 3.2 We will establish a protocol for how the Technical Advisory Group will be formed and function throughout this assignment;
- 3.3 We will consult with other professional and institutional organizations to ensure that standards are supported by the industry and that they are common enough across different sizes, shapes and forms of business practice.
- 3.4 We will discuss how to establish peer frameworks for comparative performance analysis and reporting in formats that will support service and performance planning systems;
- 3.5 We will build tangible outcome frameworks that support sustainable practices based on best practices which will:
 - a. Establish criteria for essential, important and discretionary services; and;
 - b. Inventory, shape and refine service delivery within the organization.
- 3.6 We will add to frameworks that support Pacific Coastal Basin Sustainability performance benchmarks and standards of practice which will:



- a. Establish appropriate benchmarks for each sustainability subject matter area;
 - b. Shape and report formats for appropriate adjacent, population base and tax base comparable regional profiles;
 - c. Highlight the regional district and indigenous tribal council's level of participation in sustainability practices in comparison to peer group levels of service and provide third-party observations relevant to the service.
- 3.7 We will evaluate, assess and report on the regional district and tribal council organizational capacity including, but not limited to:
- a. Gap Analysis between existing performance and peer group standards;
 - b. A facilitated work shop with the Technical Advisory Group to match practice levels with organizational capacity, resource management and baselines.
- 3.8 We will develop the appropriate approaches for reconciling local and regional capacity with service profiles and develop strategies to delivery targeted adjustments and next steps.
- 3.9 We will provide monitoring tools designed to be used in strategic plan processes, operating plan processes and budget processes. [E.g. spreadsheets with structured data, infographics where appropriate and powerpoint based files that can be updated year to year using the most simple presentation ready software available.]
- 3.10 In-scope and out-of-scope data sets will be identified by the Technical Advisory Group [TAG] facilitated by a collaboration between the West Coast Aquatic Management Board and Capital EDC Economic Development Company. Corporate wide metrics will also be identified in this process.

4.0 Project Governance

This assignment will be coordinated by Patrick Marshall, Business and Economic Developer on behalf of the Coastal Community Network. The West Coast Aquatic Management Board will also participate on the technical Advisory Group. The Alberni-Clayoquot Regional District will serve as the host and be responsible to the management of the budget, expenditures and disbursements. The TAG will be comprised of representatives from:

- Appointed Regional District Department Head
- Regional District Director Responsible
- Representative from Capital EDC Economic Development Company
- Representative from the West Coast Aquatic Management Board
- Member of the Coastal Community Network North Coast
- Member of the Coastal Community Network Mid Coast Vancouver Island
- Member of the Coastal Community Network Mainland Coast
- [Ex-Officio], Regional District Chief Administrative Officer

Based on direction and feedback from the TAG, Capital EDC will prepare all tools and products for a consensus approval of the TAG prior to being submitted to the CAO for final review and approval.

5.0 Technical Advisory Group

5.1 Meeting Frequency

The TAG will meet at the call of the Facilitator as elements are completed for review and input.

5.2 Decision Making

The TAG will be facilitated by Patrick Marshall of Capital EDC. This will be a consensus driven process recorded for the benefit of future reference. Without 100% consensus, the subject of decision will not proceed, however, some



subjects will be recorded as “parked”. Final decisions are the sole responsibility of the Board of Directors of the Coastal Community Network as a Whole.

5.3 Communications

All Communications will be prepared in writing by Capital EDC in the form of briefing notes or briefing notes for decision as per Coastal Community Network procedures. Participation will be recorded as unattributed contributions.

6.0 Stakeholder Involvement

Stakeholders in this demonstration are defined as elected and appointed leadership of regional districts and tribal councils and they will participate at the “Collaborate” stage of the IAP2 Spectrum.

The TAG commitment to the Coastal Community Network and community is to:

To partner with the society staff, municipal staff and tribal council staff in each aspect of the decision including the development of alternatives and the identification of preferred solutions

From an organizational perspective, the promise is that:

We will work together to formulate solutions and incorporate all advice and recommendations into the decisions to the maximum extent possible.

7.0 Staff Involvement

Select staff have been identified to provide subject matter expertise, referrals to colleagues and other resources through the Technical Advisory Group. The Technical Advisory Group commitment to all staff is to:

- a. Provide timely and relevant information to all staff through a planned communication program;
- b. Provide opportunities for staff to participate in the assignment and provide their input;
- c. Ensure staff input is referenced so it is not possible to determine the source of the input; and;
- d. Work towards continually improving.
 - i. The sustainable policy and procedures in the Pacific Coastal Basin;
 - ii. Relationships within the organization with the community; and;
 - iii. Our contribution to the ratepayers and citizens of the coast.

8.0 Time Line

The work will commence in September of 2016 and is planned for substantive complete on or before March 31st 2017. Stages of the work are estimated to follow the following time line:

Table 1: Project Milestones and Timing			
Task	Title Description	Deliverable	Completed
Step 1 – Draft Engagement and Communications Strategy			
	Meet with technical advisory group in Port Alberni map out approach to short and long term priorities	Summative Meeting Notes	
	Determine SMART principles as end statements in a plan format	Formative Draft Plan	
	Determine Descriptions of Standards	Summative Meeting Notes	
	Develop sources of data in terms local, aboriginal, regional, provincial and national programs	Summative Meeting Notes	
Step 2 – Engage Technical Advisory Group to assist with the following functions			
	Establish Narrative for the Sustainability Charter context	Summative Meeting Notes	
	Define parameters for services based on proximity, scale, population and property tax base make-up	Summative Meeting Notes	
Step 3 – TAG builds Sustainability Charter including Metrics for TAG Review and Feedback			
	Data Compilation: Inventory of services, performance measures, Peer Group and comparable data.	Summative Meeting Notes	



Task	Title Description	Deliverable	Completed
	Develop Business and Service Profiles, benchmark and standards, develop and select peer municipalities	Summative Meeting Notes	
	Deliver Workshop on Governance with Technical Advisory Group and Board	Summative Meeting Notes	
	Report out on Charter, Frameworks and Organizational Capacity Assessments.	Formative Draft Plan	

Notes to Program

http://www.communityindicators.net.au/results_based_accountability_training

<http://raguide.org/results-based-accountability-licensing/>

What is Results-Based Accountability™?

Results-Based Accountability™ (RBA), also known as Outcomes-Based Accountability™ (OBA), is a disciplined way of thinking and taking action that communities can use to improve the lives of children, youth, families, adults and the community as a whole. RBA is also used by organizations to improve the performance of their programs or services. Developed by Mark Friedman and described in his book *Trying Hard is Not Good Enough*, RBA is being used throughout the United States, and in countries around the world, to produce measurable change in people’s lives. Click here for Translation Helpful Version of Basic RBA Ideas)

What’s different about RBA?

RBA uses a data-driven, decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems. It is a simple, common sense framework that everyone can understand. RBA starts with ends and works backward, towards means. The “end” or difference you are trying to make looks slightly different if you are working on a broad community level or are focusing on your specific program or organization.

Creating Community Impact with RBA

Community impact focuses on conditions of well-being for children, families and the community as a whole that a group of leaders is working collectively to improve. For example: “Residents with good jobs,” “Children ready for school,” or “A safe and clean neighborhood”. In RBA, these conditions of well-being are referred to as results or outcomes.

It is critical to identify powerful measures to determine the progress a community is making towards achieving community well-being. For communities, the measurements are known as community indicators and are usually collected by public agencies. A community wanting to have residents with good jobs may look at “turning the curve” on the unemployment rate.

Performance Accountability

Organizations and programs can only be held accountable for the customers they serve. RBA helps organizations identify the role they play in community-wide impact by identifying specific customers who benefit from the services the organization provides.

For programs and organizations, the performance measures focus on whether customers are better off as a result of your services. These performance measures also look at the quality and efficiency of these services. RBA asks three simple questions to get at the most important performance measures:

- How much did we do?
- How well did we do it?
- Is anyone better off?

In answering these questions, a job training program might measure:



- The number of trainees in its program
- The ability of its trainers to explain concepts
- The percentage of its trainees who obtain and keep a job.

Turn the Curve Thinking

Once you identify the most powerful measure(s) to improve, RBA provides a step-by-step process to get from ends to means. This process is called “Turn the Curve” thinking.

Why use RBA?

RBA improves the lives of children, families, and communities and the performance of programs because RBA:

- Gets from talk to action quickly;
- Is a simple, common sense process that everyone can understand;
- Helps groups to surface and challenge assumptions that can be barriers to innovation;
- Builds collaboration and consensus;
- Uses data and transparency to ensure accountability for both the well-being of people and the performance of programs.

Fiscal Policy Studies Institute

Mark Friedman Director | 7 Avenida Vista Grande #140 Santa Fe, New Mexico 87508

Results Leadership Group | Adam Luecking CEO | info@resultsleadership.org | Phone 301-907-7541 | ResultsLeadership.org

End of Document



Pacific Coastal Basin Charter for Sustainability

The Pacific Coastal Basin Vision

We want to see the Pacific Coastal Basin as a place:

Where social well-being is supported by a vibrant economy and sustained by a healthy environment.

Understanding Sustainability

Where governments, community groups and individuals recognize why and how they can contribute to building vibrant communities, developing strong and diverse economies and maintaining the air, water, land and living species that make up our ecosystems.

Caring for Ecosystems

Where we are all stewards of resources such as water, forests, fish, wildlife and land.

As stewards, we conserve and enhance our ecosystems to maintain strong and diverse economies and to support growing communities. In this way, we not only enjoy our natural environment, but also conserve it to support our high quality of life.

Strengthening Communities

Where communities benefit from local experience, skills and values.

Strong communities are built on a diverse economy, an educated workforce, safe neighbourhoods, and accessibility to basic commodities, shared goals, local action and a sense of belonging.

Improving Decision-Making

Where decision-making is shared and we work together to reach creative agreements and achieve common goals that reflect the interests of a growing population mixed in gender, culture, religion, age and interest; and

Where Aboriginal rights and title now being defined are reconciled in a just and fair manner.

This Vision guides the goals of the Charter for Sustainability

Pacific Coastal Basin Principles for Sustainability

Mutual Dependence

Land, water, air and all living organisms including humans are integral parts of the ecosystem. Biodiversity must be conserved.

Accountability

Each of us is responsible for the social, economic and environmental consequences of our decisions and accountable for our actions.

Equity

All communities and regions must have equal opportunities to provide for the social, economic and environmental needs of residents.

Integration

Consideration of social, economic and environmental costs and benefits must be an integral part of all decision-making.

Adaptive Approaches

Plans and activities must be adaptable and able to respond to external pressures and changing social values.

Coordinated and Cooperative Efforts

Coordinated and cooperative efforts are needed among all government and nongovernment interests.

Open and Informed Decision-Making



Open decision-making depends on the best available information.

Exercising Caution

Caution must be exercised when shaping decisions to avoid making irreversible mistakes.

Managing Uncertainty

A lack of certainty should not prevent decisive actions for sustainability.

Recognition

There must be recognition of existing rights, agreements and obligations in all decision-making.

Aboriginal Rights and Title

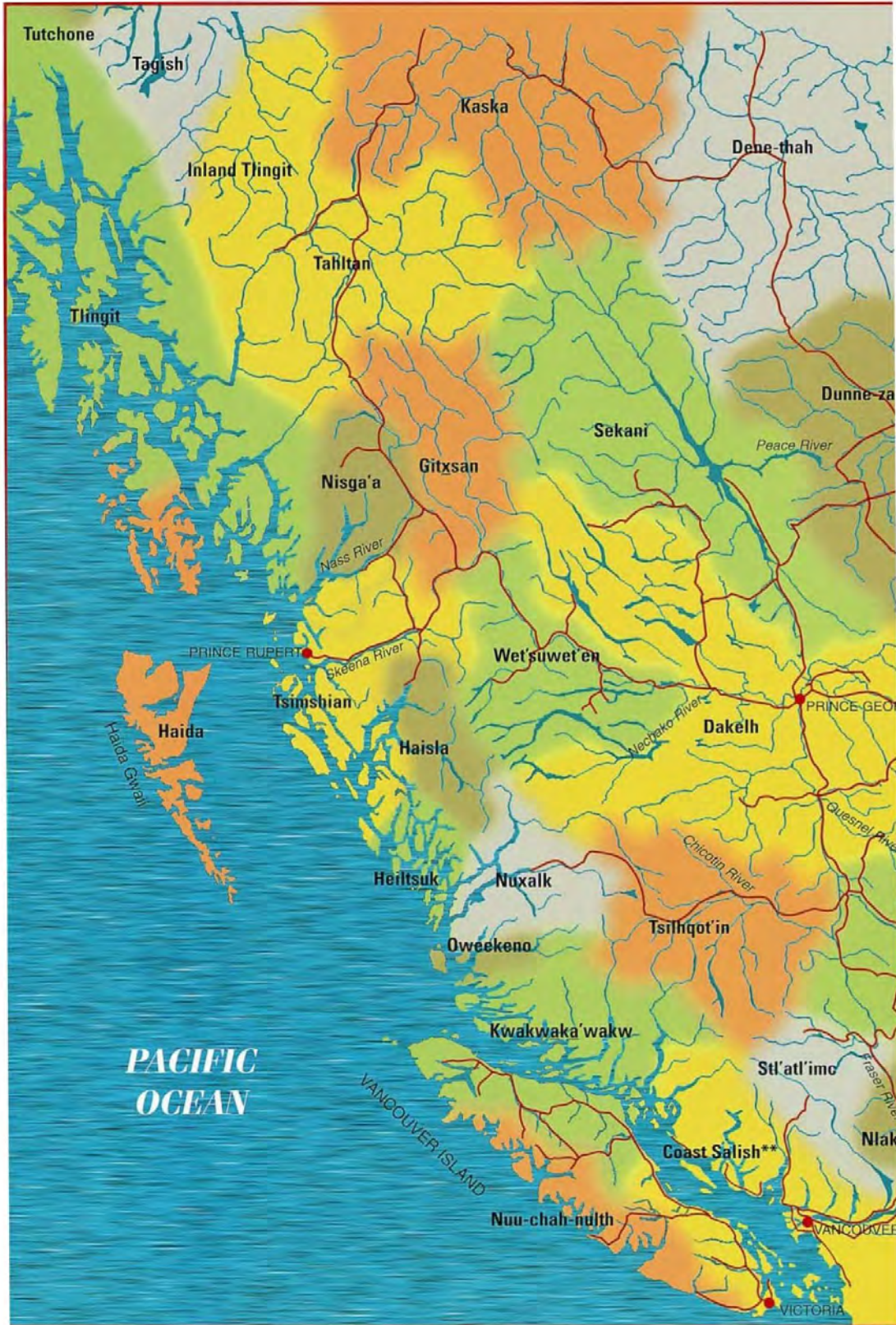
We recognize that Aboriginal nations within the Pacific Coastal Basin assert Aboriginal rights and title. These rights and title, now being defined, must be acknowledged and reconciled in a just and fair manner.

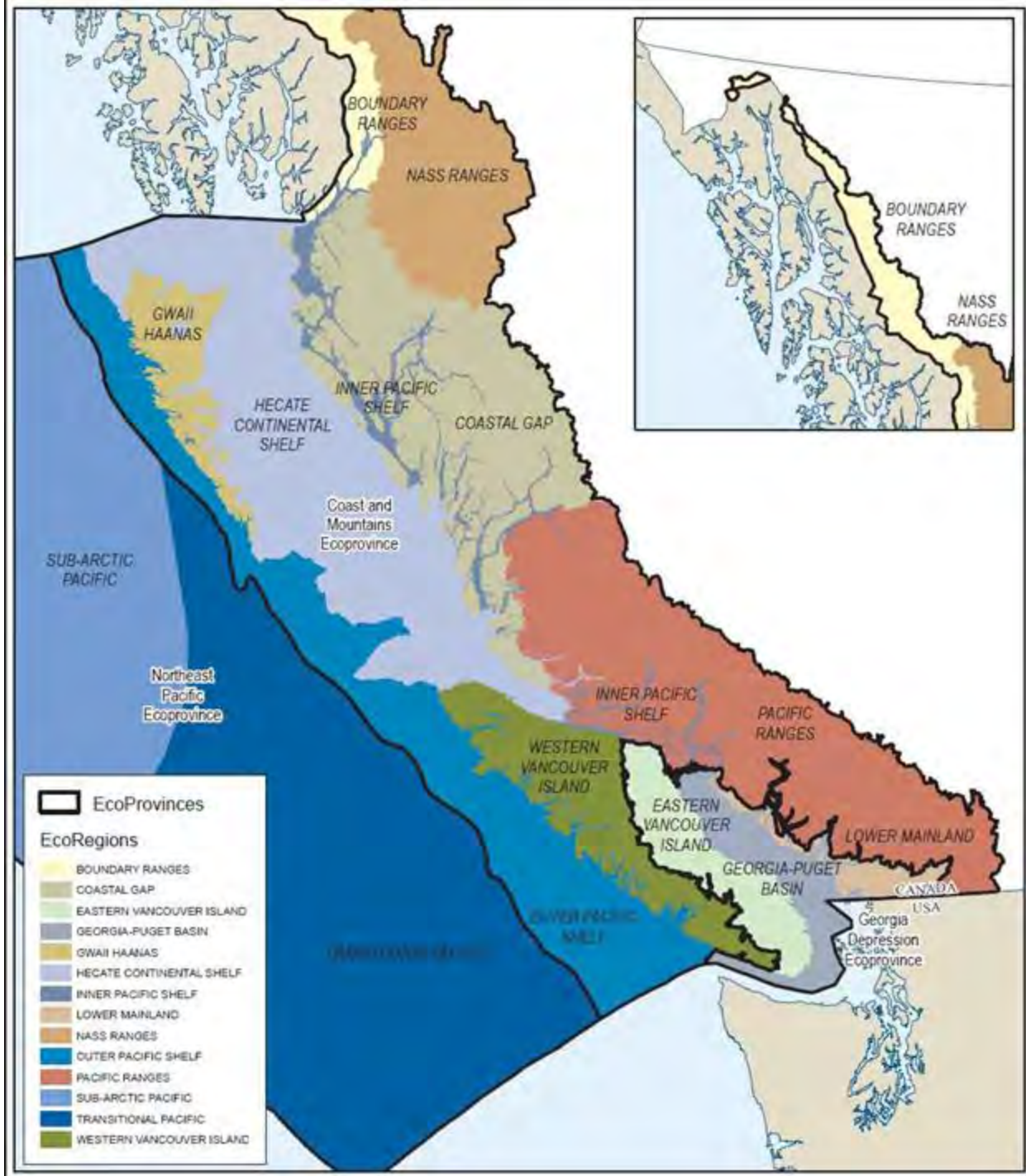
Transition Takes Time

Sustainability is a journey that requires constant feedback, learning and adjustment. In the short term, the elements of sustainability may not always be in balance.

Adopted by the Coastal Community Network by Consent Resolution this 26th day of September 2016 at the Annual General Meeting held in the Esquimalt Room of the Victoria Conference Centre.







MEMORANDUM

To: Regional District Chairs and CAOs

From: Al Richmond, Chair
Cariboo Regional District

Date: January 13, 2017

**SUBJECT: REGIONAL DISTRICT Chair/CAO FORUM
March 28 - 29, 2017 – Hotel Grand Pacific, Victoria**

It's time to begin planning for the annual Regional District Chair/CAO Forum.

As has been done in the past, the forum has been scheduled in advance of the Municipal Finance Authority's financial forum and annual general meeting and will be held:

**1:00-5:00pm, Tuesday, March 28, 2017
8:00am-1:00pm, Wednesday, March 29, 2017**

**Pender Island Ballroom
Hotel Grand Pacific, 463 Belleville Street, Victoria**

Attached is a Registration Form with the hotel booking information for those who would like to get the paperwork completed early. For those that wish to wait to register closer to the event, please book these dates into your calendar; in addition, it is strongly suggested that your hotel accommodation be reserved early (the room block releases on **February 20, 2017**). UBCM will be coordinating the logistics and registration process.

The agenda for the day needs to be finalized in order that necessary resources or speakers can be arranged. Likely the Ministry will again seek to participate on new issues at the Ministry relative to Regional Districts and there will probably be a presentation by UBCM on issues or programs that affect the RDs.

At this point, I am soliciting topics that your RD would like to see on the agenda, speak to, or arrange for speakers and materials. Please send suggestions by email to Janis Bell (jbelle@cariboord.bc.ca). RDs are asked to be prepared to arrange for speakers and materials for their suggested agenda topics. Please forward your suggestions by **Friday, January 29, 2017**.

From: Island Corridor Foundation [<mailto:info@islandrail.ca>]
Sent: Wednesday, January 11, 2017 11:36 AM
To: Wendy Thomson <wthomson@acrd.bc.ca>
Subject: ICF Community Round Table Meeting



Island Corridor Foundation

Community Round Table Meeting



ISLAND CORRIDOR FOUNDATION

Community Round Table

You're invited to join our community round table discussion about rail, trail, stations, rail tourism, First Nation opportunities and more on Vancouver Island.

February 3rd 2017 - Parksville

9:30am - 3:00pm

\$30/ea includes lunch

Pre-registration is required.

You're invited to join our community round table discussion about rail, trail, stations, rail tourism, First Nation opportunities and more on Vancouver Island.

The event will include speakers from partnering organizations involved with the corridor foundation to provide an in-depth look of the current and future opportunities.

Round table attendees will participate in topics that may include:

- SVI Rail operations & business plan
- Trail Development
- First Nation Declaration
- Historic Stations
- Tourism Excursion Train
- Agriculture on Vancouver Island
- Alberni Pacific Railway
- Biking Tourism Opportunities
- Commuter Train

We hope that you join us for this informative event, please note that pre-registration is required.

[Buy Tickets Now](#)



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Island Corridor Foundation, Box 375 Stn A, Nanaimo, BC V9R 5L3 Canada

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FOR IMMEDIATE RELEASE

January 16, 2017

NEW SALISH SEA MARINE TRAIL WILL BRING PADDLESPORTS TOURISTS TO REGION

COURTENAY – The Trans-Canada Trail is quickly becoming a world-renowned tourism asset, and a new project will build on its success with a connected marine trail, aimed at paddlesport tourists.

The Island Coastal Economic Trust (ICET) will be providing up to \$30,000 of funding from its Economic Development Readiness Program for the Salish Sea Marine Trail Project.



“The vision is to create a network of amenities, recreation areas, launch points, and access to local businesses along a 257-km marine route for paddlers and other self-propelled watercraft,” explained Paul Grey, president of the BC Marine Trail Network Association (BCMNTA). “Paddlesports is already a significant contributor of tourism revenue around the Island and Sunshine Coast, but stakeholders haven’t yet been able to bring a single, strategic focus to optimizing and growing the impact. This project will help us make that happen.”

The project, which is now underway, will include a clear marine trail route, including new recreation sites in the Winchelsea Islands, South Ballenas Island, Wilson Creek near Sechart, and more. The project will also connect the route’s access and

destinations with related businesses such as accommodation providers, food and beverage, and outdoor equipment and supplies.

“Paddlers are a dynamic and desirable tourism market,” said ICET Chair Phil Kent. “This project can help bring exposure to many locations to establish key service hubs and promote tour and exploration options along a single marine recreation travel corridor.”

This new Salish Sea Marine Trail will ultimately link the pre-existing marine-accessible provincial and national park campsites with the new service hub areas to strategically market clean, green, and active tourism with the Salish Sea Marine Trail as a new focal point for adventure ecotourism along the BC coast.

About the Island Coastal Economic Trust

Created by the Province of BC in 2006, the Island Coastal Economic Trust is celebrating its tenth year of investment in economic diversification, planning and regional revitalization.

ICET is independently governed by a Board of Directors and two Regional Advisory Committees which include more than 50 locally elected officials, MLAs and appointees from the Island and Coast. This exceptional team of leaders collaborate to set regional priorities and build vital multi-regional networks.

Through a community-centred decision-making process, ICET has approved \$49 million for over 160 economic infrastructure and economic development readiness projects. ICET investments have leveraged over \$270 million in investment into the region creating more than 2500 construction phase jobs and 2600 long term permanent jobs.

A full overview of ICET can be found at www.islandcoastaltrust.ca.

-end-

For further information:

Line Robert, CEO
Island Coastal Economic Trust
Tel. 250-871-7797 (Ext. 227)
line.robert@islandcoastaltrust.ca

Mayor Phil Kent, ICET Chair
City of Duncan
Tel. 250-709-0186
mayor@duncan.ca

John Kimantas, Project Manager
BC Marine Trails Network Association
Tel. 250-244-6437
john@bcmarinetrails.org



huu ay aht

ANCIENT SPIRIT, MODERN MIND

January 12, 2017

Mayor and Council of the City of Port Alberni
4850 Argyle Street
Port Alberni, BC V9Y 1V8

Dear Mayor and Council,

The people and government of the Huu-ay-aht First Nations have been watching with great interest the recent topic concerning the name of a school and a road in the Alberni Valley.

The topic was raised by a leader within the Alberni Valley proposing a discussion for the potential change of name for this school and road, both currently named after a former Indian Agent and Member of Parliament, the late A.W. Neill.

Our people have had long-standing historic connections to the Alberni Valley back to when it was called *Somass*, *Kitsuksis*, and so on. Our familial and political connections to the Hupacasath and Tseshaht chiefs and peoples go back centuries. More recently, our people have come to be so deeply connected to the Alberni Valley that nearly half of our population live, work, shop, and go to school there.

Along with the Crown and many Canadians everywhere, the Huu-ay-aht First Nations government identifies the on-going process of reconciliation as being vital to the success of our country in a globalized world. There are many aspects to the process of reconciliation – legal, political, economic, and social. In each of these, symbolism matters.

In Canada's 150th year, a time of great symbolic meaning for people across the country, there occur instances where a symbolic act can add great meaning and benefit to an on-going relationship between peoples and communities.

We believe this is one of those opportunities to go forward together in respect and friendship.

As a community and as a government, the Huu-ay-aht First Nations would like to express our appreciation for this topic coming up in a respectful and dialogue-focused manner.

Office: Anacla Government Office, 170 Nookemus Road, Anacla, B.C., V0R 1B0

Phone: 1.888.644.4555 | 250.728.3414 | Fax: 250.728.1222

Mail: Port Alberni Government Office, 3483 – Third Ave., Port Alberni, BC, V9Y 4E4 | Phone: 250.723.0100 | Fax: 250.723.4646



huu ay aht

ANCIENT SPIRIT, MODERN MIND

True reconciliation is often uncomfortable but it is ultimately important work. We look forward to participating in the on-going process of working together for the benefit of all in the spirit of reconciliation and Canada 150.

On behalf of the Huu-ay-aht First Nations,

Emchaiik (Robert J. Dennis Senior)
Chief-Councillor, Huu-ay-aht First Nations

John A. Jack
Councillor, Huu-ay-aht First Nations

CC: Nuuchahnulth Tribal Council, Maa-nulth Treaty Society, Hupacasath First Nation, Tseshaht First Nation; Alberni-Clayoquot Regional District, School District 70 Board of Trustees

Office: Anacla Government Office, 170 Nookemus Road, Anacla, B.C., V0R 1B0

Phone: 1.888.644.4555 | 250.728.3414 | Fax: 250.728.1222

Mail: Port Alberni Government Office, 3483 – Third Ave., Port Alberni, BC, V9Y 4E4 | Phone: 250.723.0100 | Fax: 250.723.4646

From: Lachmuth, Erik TRAN:EX [<mailto:Erik.Lachmuth@gov.bc.ca>]
Sent: January-13-17 11:48 AM
To: Andrew McGifford <amcgifford@acrd.bc.ca>
Cc: Pearson, Michael TRAN:EX <Michael.Pearson@gov.bc.ca>; Tracy Bond <tbond@acrd.bc.ca>
Subject: RE: Toquaht Bay Road Maintenance issues

Hello Andrew,

As requested by John Jack in the letter I received yesterday I am responding directly to yourself via email. Thank you for your letter regarding the pavement conditions on Toquaht Bay road.

I understand from your letter that you are primarily concerned with several deep potholes that are difficult to navigate and posing a safety concern. I have spoken to my Operations Manager Mike Pearson regarding these potholes and we agreed that he will arrange for Emcon to perform temporary patches before the end of next week to address these immediate concerns.

We will also follow up with Emcon to ensure more permanent patching occurs when weather permits for hot mix asphalt patching. Lastly we will monitor the pavement condition to consider along with other district priorities when a resurfacing is required on this section of road.

Thank you again and if you have any further questions or concerns I encourage you to contact Mike Pearson at Mike.Pearson@gov.bc.ca or 250-751-3287.

-Erik Lachmuth

A/ District Manager

Ministry of Transportation and Infrastructure, Vancouver Island District

Phone: 250-751-7039

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REQUEST FOR DECISION

To: Board of Directors

From: John Jack, Chairperson/
Wendy Thomson, Manager of Administrative Services

Meeting Date: January 25, 2017

Subject: **2017 Standing/Select Committee Appointments & Appointments to Outside Organizations**

Recommendation:

THAT the Alberni-Clayoquot Regional District Board of Directors approve the 2017 ACRD Standing/Select Committee Appointments and Appointments to Outside Boards, Agencies, Commissions as presented.

Desired Outcome:

To make appointments and/or re-confirm appointments to ACRD committees/commissions, outside board, agencies and commissions for 2017.

Background:

The *Local Government Act* enables Regional District's to establish and appoint members to Select, Standing Committees and Commissions.

Select Committees: Appointed by the Board to consider or inquire into any matter and report its findings and/or opinion the board. Once the findings are reported, the Select Committee is dissolved.

Standing Committees: The Chair of the Board may establish Standing Committees for matters the Chair considers would be better dealt with by a Committee and may appoint persons to those committees. At least one member of each Select and Standing Committee must be a director of the Board.

Commissions: The Board may, by bylaw, establish Commissions and set conditions and delegate authorities. Commissions may be established by the Board to operate regional district services or manage property or an interest in a property held by the Regional District.

Outside Organizations: The Board appoints a Director and in some cases an alternate, to various outside boards, agencies and commissions such as the NI 911 Corporation, Municipal Finance Authority etc. Some of these appointments have varying terms. Directors appointed to outside organizations report back to the Board on a regular basis on their activities.

In January of each year the Chair reviews and updates appointments to Committees/Commissions and appointments to outside organization and makes recommendations to the Board for endorsement. The Chair and Manager of Administrative Services have updated the appointment lists which are attached for consideration of approval by the ACRD Board.

In 2017, the Manager of Administrative Services will be meeting with all ACRD Standing Committees and Commissions to review their terms of reference, procedures for reporting/recommendations to the Board and meeting procedures. Any amendments to Standing Committee Terms of Reference will be forwarded for endorsement by the ACRD Board of Directors.

Time Requirements – Staff & Elected Officials:

Staff resources will be required to meet with all Standing Committees/Commissions and review and update all Terms of Reference.

Financial:

Any associated costs covered through General Government services.

Policy or Legislation:

Section 218, 263, 461 of the *Local Government Act* and ACRD Procedures Bylaw apply.



Submitted by: _____

John Jack, Chairperson



Wendy Thomson, Manager of Administrative Services



Approved by: _____

Russell Dyson, Chief Administrative Officer



Alberni-Clayoquot Regional District 2017 Standing/Select Committee & Commission Appointments

Alberni & Bamfield Services Committee

- John McNabb
- Jack McLeman
- Mike Ruttan
- John Jack
- Lucas Banton
- Mike Kokura
- Penny Cote
- Wilfred Cootes
- Keith Wyton

Electoral Area Directors Committee

- John McNabb
- Penny Cote
- Mike Kokura
- Lucas Banton
- Tony Bennett
- Keith Wyton

West Coast Committee

- Dianne St. Jacques, Chairperson
- Josie Osborne
- Tony Bennett
- Alan McCarthy
- Kirsten Johnsen
- Ex-Officio Members:
 - Tla-o-qui-aht First Nation Rep
 - Ahousaht First Nation Rep
 - Hequiaht First Nation Rep
 - Pac. Rim National Park

Bamfield Parks Commission

- Eileen Scott, Chair
- Andrea Butler
- Roger Demontigny
- Heather Cooper
- Keith Wyton

Personnel Committee

- John Jack
- Josie Osborne
- Mike Kokura
- John McNabb
- Mike Ruttan

AV Emergency Planning Policy Group

- John McNabb
- Penny Cote
- Mike Kokura
- Lucas Banton
- Mike Ruttan
- Jack McLeman
- Port Alberni City Council
- Ex-Officio Members:
 - Tseshaht First Nation
 - Hupacasath First Nation

Agricultural Advisory Committee

- Mike Kokura
- Lisa Aylard
- Robert Haynes
- Vicki Lee
- John Oosterom
- Ron Emblem
- Wayne Smith

Beaver Creek Water Advisory Committee

- John McNabb, Chair
- Harold Carlson (3 year term 2015 – 2018)
- Gord Blakey (2 year term 2015 – 2017)
- Vacant (2 year term 2015 – 2017)
- Kelly Schutte (2 year term 2015 – 2017)
- Ginny Stephens (3 year term 2015 – 2018)
- Pam Craig (3 year term 2015 – 2018)
- Patty Edwards (3 year term 2015 – 2018)

Long Beach Airport Advisory Committee

- Josie Osborne, Chair
- Dianne St. Jacques
- Alan McCarthy
- Tony Bennett
- Jackie Godfrey, PRNP
- Sandy Rantz, Ucluelet Chamber
- Jennifer Steven, Tofino/Long Beach Chamber
- Tla-o-qui-aht First Nation (2)
 - Elmer Frank
- Charles McDiarmid, Member at Large

Solid Waste Plan Monitoring Advisory Committee – Alberni Valley

- John McNabb, Chair
- Gary Swann, Member at Large
- Wilf Taekema, CPA
- Hugh Braker, Tseshah FN
- Jack McLeman
- Brad West, Engineer
- Keith Wyton
- Mike Kokura
- Tim Pley, CPA
- Kris Patterson, Chamber
- Lucas Banton
- Moe Vale, AV Landfill Operator
- Nicklin Waste Disposal
- Penny Cote
- John Jack
- Steve Tatoosh, Hupacasath FN
- Terry Edgar, Ditidaht FN
- Wilfred Cootes
- Jerry Kupiak, Suncoast Waste

Solid Waste Plan Monitoring Advisory Committee – West Coast

- Josie Osborne, Chair
- Alan McCarthy
- Brad West, Engineer
- Andrew Yeates, Dis. Ucluelet
- Arlene Armstrong, PRNP
- Bob Macpherson, Dist. Tofino
- Chris Bird, Sonbird
- Dianne St. Jacques
- Gerry Schreiber, Member at Large
- Moe Vale, WC Landfill Operator
- Noah Plonka, Toquaht FN
- Sally Mole, Ucluelet Chamber
- Tla-o-qui-aht FN Rep.
- Ahousaht FN Rep.
- Tony Bennett
- Tofino Chamber Rep

Salmon Beach Committee

- Tony Bennett
- Mary Ellen Peet
- Kel Roberts
- Ken Lunde
- Jill Maibach
- Terry Graff

Sproat Lake Parks Commission

- Joe Lamoreaux, Chair
- Chris Law
- Ursula Henning
- Paul Andrew
- Kathy Burkowsky
- Gail Horvath
- Sabrina Zimmerman
- Brian Calendar
- Jo Priestland
- Terry Ketler
- Rob Turner
- Bob Aston
- Penny Cote

Bamfield Water Committee

- Keith Wyton, Chair
- Phil Lavoie
- John Mass
- Barry Otterson
- Brad Anholt
- Lisa Herbig (2 year term – 2017)
- J. P. Hasteley (3 year term – 2018)

Agricultural Development Committee

- Penny Cote (Mike Ruttan Alternate)
- Ann Siddall
- Bob Collins
- Cathy Burkosky
- Janis Nairne
- Lisa Aylard
- Pat Deakin
- Robert Haynes, Chair
- Rosemarie Buchanan
- Erika Goldt
- Makenna Cyr
- Marcus Lobb

Fisheries Resource Committee

- Dianne St. Jacques, Chairperson
- Tony Bennett
- Penny Cote
- Jack McLeman
- Josie Osborne
- Ex-Officio Members:
 - Sheena Falconer, WC Aquatic
 - Don Hall, NTC
 - Andrea Goruk, DFO
 - Province of BC Rep.

Alberni–Clayoquot Transportation Committee

- Jack McLeman, Chairperson
- Dianne St. Jacques
- Lucas Banton
- Bob Cole
- Brian Chipman, Catalyst Paper Rep.
- Chris Alemany, CPA
- Tim Pley, CPA
- Pat Deakin, CPA
- Darren De Luca
- Lucas George, Tseshaht FN
- Gillian Trumper, PAPA
- Western Forest Products Reps.
- Michael Pearson, Min. Transportation
- David Edgar, Min. Transportation
- Neil Malbon, AV Chamber
- Randy Orr, Island Timberlands Rep.
- Scott Fraser, MLA
- Warren Lauder, Hupacasath FN Rep.

2017 ACRD SELECT COMMITTEES:**Parks Service Review Committee**

- Keith Wyton, Chair
- Josie Osborne
- Tony Bennett
- Al McCarthy
- Penny Cote
- Lucas Banton
- Jack McLeman

Fire Chiefs Appointments Committee

- Keith Wyton
- Penny Cote
- John McNabb
- BCVFD Fire Chief & Deputy
- BVFD Fire Chief & Deputy
- SLVFD Fire Chief & Deputy
- Dan Holder, ACRD Fire Svs. Coordinator

ADVISORY PLANNING**COMMISSIONS (APC's):** (varying terms)**Bamfield APC**

- Keith Wyton (Bob Baiden, Alternate)
- Max Salamon
- Jane Morrison,
- Rae Hopkins
- J. P. Haste
- Barry Otterson
- John Mass
- Denice Roberge
- Tavi Kristjan (Kildonan area only)
- Peter Horton (Kildonan area only)

Beaver Creek APC

- John McNabb (Pam Craig, Alternate)
- Gordon Blakey
- Dorothy Brookes
- Dave deMontreuil
- Shelley Chrest
- Patty Edwards
- Kevin Clarke

Cherry Creek APC

- Lucas Banton (Lindsay Rogers, Alternate)
- John Versteeg Jr.
- Mike Jones
- Bob Vandermolten
- Markus Urner
- Denis Francoeur
- Carrie Smith
- Jamie McKinnon
- Barb Deederly

Long Beach APC

- Tony Bennett
- Heidi Stokes
- Nicky Ling
- Jim Whitworth
- Kel Roberts
- Petra Arnold
- Don MacKinnon
- Ashely Hawker

Sproat Lake APC

- Dean Sept (Chair)
- Penny Cote (Rene Lacoursiere, Alternate)
- Joe VanBergen
- Joe Lamoureux
- Bob Maurice
- Roger Loggin
- Roberta Jensen
- Walter Konkin
- Daniel Watts



**Alberni-Clayoquot Regional District
2017 Appointments to Outside Boards, Agencies, Commissions**

REQUIRED

Municipal Finance Authority

(1 year term Jan – Dec.)

- Mike Kokura
- Lucas Banton, Alternate

E911 Corporation

(1 year term – Jan. – Dec.)

- John McNabb
- Penny Cote, Alternate

Island Coastal Economic Trust

(Chair of ACRD Board)

- John Jack

Vancouver Island Regional Library Board

(1 year term Jan. – Dec.)

- Lucas Banton
- John Jack, Alternate

Municipal Insurance Association of BC

(1 year term Jan. – Dec.)

- Lucas Banton
- John McNabb, Alternate

Island Corridor Foundation

- Ken McRae, Director (2 year term – April 2015 – 2017)
- Lucas Banton, Member Rep. (1 year term – April – March 2017)

ELECTIVE

Clayoquot Biosphere Trust

(4 year term – March 2014 – 2018)

- Gary Johnsen
- Ashely Hawker, Alternate

Barkley Salmon Working Group

- Penny Cote

Air Quality Council

- Keith Wyton

West Island Woodlands Advisory Group

- Mike Kokura
- John Jack, Alternate

Vancouver Island Film Commission

- Mike Ruttan
- John Jack, Alternate

AV Museum & Heritage Board

- Penny Cote
- Jack McLeman, Alternate

Coastal Communities Network

- Tony Bennett
- Dianne St. Jacques
- Vacant

Central West Coast Forest Society

- Tony Bennett

AV Chamber of Commerce

- Jack McLeman
- John McNabb, Alternate

West Coast Aquatic Board

- Tony Bennett
- Keith Wyton
- Josie Osborne, Alternate



REQUEST FOR DECISION

To: Board of Directors
From: West Coast Committee/
Wendy Thomson, Manager of Administrative Services

Meeting Date: Wednesday, January 25, 2017

Subject: Updated Terms of Reference - West Coast Committee

Recommendation:

THAT the ACRD Board of Directors approve the updated Terms of Reference for the West Coast Committee as presented.

Desired Outcome:

To approve an updated Terms of Reference for the West Coast Committee.

Background:

At the January 12, 2017 West Coast Committee meeting, Directors reviewed and approved an updated Terms of Reference for the Committee.

The Terms of Reference required updating to include the Toquaht Nation as a full voting Member on the Committee. In addition, section 7.3 of the Terms of Reference has been added to include the following: *All new Committee direction requiring staff resources must be forwarded by resolution to the ACRD Board of Directors for approval.* This is a recommendation coming out of the Board Strategy session held in December 2016.

The above amendments have been included in the attached Terms of Reference for consideration of approval by the Board of Directors.

Time Requirements – Staff & Elected Officials:


Minimal

Financial:

n/a

Policy or Legislation:

Local Government Act and ACRD Procedures Policy applies.

Submitted by: 
Wendy Thomson, Manager of Administrative Services

Approved by: 
Russell Dyson, Chief Administrative Officer



Alberni-Clayoquot Regional District

Terms of Reference West Coast Committee

1. Purpose

- 1.1 The West Coast Committee has been established to consider issues and to make recommendations to the ACRD Board pertaining to services paid for by one or more of the following areas within the region: District of Tofino, District of Ucluelet, Long Beach, Yuułuʔiłʔatḥ Government and Toquaht Nation.

2. Duties/Mandate

- 2.1 The West Coast Committee is a standing committee of the Board that will assist the Board with decision making including budget, policy, infrastructure needs and any other issues relating to the following services:

- West Coast Waste Management
- Long Beach Airport
- Long Beach Emergency Planning
- Long Beach Bike Path
- West Coast Multiplex
- West Coast Health Services

- 2.2 The Committee will explore, consider and make recommendations to the Board on possible future services within the areas defined in section 1.1.

- 2.3 The Committee will provide the Board with regular, ongoing advice on different activities and services with the areas defined in section 1.1

- 2.4 The Committee will be a forum for dialogue among the communities of the West Coast. The agenda will include a round table for community updates.

3. Membership

- 3.1 Membership on the Committee is as follows:

- One (1) Director elected to the Board representing Electoral Area “C” Long Beach, or his/her alternate
- One (1) Director appointed to the Board from the District of Tofino, or his/her alternate

- One (1) Director appointed to the Board from the District of Ucluelet, or his/her alternate
- One (1) Director appointed to the Board from the Yuułuʔiłʔatḥ Government, or his/her alternate
- One (1) Director appointed to the Board from the Toquaht Nation
- Non-voting ex-officio Members – One (1) each representative the following organizations:
 1. Pacific Rim National Park
 2. Tla-o-qui-aht First Nation
 3. Ahousaht First Nation
 4. Hesquiaht First Nation

4. Appointment and Term

- 4.1 The appointment and term of Committee Members coincides with the Directors appointment or elected term on the ACRD Board of Directors.
- 4.2 Committee appointments are confirmed by the Chair of the Board at the Regular ACRD Board of Directors Meeting in January of each year.
- 4.3 The Chair of the Board may appoint persons who are not Directors of the ACRD Board to the Committee as ex-officio non-voting Members. These Members sit without remuneration. The ACRD Board may consider reimbursement for travel expenses for ex-officio non-voting Members upon recommendation from the Committee.
- 4.4 The Chair of the Board will confirm appointments from the non-voting ex-officio Members with their organizations in January of each year.

5. Committee Chair

- 5.1 The Committee will elect a Chair and Vice-Chair from amongst its Members at the first meeting of each year.

6. Meeting Procedures

- 6.1 Meetings of the Committee shall be held quarterly or at the call of the Committee Chairperson. The yearly Committee meeting schedule will be developed and approved by the Board at the first Board meeting in January of each year.

6.2 A quorum for a meeting of the Committee shall be the majority of the voting Members of the Committee.

6.3 Meetings of the Committee shall be conducted and held in accordance with the Regional District's Procedure Bylaw.

7. Reporting to the Board

7.1 The Committee Chair will report to the ACRD Board on the activities of the Committee.

7.2 Recommendations from the Committee to the Board must be adopted by the Committee prior to presentation to the ACRD Board.

7.3 All new Committee direction requiring staff resources must be forwarded by resolution to the ACRD Board for approval.

8. Resources

8.1 On behalf of the Committee, the CAO or his/her designate will provide advice and professional assistance to the Committee including writing letters, preparing reports to the ACRD Board.

8.2 ACRD Administrative staff will provide support to the Committee including preparing agendas, recording the minutes of meetings and ensuring Committee agenda's, minutes etc. are circulated electronically to all Members.

Approved by the ACRD Board:	May 27, 2015
Revised by the Board:	

REQUEST FOR DECISION

To: Board of Directors

From: Russell Dyson, Chief Administrative Officer

Meeting Date: January 25, 2017

Subject: **Terms of Reference – Alberni Valley Emergency Planning Policy Group & Alberni Valley Emergency Planning Liaison Group**

Recommendation:

THAT the Alberni-Clayoquot Regional District Board of Directors approve the following Terms of Reference as presented:

- a. Alberni Valley Emergency Planning Policy Group
- b. Alberni Valley Emergency Planning Liaison Group

Desired Outcome:

To amend the structure of the Alberni Valley Emergency Planning Committees.

Background:

In the past, the regional district has had a single committee to consider and provide advice regarding the Alberni Valley emergency program. The committee has included membership from a variety of service providers and attendance has been inconsistent. When it comes to the recommendations regarding policy and funding it is suggested that it is the directors and council that should be at the table. The policy group fulfills this role. It also offers the opportunity for the decision makers to consider their role in emergencies and better prepare for potential events.

There remains a need for the service providers which includes industry, volunteers, professionals and various local organizations to meet on a regular basis to share information and provide an opportunity for coordination and joint planning. This will be the liaison group, it does not have decision-making authority but fulfills an important role.

Time Requirements – Staff & Elected Officials:

The proposal increases the preparation and support required of staff but amounts to better decision-making and focus for the service.

Financial:

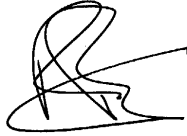
Costs are assumed in the emergency planning budget.

Policy or Legislation:

Local Government Act Applies and changes will be coming to the emergency plan bylaw to reflect this and other recommendations from Exercise Coastal Response.

Options Considered:

Status quo.



Submitted by:

Russell Dyson, Chief Administrative Officer



Alberni-Clayoquot Regional District

Terms of Reference Alberni Valley Emergency Planning Policy Group

1. Purpose

- 1.1 The Alberni Valley Emergency Planning Policy Group has been established to consider issues and to make recommendations to the ACRD Board pertaining to the Alberni Valley Emergency program paid for by one or more of the following areas within the region: City of Port Alberni, Sproat Lake, Beaver Creek, Beaufort and Cherry Creek.

2. Duties/Mandate

- 2.1 The Alberni Valley Emergency Planning Policy Group is a standing committee of the Board that will assist the Board with decision making including budget, policy, infrastructure needs and any other issues relating to the service.

3. Membership

- 3.1 Membership on the Committee is as follows:

- One (1) Director elected to the Board representing Electoral Area “D” Sproat Lake, or his/her alternate
- One (1) Director elected to the Board representing Electoral Area “E” Beaver Creek, or his/her alternate
- One (1) Director elected to the Board representing Electoral Area “B” Beaufort, or his/her alternate
- One (1) Director elected to the Board representing Electoral Area “F” Cherry Creek, or his/her alternate
- Seven (7) representatives of the City of Port Alberni being the Council and Mayor
- Non-voting ex-officio Members – One (1) each representative the following organizations:
 1. Tseshaht First Nation
 2. Hupacasath First Nation

4. Appointment and Term

- 4.1 The appointment and term of Committee Members coincides with the Directors appointment or elected term on the ACRD Board of Directors.
- 4.2 Committee appointments are confirmed by the Chair of the Board at the Regular ACRD Board of Directors Meeting in January of each year.
- 4.3 The Chair of the Board may appoint persons who are not Directors of the ACRD Board to the Committee as ex-officio non-voting Members. These Members sit without remuneration. The ACRD Board may consider reimbursement for travel expenses for ex-officio non-voting Members upon recommendation from the Committee.
- 4.4 The Chair of the Board will confirm appointments from the non-voting ex-officio Members with their organizations in January of each year.

5. Committee Chair

- 5.1 The Committee will elect a Chair and Vice-Chair from amongst its Members at the first meeting of each year.

6. Meeting Procedures

- 6.1 Meetings of the Committee shall be held semi-annually or at the call of the Committee Chairperson. The yearly Committee meeting schedule will be developed and approved by the Board at the first Board meeting in January of each year.
- 6.2 A quorum for a meeting of the Committee shall be the majority of the voting Members of the Committee.
- 6.3 Meetings of the Committee shall be conducted and held in accordance with the Regional District's Procedure Bylaw.

7. Reporting to the Board

- 7.1 The Committee Chair will report to the ACRD Board on the activities of the Committee.
- 7.2 Recommendations from the Committee to the Board must be adopted by the Committee prior to presentation to the ACRD Board.

7.3 All new Committee direction requiring staff resources must be forwarded by resolution to the ACRD Board for approval.

8. Resources

8.1 On behalf of the Committee, the CAO or his/her designate will provide advice and professional assistance to the Committee including writing letters, preparing reports to the ACRD Board.

8.2 ACRD Administrative staff will provide support to the Committee including preparing agendas, recording the minutes of meetings and ensuring Committee agenda's, minutes etc. are circulated electronically to all Members.

Approved by the ACRD Board:	
Revised by the Board:	



Alberni-Clayoquot Regional District

Terms of Reference Alberni Valley Emergency Planning Liaison Group

1. Purpose

- 1.1 The Alberni Valley Emergency Planning Liaison Group has been established to facilitate communication and provide for coordination among the various groups within the Alberni Valley that plan, prepare and respond to emergency events.

2. Duties/Mandate

- 2.1 The Alberni Valley Emergency Planning Liaison Group is a standing committee of the Board for the purposes of fostering emergency preparedness and response.

3. Membership

- 3.1 Membership on the Committee may include but is not limited to representation from:

- 93.3 The Peak, Alberni Valley Rescue Squad, Arrowsmith Amateur Radio, Bamfield Emergency Program, BC Ambulance Service, BC Hydro, Beaver Creek Volunteer Fire Department, Catalyst Paper, Cherry Creek Volunteer Fire Department, City of Port Alberni, Emcon, Hupacasath First Nations, Huu-ay-aht First Nations, Island Health, Ministry of Forest, Lands, and Natural Resource Operations, Ministry of Transportation & Infrastructure, Port Alberni Fire Department, Port Alberni Port Authority, RCMP, Red Cross, SD#70, Sproat Lake Volunteer Fire Department, Tseshaht First Nation, Uchucklesaht, West Coast General Hospital, and;
- The Chairperson of the Alberni Valley Emergency Policy Group

4. Appointment and Term

- 4.1 The appointment and term of Committee Members coincides with the Directors appointment or elected term on the ACRD Board of Directors.
- 4.2 Committee appointments are confirmed by the Chair of the Board at the Regular ACRD Board of Directors Meeting in January of each year.

- 4.3 The Chair of the Board may appoint persons who are not Directors of the ACRD Board to the Committee as ex-officio non-voting Members. These Members sit without remuneration. The ACRD Board may consider reimbursement for travel expenses for ex-officio non-voting Members upon recommendation from the Committee.
- 4.4 The Chair of the Board will confirm appointments from the non-voting ex-officio Members with their organizations in January of each year.

5. Committee Chair

- 5.1 The Alberni Valley Emergency Planning Policy Group Chair will be the Chair of the Liaison Committee.

6. Meeting Procedures

- 6.1 Meetings of the Committee shall be held semi-annually or at the call of the Committee Chairperson. The yearly Committee meeting schedule will be developed and approved by the Board at the first Board meeting in January of each year.
- 6.2 Meetings of the Committee shall be conducted and held in accordance with the Regional District's Procedure Bylaw.

7. Reporting to the Board

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- 8.2 ACRD Administrative staff will provide support to the Committee including preparing agendas, recording the minutes of meetings and ensuring Committee agenda's, minutes etc. are circulated electronically to all Members.

Approved by the ACRD Board:	
Revised by the Board:	



REQUEST FOR DECISION

To: Board of Directors

From: Alberni-Clayoquot Health Network/Shelli Lyle, Administrative Assistant

Meeting Date: January 25, 2017

Subject: ACHN Website and Branding Project

Recommendation:

That the Alberni-Clayoquot Regional District Board of Directors award the Alberni-Clayoquot Health Network Website and Branding project to Geeks on the Beach in the amount of \$5,208.00 including GST with an annual maintenance fee of \$628.00

Summary:

The need for a network website was identified through stakeholder interviews and preliminary scans with the ACHN Table of Partners. Stakeholders have expressed the need for an information hub, which has the ability to link regional information, resources and communications. The need for an online tool that links visuals of the lifespan and common lifespan benchmarks to key resources, network activities and social determinants of health were identified and validated. The site would require the development of clean graphic design to ensure accessibility for a range of literacy levels, plain language information with ability to click further for more technical information as well as the ability to host documents related to Network and regional priorities.

Background:

The ACHN Coordinator sourced Web proponent companies which had logo and web design capabilities on Vancouver Island and those that were recommended by local partners were researched. The coordinator pre screened design companies based on portfolio and company website, those with attractive work and websites and/or a referral from a stakeholder were sent an email request to submit a proposal with project briefing document.

Four proponents submitted proposals; price range was between \$2300 and \$8900. The lowest two quotes did not respond to all aspects outlined in the Project Briefing document. The upper two quotes both submitted proposals which addressed project requirements outlined. The Coordinator is confident around needs, timelines and project goals of these proposals.

The Coordinator recommendation is to hire Geeks on the Beach due to the following factors:

- Competitive quote, second highest but realistic in providing a range for logo and graphic design. Creative work is most challenging to budget time and expenses for, awareness of this and

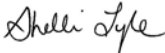
Request for Decision –ACHN Website and Branding

projected range in quote was appreciated by coordinator.

- Addressed all components of outlined project requirements in proposal with sufficient detail in quote. Very professional, scheduled and well planned pre-proposal call which provided additional details and had well prepared questions.
- Demonstrated good project management capabilities and knowledge of project management principles in quote and phone conversation.
- Offering customized site development based on Word Press platform (not a customized CMS) which will allow for future growth and development without reliance on firm.
- Offer annual maintenance package (at almost half the price of the other quote which includes this) or discounted assistance on future updates and assistance.

Financial

The cost of \$5208.00 plus yearly maintenance fees of \$628.00 funds being allocated from the Alberni-Clayoquot Health Network Budget.

Submitted by: 
 Shelli Lyle, Administrative Assistant

Approved by: 
 Russell Dyson, Chief Administrative Officer

ACHN WEBSITE AND BRANDING

PROJECT OVERVIEW

The need for a network website has been identified through stakeholder interviews and preliminary scans with the ACHN Table of Partners. Stakeholders have expressed the need for an information hub which has the ability to link regional information, resources and communications. The need for an online tool which links visuals of the lifespan and common lifespan benchmarks to key resources, network activities and social determinants of health has been identified and validated. The site would require the development of clean graphic design to ensure accessibility for a range of literacy levels, plain language information with ability to click further for more technical information as well as the ability to host documents related to Network and regional priorities. From stakeholder interviews and preliminary scans the following goals and parameters have been established to inform development.

GOALS

- Provide a forum to host information and links to regional resources, linking to resource directories and networks in the region to increase dissemination and cross pollination of information.
- Present a holistic picture of the lifespan utilizing key milestones to organize the site.
- Host research, regional data and communications campaigns to increase information dissemination to the general public and ensuring easy access to policy papers/one pagers for decision makers.
- Aim to support local resources already present and reduce duplication.
- Utilize a clean and visual home with ability to click further for local resources, documents and supports.

REQUIREMENTS

- Visuals, graphic design and branding
 - ACHN requires basic logo and header for letter head
 - Website will have emphasis on visual content, home page to be visual depiction of lifespan, plain language will be emphasized to ensure easy access for most literacy levels and industry partners
 - Site will host general information on lifespan milestones as a 'hook' to attract interest and increase education with the ability to click for further resources, research and communications.
- Style Guidelines
 - Clean with basic color scheme; earth tones and primary colors were preferred.
 - Original graphics; simple, attractive and clean.
 - Representing holistic nature of health, lifespan and wellness.
 - Inclusive; literacy levels, culture, regional differences.
 - Ability to grow site.
- Searchable directory
 - Links to resources directories and regional resources to network the networks.
 - Links imbedded in lifespan page and available at a glance.
 - Site to host research, links to local data and resources organized through lifespan milestones, social determinant topic area or ACHN priority.
 - Ability for stakeholders to update, suggest or request updates
- Host information and reports

- House ACHN information, minutes and reports.
- Site will host local policy papers, one pagers and other policy tools for use by decision makers and as a tool to increase awareness of regional needs.
- Site will host other community planning tools and reports to assist in supporting local initiatives.
- Community Engagement
 - Include feedback, question and comments section.
 - Build in opportunities for public engagement.
 - Host ACHN advocacy tools; transportation assets map.
- Site maintenance and hosting
 - Site will be easily updated to maintain and refresh content.
 - Site back end will allow for revisions, page additions and edits by ACHN Coordinator.
 - Some ongoing maintenance, updates and annual hosting to be provided by prospective development company.

PROPONENT REQUIREMENTS

The ACHN will source proponents for website and logo development based on the following requirements.

Proponent has in house ability to provide and maintain:

Requirements	Star Graphic Design	Friday Design	Geeks on the Beach	Radar Hill Web Design
Graphic Design	3	3	4	5
Logo development	2	2	4	4
Web graphics	3	2	3	3
Graphic Ability	3	2	4	4
Website Development	3	4	3	4
Resource Directory	1	4	2	3
User friendly	3	3	3	4
Ability to grow	3	3	3	3
Organize content into appealing format	2	5	4	4
Layered site – less traditional menu system	2	4	5 – addressed in phone conversation, evident in portfolio	3
Web Maintenance	2	2	4	4
Site Hosting	3	1	3	4
Maintenance and Updates	1	2	4	3
Cost	\$2310.00	\$3600 - \$3900	\$5208	\$7800-\$8900
Notes	Limited detail in quote, lowest quote but also lowest amount of customization Good graphic ability No mention of mobile applications No maintenance mentioned	Detailed information on web development and CMS. Mobile friendly Traditional menu emphasized Limited maintenance no cost mentioned	Very robust quote as well as a detailed phone conversation Includes training video Mobile friendly Graphic abilities, quote breakdown and menu options were impressive	Very robust and customized quote with supporting documents Includes training Mobile friendly All aspects of briefing document covered
Ranking System 1 – 5:				
1- Does not address 2- Limited detail 3 - Addressed 4- Detailed breakdown 5- Customized to requirements				

GRAPHIC DESIGN

- Logo and letterhead development
- Website graphics for lifespan and social determinant visuals
- Ability create a visually pleasing and interactive website

WEBSITE DEVELOPMENT

- Resource directory – searchable with ability to enter resource and tag to various site locations
- User friendly – updateable by coordinator with ability for users to suggest updates
- Assist to organize large amounts of content into a visually appealing format – clean, concise and easily navigated
- Ability to grow site.
- Development of a layered site – lifespan visuals and plain language stories as the ‘hook’ click further for additional content

WEBSITE MAINTENANCE AND ADMINISTRATION

- Site hosting
- Basic site maintenance and platform updates



REQUEST FOR DECISION

To: Board of Directors
From: Teri Fong, CPA, CGA, Manager of Finance
Meeting Date: January 25, 2017
Subject: Security Issuing Bylaw F1130

Recommendation:

That the Alberni-Clayoquot Regional District Board of Directors give first reading to the bylaw cited as “Alberni-Clayoquot Regional District Security Issuing Bylaw No. F1130, 2017”.

That the Alberni-Clayoquot Regional District Board of Directors give second reading to the bylaw cited as “Alberni-Clayoquot Regional District Security Issuing Bylaw No. F1130, 2017”.

That the Alberni-Clayoquot Regional District Board of Directors give third reading to the bylaw cited as “Alberni-Clayoquot Regional District Security Issuing Bylaw No. F1130, 2017”.

That the Alberni-Clayoquot Regional District Board of Directors adopt bylaw cited as “Alberni-Clayoquot Regional District Security Issuing Bylaw No. F1130, 2017”.

Summary:

The District of Ucluelet has requested that the Regional District borrow money on their behalf. The ACRD, for itself and on behalf of its member municipalities, has access to long-term debt through the Municipal Finance Authority. District of Ucluelet will be responsible for all of the costs of repaying this debt.

Attached for your consideration, is the Security Issuing Bylaw. Please note that the MFA will provide Schedule ‘A’ upon issuance of the debenture debt.

Time Requirements – Staff & Elected Officials:

Minimal time is required by staff and elected officials.

Financial:

There is no net financial impact on the Regional District. However, it should be noted that in the unlikely event that District of Ucluelet defaults on the debt the ACRD would be responsible for the payments. This would include the City of Port Alberni, District of Tofino, and all electoral areas but would not include Treaty First Nation members, as they do not access borrowing through the MFA. Subsequently, if the ACRD defaults on its or a member municipality’s debt then all of the members of the Municipal Finance Authority will assume responsibility for the payments. BC Municipalities enjoy an extremely high credit rating and therefore lower interest rates because of this mutual guarantee.

Policy or Legislation:

Local Government Act sections 259 and 410 apply to financing municipal undertakings and state that Treaty First Nations may not vote on Security Issuing Bylaws such as this bylaw.



Submitted by: _____

Teri Fong, CPA, CGA, Manager of Finance



Approved by: _____

Russell Dyson, Chief Administrative Officer

Regional District Security Issuing Bylaw

Regional District of Alberni-Clayoquot

Bylaw No. F1130

A bylaw to authorize the entering into of an Agreement respecting financing between the Regional District of Alberni-Clayoquot and the Municipal Finance Authority of British Columbia

WHEREAS the Municipal Finance Authority of British Columbia (the "Authority") may provide financing of capital requirements for Regional Districts or for their member municipalities by the issue of debentures or other evidence of indebtedness of the Authority and lending the proceeds therefrom to the Regional District on whose request the financing is undertaken;

AND WHEREAS the District of Ucluelet is a member municipality of the Regional District of Alberni-Clayoquot (the "Regional District");

AND WHEREAS the Regional District is to finance from time to time on behalf of and at the sole cost of the member municipalities, under the provisions of Section 410 of the *Local Government Act*, the works to be financed pursuant to the following loan authorization bylaws;

AND WHEREAS under the provisions of Section 411 of the *Local Government Act*, the amount of borrowing authorized by each of the following loan authorization bylaws, the amount already borrowed under the authority thereof, the amount of authorization to borrow remaining thereunder, and the amount being issued under the authority thereof by this bylaw;

AND WHEREAS the tables contained in this bylaw, hereby requests such financing shall be undertaken through the Authority.

NOW THEREFORE the Regional Board of the Regional District of Alberni-Clayoquot in open meeting assembled enacts as follows:

1. The Regional Board hereby consents to financing the debt of the District of Ucluelet and further described in the Municipal Loan Authorization Bylaws table, in the amount of Four Hundred and Seventy Five Thousand Dollars (\$475,000) in accordance with the following terms.

<u>Municipality</u>	<u>L/A Bylaw Number</u>	<u>(Optional) Purpose</u>	<u>Amount of Borrowing Authorized</u>	<u>Amount Already Borrowed</u>	<u>Borrowing Authority Remaining</u>	<u>Term of Issue</u>	<u>Amount of Issue</u>
District of Ucluelet	1195, 2016	Fire Truck	\$475,000	\$0	\$475,000	15 years	\$475,000
Total			<u>\$475,000</u>	<u>\$0</u>	<u>\$475,000</u>		<u>\$475,000</u>

GRAND TOTAL: \$ 475,000

2. The Authority is hereby requested and authorized to finance from time to time the above noted undertakings, and further described in the Regional District Loan Authorization Bylaws table, at the sole cost and on behalf of the Regional District and its member municipalities up to, but not exceeding Four Hundred and Seventy Five Thousand Dollars (\$475,000) in lawful money of Canada (provided that the Regional District may borrow all or part of such amount in such currency as the Trustees of the Authority shall determine but the aggregate amount in lawful money of Canada and in Canadian Dollar equivalents so borrowed shall not exceed \$475,000 in Canadian Dollars) at such interest and with such discounts or premiums and expenses as the Authority may deem appropriate in consideration of the market and economic conditions pertaining.
3. Upon completion by the Authority of financing undertaken pursuant hereto, the Chair and officer assigned the responsibility of financial administration of the Regional District, on behalf of the Regional District and under its seal shall, at such time or times as the Trustees of the Authority may request, enter into and deliver to the Authority one or more agreements, which said agreement or agreements shall be substantially in the form annexed hereto as Schedule "A" and made part of this bylaw (such Agreement or Agreements as may be entered into, delivered or substituted hereinafter referred to as the "Agreement") providing for payment by the Regional District to the Authority of the amounts required to meet the obligations of the Authority with respect to its borrowings undertaken pursuant hereto, which Agreement shall rank as debenture debt of the Regional District.
4. The Agreement in the form of Schedule "A" shall be dated and payable in the principal amount or amounts of monies and in Canadian dollars or as the Authority shall determine and subject to the *Local Government Act*, in such currency or currencies as shall be borrowed by the Authority under section 1 and shall set out the schedule of repayment of the principal amount together with interest on unpaid amounts as shall be determined by the Treasurer of the Authority.
5. The obligation incurred under the said Agreement shall bear interest from a date specified therein, which date shall be determined by the Treasurer of the Authority, and shall bear interest at a rate to be determined by the Treasurer of the Authority.
6. The Agreement shall be sealed with the seal of the Regional District and shall bear the signature of the Chair and the officer assigned the responsibility of financial administration of the Regional District.
7. The obligations incurred under the said Agreement as to both principal and interest shall be payable at the Head Office of the Authority in Victoria and at such time or times as shall be determined by the Treasurer of the Authority.
8. During the currency of the obligation incurred under the said Agreement to secure borrowings in respect of the District of Ucluelet Loan Authorization Bylaw Number 1195, 2016 there shall be requisitioned annually an amount sufficient to meet the annual payment of interest and the repayment of principal.

9. The Regional District shall provide and pay over to the Authority such sums as are required to discharge its obligations in accordance with the terms of the Agreement, provided, however, that if the sums provided for in the Agreement are not sufficient to meet the obligations of the Authority, any deficiency in meeting such obligations shall be a liability of the Regional District to the Authority and the Regional Board of the Regional District shall make due provision to discharge such liability.
10. The Regional District shall pay over to the Authority at such time or times as the Treasurer of the Authority so directs such sums as are required pursuant to section 15 of the *Municipal Finance Authority Act* to be paid into the Debt Reserve Fund established by the Authority in connection with the financing undertaken by the Authority on behalf of the Regional District pursuant to the Agreement.
11. This bylaw may be cited as "Alberni-Clayoquot Regional District Security Issuing Bylaw No. F1130, 2017".

READ A FIRST TIME this day of , 2017.

READ A SECOND TIME this day of , 2017.

READ A THIRD TIME this day of , 2017.

RECONSIDERED and FINALLY PASSED and ADOPTED
 this day of , 2017.

Chair

Secretary

Certified a true copy of Bylaw No. F1130 as adopted.

Secretary

SCHEDULE "A" to Bylaw No. _____

C A N A D A

PROVINCE OF BRITISH COLUMBIA

A G R E E M E N T

Regional District of

The Regional District of _____ (the "Regional District") hereby promises to pay to the Municipal Finance Authority of British Columbia at its Head Office in Victoria, British Columbia, (the "Authority") the sum of _____ dollars (\$_____) in lawful money of Canada, together with interest calculated semi-annually in each and every year during the currency of this Agreement; and payments shall be as specified in the table appearing on the reverse hereof commencing on the day of _____, provided that in the event the payments of principal and interest hereunder are insufficient to satisfy the obligations of the Authority undertaken on behalf of the Regional District, the Regional District shall pay over to the Authority further sums as are sufficient to discharge the obligations of the Regional District to the Authority.

DATED at _____, British Columbia, this ___ day of _____, 20__

IN TESTIMONY WHEREOF and under the authority of Bylaw No. _____ cited as "_____". This Agreement is sealed with the Corporate Seal of the Regional District of _____ and signed by the Chair and the officer assigned the responsibility of financial administration thereof.

Chair

(Financial Administration Officer)

Pursuant to the Local Government Act, I certify that this Agreement has been lawfully and validly made and issued and that its validity is not open to question on any ground whatever in any Court of the Province of British Columbia.

Dated _____ (month, day) 20__

Inspector of Municipalities

(Reverse Side)

PRINCIPAL AND/ OR SINKING FUND DEPOSIT AND INTEREST PAYMENTS

<u>Date of Payment</u>	<u>Principal and/or Sinking Fund Deposit</u>	<u>Interest</u>	<u>Total</u>
_____	\$ _____	\$ _____	\$ _____
_____	\$ _____	\$ _____	\$ _____

REQUEST FOR DECISION

To: Board of Directors

From: Janice Hill, Environmental Services Coordinator

Meeting Date: January 25, 2017

Subject: Participation in the FCM Community Infrastructure Partnership Project (CIPP)

Recommendation:

THAT the Alberni-Clayoquot Regional District Board of Directors agree to the participation in the FCM Community Infrastructure Partnership Project (CIPP) from January 31, 2017 to March 31, 2018, which includes the following:

- ***Two one-day relationship building strategic planning workshops with the neighboring communities between January 31, 2017 and March 31, 2018, facilitated by CIPP Staff.***
- ***Participation of one senior staff person (Andrew McGifford, Manager of Environmental Services) and one elected official (Director Keith Wyton) and one alternate for each (Janice Hill, Environmental Services Coordinator and Bob Baden, Alternate Director), to serve on a working group which will meet monthly between workshops to further the joint service agreement development and coordinate with the CIPP team.***
- ***Regular participation in the First Nation – Municipal Network on LinkedIn.***
- ***Serve as a mentor for others interested in pursuing First Nation – municipal collaboration.***
- ***Ongoing community engagement and keeping the community informed about CIPP.***
- ***Maintaining timely communication with CIPP staff to assist with coordinating the logistics of community visits and workshops, as appropriate.***

Desired Outcome:

To develop a solid waste services agreement with the Huu-ay-aht First Nation (HFN) for Bamfield and Anacla including the Bamfield Marine Sciences Centre (BMSC).

Summary:

In October 2016, the Federation of Canadian Municipalities (FCM), Community Infrastructure Partnership Project (CIPP), accepted applications to establish joint solid waste management projects with municipalities and First Nations. Staff submitted an application to assist with the development of service agreements with solid waste management in Bamfield and Anacla. The application was successful but requires a Board Resolution to proceed. The project will provide tools, resources and direct technical support to First Nation-Municipal waste partners and facilitate the development of equitable and sustainable agreements.

Background:

Previously, the HFN had approached the ACRD with an interest in working together sharing services for garbage and recycling in the Bamfield and Anacla communities. The BMSC struggles with waste handling and were hoping to find an economic and effective solution for waste in Bamfield. The CIPP program offered support services to help us in developing an agreement for this.

Time Requirements – Staff & Elected Officials:

Time requirements as listed in the recommendation and additional staff time as required.

Financial:

The staff time allocated for the Alberni Valley and Bamfield waste services in 2017 will reflect inclusion of this project for completion.

Submitted by: 

Janice Hill, Environmental Services Coordinator

Approved by: 

Russell Dyson, Chief Administrative Officer



REQUEST FOR DECISION

To: Board of Directors

From: West Coast Committee/
Russell Dyson, Chief Administrative Officer

Meeting Date: January 25, 2017

Subject: Recommendations from the West Coast Committee regarding West Coast Multiplex Project
– Phase 1 Arena

Recommendation:

THAT the Board of Directors of the ACRD receive the West Coast Multi Plex Phase 1 – Arena Feasibility Study report of 2016 completed by Recreation Excellence.

THAT the Board of Directors of the ACRD instruct staff to investigate the conduct of a public opinion poll to determine support for the West Coast Multi Plex Phase 1 – Arena.

THAT the Board of Directors of the ACRD Regional District share potential operating costs of the West Coast Multi Plex with the Toquaht Nation and the Yuułu?ii?ath Government and ask that they participate in the service.

Desired Outcome:

To confirm recommendations at the January 12, 2017 West Coast Committee meeting.

Background:

The West Coast Committee met on January 12, 2017 and received the Westcoast Multiplex Phase 1 – Arena Feasibility Study conducted by Recreation Excellence.

The Committee requests that the Regional District ask the two member first Nations – Toquaht Nation and Yuutu?it?ath Government to join the service. This will include preparing a letter of request with estimates for projected costs. An amending bylaw would be required for including the communities in the service area.

Staff to investigate the conduct of a public opinion survey to determine support for proceeding with the facility. Vancouver Island University has been asked to prepare a proposal for discussion with the West Coast Committee, Tla-o-qui-aht First Nation and the Society. This is unbudgeted and estimated to cost \$5,000, funds could come from the service or possibly the grant received from TFN for the feasibility work.

Staff will advise the Westcoast Multiplex Society and Tla-o-qui-aht First nation of the Committees recommendations. The Committee is meeting with the West Coast Multiplex Society and the Tla-oqui-aht First Nation on Thursday, January 26th, 3:00 pm at the Ucluelet Community Centre to review the Westcoast Multiplex Phase 1 – Arena Feasibility Study and to discuss next steps.

Time Requirements – Staff & Elected Officials:

Staff resources required to investigate and conduct the opinion poll. In addition, resources will be required to explore the Toquaht Nation and the Yuułuʔiłʔatḥ Government joining the service area.

Financial:

Paid for by the participants of the West Coast Multiplex Service Area: District of Tofino, District of Ucluelet, Electoral Area “C” (Long Beach).

Policy or Legislation:

Local Government Act applies to expanding boundaries of a service area.



Submitted by: _____
Russell Dyson, Chief Administrative Officer

West Coast Multi Plex Phase 1 – The Arena Feasibility Study

rec
RECREATION **ex** EXCELLENCE
“Serious about fun”



Table of Contents

Introduction	3
Executive Summary	6
The Facility, Capital Costs and Comparisons and Funding.....	8
Refrigeration Systems	15
Management and Operational Models	18
Staffing	25
Use.....	27
Budget	42
Operational Budget Comparisons	48
Future Aquatic Centre	52
APPENDIX	
Arena Floor Plans	53

Introduction

The Tla-o-qui-aht First Nation received funding through Indigenous and Northern Affairs Canada to develop a Feasibility Study on building and operating an ice and dry floor arena as the first stage of a Multi Plex recreational facility in the West Coast Communities. Tla-o-qui-aht sees the facility as a potential economic generator for their community, as a potential business and employment centre, as a draw to families to settle in the community and as a potential meeting place for large gatherings that will provide cultural and economic opportunities.

Previous reports have been completed for the West Coast Communities and for each of Tofino and Ucluelet, dealing with a variety of options for constructing and sustaining recreation facilities. Recently Ucluelet constructed the Ucluelet Community Centre, providing local and efficient delivery of services for meetings and conferences that would have previously been considered for a Multi Plex.

In 2008, the West Coast Multi Plex Society engaged Recreation Excellence to prepare a report, presented to the CAO of Tofino, which concluded that an arena/pool Multi Plex would require an investment of approximately \$17 million to build and ready for opening. Both the capital costs and the net operating costs projected were beyond what the Communities could bear at that time.

There has been a number of studies and proposals produced subsequent to the 2008 Recreation Excellence report; this study makes use of the information gathered in 2008, but does not rely on it. Moving to a rink-first approach, the design, construction and operational approach requires a new look at operational plans and options.

The referendum on the West Coast Multi Plex Service Area Establishment held in 2012 was approved to operate a recreation facility including a multiplex facility, with an annual maximum requisition limit of the greater of \$450,000 or \$0.335 per \$1,000 of taxable value of land and improvements.

There is no mechanism to tax the five First Nation Communities, the other stakeholder population within this facility's catchment.

Administration of this study is being conducted through the Alberni-Clayoquot Regional District (ACRD), which has contracted retired Port Alberni Director of Parks, Recreation and Culture, Scott Kenny, to work with the West Coast Multi Plex Society, including overseeing the production of the study. In September 2016 Recreation Excellence was contracted to conduct and present the Feasibility Study with presentation of a Draft Report on December 12, 2016, and a Final Report to follow. The mandate was to produce a report considering the construction and operation of an ice rink on the airport property with an aquatic centre to be built later. The aquatic centre was to be considered only minimally (the design to accommodate a later melding, and the operational plan to consider how efficiencies could be prepared).

The potential of the Tla-o-qui-aht First Nation being responsible for, or involved in, the operation of the facility was to be considered as well as other economic benefits the facility could bring.

The Recreation Excellence Consulting Team for this project was led by Peter MacLeod, and drew from senior members of Recreation Excellence.

Recreation Excellence was requested to prepare a report that included:

1. A rough conceptual design of an Ice Facility that would meet the needs of the West Coast Community (Ucluelet, Tofino, Area C of the ACRD and First Nations communities in the catchment areas) which could later be evolved into a full Multi Plex.
2. A construction cost estimate for the provided conceptual design, without going to cost quantifying "C" level.
3. Identifying, considering and recommending as appropriate various management and operations options for the facility.
4. A review of arena design construction types, to include both refrigerated panel construction

- and Sprung Structures, as well as other options.
5. Developing a business plan for the operation of the facility with estimates for levels of use and costs of annual operation.
 6. Identifying potential uses in addition to community ice and dry floor sport use and review opportunities and address specific questions about uses of the ice facility and evaluate the feasibility of various program ideas.

It is recognized by all the stakeholders that community spaces and opportunities for recreational and fitness activities are important to communities. Benefits of recreation and wellness to individuals and to communities are well researched and publicized. The 1997 'Benefits Catalogue', produced by the REThink Group states:

- Recreation and active living are essential to personal health
- Recreation is a key to balanced human development
- Recreation and parks are essential to quality of life
- Recreation reduces self-destructive and anti-social behaviour
- Recreation and parks build strong families and healthy communities
- Recreation reduces health care, social service and police/justice costs
- Recreation and parks are significant economic generators
- Parks, open space and natural areas are essential to ecological survival

Most communities with the population of the West Coast have an ice arena, and many have, or are attempting to build, aquatic centres. The capital costs are high and are often the major consideration as to what a community can afford. The long-term costs of operation, maintenance and repairs dwarf the original investment, however. It is vitally important to provide a facility that will hold up over the years and will attract as many users as possible, to both provide value to the community for the dollars spent and to offset those operational costs.

An ice rink facility and eventual Multi Plex could meet the current and future needs of the communities of Tofino, Ucluelet, Area C and local First Nations, and would add significantly to the overall health and wellness of the residents of the area. The West Coast region, although a worldwide draw for its beauty, has harsh winter conditions with short, wet days, making outdoor recreation for the communities difficult for a large portion of the year. Indoor facilities would definitely be a benefit.

Previously, Recreation Excellence considered the financial cost of a Multi Plex aquatic and ice facility within the communities. An aquatic centre attracts a wider portion of the population; however the ice season coincides with difficult weather in the area and the slower economic season. Also, an ice facility's costs can be controlled more effectively than an aquatic facility, by limiting the weeks of service to match viable rental hours – an additional argument for starting with an ice rink and adding an aquatic centre in the future.

From a practical point of view, no facility will be built, and no facility will be successful, without strong support from the community. Even in cases where unanimity was an issue building the project, support is much stronger once the benefits of the facility are experienced.

The background work and report were completed over a period of two months and several key steps were taken to bring a report forward.

An initial trip to the West Coast that included:

- A meeting with stakeholders including the CAO of the Tla-o-qui-aht First Nation, members of the West Coast Multi Plex Society, ACRD representative Scott Kenny and political representation from both Tofino and Ucluelet.
- A visit to the designated facility location on the Airport Lands.
- A tour of the recently constructed Ucluelet Community Centre, to develop an understanding of the need to plan facilities to have co-operative functions, not competing.
- A meeting with Tla-o-qui-aht First Nation's CAO.
- A tour of the Shawnigan Lake Sprung Structure arena, along with the consultants

Introduction cont.

Hambleton Associates, who have worked with the West Coast Multi Plex Society.

In addition to the research that was completed during the initial trip to Tofino, the consultants completed the following work to generate this report:

- The scope of the facility designed in 2008 by Vic Davies Architecture was adjusted to include a rink only, as the first phase of development. It should be recognized that the facility design is still in “draft” form, but, has been refined to meet the needs of the community using the feedback we received at our initial client meeting.
- Sprung Structures created a design concept proposal and has done significant work to quantify the cost of the structure they are promoting.
- Recreation Excellence researched other rink facilities recently built or currently proposed to use as comparisons.
- Recreation Excellence continued to research the local communities of Tofino, Ucluelet and the surrounding First Nations and rural communities to assess the grass roots needs and possibilities in regards to ice, dry floor programming and special events. Numerous phone conversations were held with community members and others with an interest in the activities and/or operation of the facility.
- Staff of each of the major governances were consulted.
- Many recreation and arena professionals were consulted on design and operational issues.

Recreation Excellence has developed a facility program schedule to reflect as much of the feedback as possible. Estimated operational revenues have been derived from the schedules presented. Facility operational planning has been developed. A projection of the number and level of staffing has been completed and was used to determine staffing costs annually. Estimated facility operational budgets include utilities, maintenance, janitorial, program and a life-cycle maintenance estimate. An estimated “start-up budget” has been developed as well.

Arena design and costs were reviewed and recommendations made on building types, refrigeration systems, and the likely capital costs to be incurred.

Recreation Excellence has completed significant research to provide this report. We feel confident that the report is a clear representation of the project and the communities that are involved. We wish to thank the Tla-o-qui-aht First Nation, the ACRD, Tofino, Ucluelet and the West Coast Multi Plex Society, as well as consultant Scott Kenny for their assistance, time and effort during its development. Without their support and feedback, a comprehensive report could not be developed.

Notes

Executive Summary

The Tla-o-qui-aht First Nation received funding through Indigenous and Northern Affairs Canada to to develop this Feasibility Study.

The Alberni-Clayoqout Regional District (ACRD) administered the process and contracted Recreation Excellence Corporation to provide a Feasibility Study/Business Case to report and make recommendations on:

- The facility needed, rough cost estimates for construction, and recommendations on building and refrigeration types
- Potential management and operating models
- Potential uses for the building
- Anticipated operating costs and revenues, including comparisons to other ice rinks

THE FACILITY

Recreation Excellence concluded that the facility location, at the Airport grounds, is acceptable. It also found the majority of ice rinks built today have prefabricated insulated panels; however Sprung Structures, a soft cover building, is being considered for the West Coast and appears to be, based on the few built so far, a viable and less expensive alternative. The refrigeration system is likely to be ammonia-based; if possible a system with compressors under 25kW is preferred for regulatory purposes.

The capital cost for the entire project is to be raised through the community, and assumedly some grants. The West Coast Multi Plex Society is actively fundraising. As for grants from higher levels of government, local governments are supportive of the project, but have other high-need projects.

The estimated range of potential capital cost for the facility is as follows:

COST ITEMS	RANGE OF ESTIMATES	
	Low	High
Construction Proposal Including Builder's Soft Costs	\$8,613,500	\$11,400,000
Site Servicing	\$1,605,688	\$1,605,688
Owners Insurance and Financing	\$100,000	\$100,000
Owner' Start Up Costs	\$437,030	\$437,030
TOTAL CAPITAL COST	\$10,756,218	\$13,542,718

To ensure 50 per cent of the funds necessary to replace the facility in 60 years' time are in place, it is estimated that \$75,000 will need to be allocated each year.

An ammonia refrigeration systems, and if possible with compressors powered under 25kW each is recommended. All available heat recovery systems are recommended for the West Coast.

MANAGEMENT AND OPERATIONS

The most likely managers and operators for the first phase (rink) would be the Tla-o-qui-out First Nation. This would allow for advantages in wage structure and staffing flexibility, as well as an economic development opportunity for Tla-o-qui-aht. A second choice, at higher cost, would be the ACRD.

Program delivery at the Multi Plex would be a more natural fit for either Ucluelet or Tofino, but the manager would hold the responsibility for programming, so Tla-o-qui-aht, or the ACRD, may deliver programs as well.

The ACRD would remain responsible for the operation and maintain oversight through the budget process and assuring the facility is maintained, through agreed reporting structures.

Executive Summary cont.

Notes

FACILITY USE

The level of support for the facility indicates operating seven days a week, for a 22.5-week ice season. There would be minimal programs during a 12 or 13 week dry floor season, resulting in significant economic and cultural impact to the community, but not dramatically improving the finances of the facility itself.

It is projected that youth sport and adult groups will each rent approximately 12 hours of ice time each week. Higher demand would benefit arena finances. Ice rates are recommended to be slightly lower than Port Alberni, but higher than other smaller Island communities.

The arena public use schedule recommended is aggressive to provide the entire community opportunities to skate. From a business case approach, this also assists in developing ice sports and activities on the West Coast.

OPERATING BUDGET

Recreation Excellence projects that costs can be kept manageable through the Tla-o-qui-aht First Nation. This, and higher ice rates to a lesser degree, can keep the operating deficit lower than some island communities and in the range of cost-recovery that is more typical of more utilized community ice rinks.

Annual Operating Expenditures	\$346,761
Annual Operating Revenue	\$121,791
Annual Operating Net Deficit	\$224,970
Capital Maintenance Plan – Annual Commitment	\$ 43,663
Capital Fund – Annual Commitment	\$ 75,000
TOTAL TAX SUPPORTED COST ANNUALLY	\$343,633

FUTURE AQUATIC CENTRE

The design and recommendations for the ice rink – Phase One of a Multi Plex – take into consideration the addition of an aquatic centre. There will be many synergies in adding an aquatic and fitness component as Phase Two.

The Facility, Capital Costs and Comparisons and Funding

THE FACILITY

Location

The Airport land on ACRD property has been designated as the facility location, which is centrally located for the stakeholder populations, sitting 25 kilometres from central Ucluelet and 19 kilometres from central Tofino. The building site is now on the airport building side of the property, across the runway from the previously proposed site.

The location is seen as acceptable to all the communities. Although not ideal to either Ucluelet or Tofino, however, it appears those we spoke to understood that the inclusion of the entire region is a must to make the venture a success. There is some local feeling that the proposed facility location suffers from being in neither Tofino nor Ucluelet. This is true, and it will affect use for public programming, but, the distance from Tofino or Ucluelet and all the areas in between are within typical commuting expectations for ice rinks.

With the exception of Esowista and Ty-histanis, the proposed location is not within walking distance of any residences. However, it is likely only public skaters or spectators would walk, as the distance is significant for anyone dragging a gear-bag.

We are told subsidized public transportation is not in the foreseeable future for the West Coast, but we do not see this as a major negative for rink use. Our experience is that with the exception public skating, few participants at a rink use public transit in any community.

The areas that are seen as within the catchment of this rink include Ucluelet, Tofino, Area C of the Alberni-Clayoquot Regional District, and Tla-o-qui-aht, Ahousaht, Hesquiaht, Toquaht, Ucluelet (Yuululitaht) First Nations. One North Island community tells us that one-third of their minor hockey members arrive via a 20-minute boat ride, although a shorter commute as compared to Ahousaht it does speak to the potential for great efforts to be made to play hockey. A significant number of adults and some families currently commute to Port Alberni to play hockey one, two, or more times a week. This also speaks to the distances in this case being manageable.

Building Construction

Recreation Excellence considered four construction options for an ice arena as Phase One of a Multi Plex.

1. Prefabricated Refrigerated Panel wall construction
2. Soft Cover – specifically by Sprung Structure
3. Traditional wood and/or concrete construction
4. Metal Shell

The majority of quality ice rinks and community swimming pools built in Canada today include the use of prefabricated refrigerated panel wall construction. We received a list from a wall panel group listing 50 recreation facilities in Canada with their products; they boast high insulation values and durability. Because they are prefabricated, the shell builds relatively quickly. Metal panels are used to “sandwich” insulation and then are erected on site. The installation process creates seamless wall structure to prevent heat and air transfer. Insulated panel technology has long been used extensively for construction of buildings and coolers for refrigeration purposes. Over the last twenty years the technology has been adapted for use in swimming pool and arena construction.

Sprung Structure soft cover buildings have been used in five ice rinks in Canada in the last four years. They claim high insulation value, long life span with affordable mid-life costs, no separate roof to require major rebuilding, air tight construction and a lower original cost of construction. The construction process for the building shell is very quick.

Sprung has been in business since 1887 and has built 12,000 structures in more than 100 countries worldwide. They are now in the recreation and arena field, with several operating in Canada and as such should be carefully considered as a viable choice for good performance and best economy.

The Facility, Capital Costs and Comparisons and Funding cont.

With so few Sprung Structure arenas built, recommending Sprung Structures over the industry standard prefabricated insulated panel construction is a difficult decision, but one that must be considered.

Traditional concrete and wood construction has gone somewhat by the wayside, largely replaced by refrigerated panels. Traditional community rinks lack insulation, require significant upkeep and are not airtight. The construction period is considerably longer and therefore more costs are incurred.

There is a current project in Hazelton that will utilize mostly wood in the construction of a rink and community centre. The architectural firm cites government programs that stipulate wood construction is preferred for grant consideration as a factor in the choice. Wood could blend well for any traditional First Nations look to the facility – either with a wood building or with a wood front. Without examples of completed or even fully specified wood-based projects, a cost comparison is not attempted; it is likely the end cost would be higher, as compared to either pre-fabricated methods noted above.

We added consideration of metal shell buildings to the project only because there are so many in existence. One of the very few single sheets built in B.C. in the last few years (Iskut First Nation, north of Dease Lake) was based on an imported, used metal shell. Using a metal shell saves on initial construction costs and time. We were told the Iskut rink was built for only \$3.8 million but the construction and the equipment as originally installed was not able to maintain proper ice, even in northern winter conditions, until modifications were made. The rust factor (therefore life expectancy), the lack of insulation/energy efficiency, the inability to control moisture and provide consistent ice quality, among other factors, were ample reason to remove metal shell buildings from major consideration.

It is recommended that, should a Sprung Structure be chosen, that the rest of the design is planned by consultants with extensive arena experience, whether part of the Sprung team or not. The goal is to consider different designs to reflect West Coast needs and lifestyles, as would happen if an alternate building type were to be chosen.

A wood building could be considered only if it led to enough additional capital grant dollars to compensate for the cost, and if it was considered a better cultural fit. The energy efficiency of a wood building would also need to be further assessed in order to be considered.

CAPITAL COST – COMPARISONS

There have been few basic single-sheet, stand-alone user rinks built in British Columbia recently; most communities are now building either multi-pads or stadium-style facilities. There are several new rinks built or being built (Quesnel and UBC which are larger, and Cloverdale which will be a twin pad), while there have also been less expensive arenas built that we could use to compare (Iskut First Nations, Leroy Saskatchewan), but we strongly advise against a metal structure such as these due to energy efficiency and lifecycle costs.

The prime reasons to review new arena construction for this report are:

1. To compare costs for various construction types for the West Coast
2. To determine a range of anticipated capital expense for the project

The examples below are not conclusive, as they are not the true comparisons one would get with a tendered project. They do show significant capital savings in a Sprung Structure building.

To arrive at the costs listed below, we have removed any fixtures, furniture and equipment if supplied, land acquisition costs, or other “soft costs” listed in the provided project budgets. Walking tracks in the Cayuga and Dunnville rinks were priced separately and so were easily removed from the equation. Differences remain among the facilities in the scale of the seating and public areas, which we indicate in the comparisons below.

The Facility, Capital Costs and Comparisons and Funding cont.

Ontario

We have found three facilities built in southern Ontario, between 2011 and 2013, of similar size and scale. Two are of the Prefabricated Insulated Panel type, and one is a Sprung Structure. Each was professionally developed by local governments and all three seem to be perceived as having good value by the recreation industry in general and by the local community.

The Cayuga and Collingwood arenas are similar in scale and features. The Dunnville arena is a larger building, making the \$1.75 million extra it cost over Cayuga a similar value.

When compared “apples to apples”, there appears to be more than a million-dollar price advantage with the Collingwood Arena over the other two, which seems to be largely in the building envelope type – the Sprung Structure.

The operator of the Collingwood arena is extremely happy with the performance of the building, being able to keep good quality ice in the summer for instance. He also personally feels that the utility bills are lower than anticipated.

Cayuga: opened 2011; \$9.4 million (adjusted for inflation – \$10.56 million)

- Prefabricated insulated panels with conventional construction for entry and lobby areas
- Seating 450
- Six dressing rooms plus one ancillary
- Lobby space and offices on main
- Room for 150 plus kitchen above
- Significant club storage space
- Security Cameras (\$60,000)
- Elevator
- Some heat recovery; goal to achieve LEEDS Silver level without certification

Dunnville: opened 2011; \$10.9 million (adjusted for inflation: \$12.3 million)

- Prefabricated insulated panels with conventional construction for entry and lobby areas
- Seating 1,044
- Six dressing rooms plus one ancillary
- Lobby space, community room, kitchen and offices on main
- Significant club storage space
- Security Cameras (\$60,000)
- Elevator
- Some heat recovery; goal to achieve LEEDS Silver level without certification

Collingwood: opened 2013; \$8.4 m (adjusted for inflation: \$9.03 million)

- Sprung Structure
- Seating for 400
- Six dressing rooms and women’s plus referees’ rooms
- Significant lobby on main level
- Mezzanine level with canteen and large viewing/meeting room
- Elevator
- Site prep required was minimal, as facility was built on existing baseball diamond

British Columbia

In British Columbia, we are comparing four ice rinks, either built or proposed as concepts. The cost comparisons are more speculative as compared to the Ontario samples; the VVI proposal, although detailed, is dated and the two Vic Davies Architect examples are purely order of magnitude estimates as no engineering specifications or cost quantifying was done. The Shawnigan Lake example is reliable as it is a recent, completed project.

The Facility, Capital Costs and Comparisons and Funding cont.

The facilities reviewed are not equal in features or in overall size. They all would be generally serviceable to the community, although the small Vic Davies Architect facility only offers four dressing rooms. The Shawnigan Lake Sprung facility cost did not account for the relatively expensive construction location of the West Coast in this case, while the others did account for location in the estimate.

As in Collingwood, Ontario, the operator of the Sprung Systems facility in Shawnigan Lake is more than satisfied with the facility. Again, it appears to offer savings over the other facilities, all of which would be prefabricated insulated panel structures.

Shawnigan Lake: opened 2015; Construction and Engineering only, \$8.1 million (adjusted for inflation: \$8.6 million) not adjusted for West Coast Location. Without mezzanine finishing in 2017 costs: \$8.05 million

- Sprung Structure
- Seating for 400
- Six dressing rooms plus referees' room, including one upstairs
- Significant lobby, office, skate shop, concession space on main
- Mezzanine level: two large change rooms, three offices a conference room, and an upstairs lounge completion from shell to finished areas @ \$550,000.
- Elevator
- Site prep included, but was minimal
- Includes some heat recovery

VVI: concept 2012; Construction and Engineering only, \$10.35 million (adjusted for inflation: \$ 11.4 million)

- Priced for West Coast location construction
- Prefabricated Insulated Panel Construction
- No spectator seating at arena level; approximately 150 on second level
- Four dressing rooms plus three "flex" smaller rooms (referee, female)
- Small entry lobby on main level
- Mezzanine level with 3,000 square feet designated "fitness", plus space for future development
- Elevator
- Five small offices plus reception, but lacking required storage and skate shop; in all slightly short on space.
- Site prep allowance removed from costing
- Allowance for West Coast construction (in addition to costs listed) could be lower than in other facilities due to quick erection of Sprung Structure.

VDA Design: smaller, concept 2014; Construction and Engineering only, order of magnitude estimate \$9 to \$10 million, considering location

- Prefabricated insulated panels with conventional construction for entry and lobby areas
- Seating 200
- Four dressing rooms
- Lobby space, meeting room, concession
- Minimal storage space

VDA Design: revised from 2008 concept in 2016; Construction and Engineering only, order of magnitude estimate \$10 to \$11.4 million considering location

- Prefabricated insulated panels with conventional construction for entry and lobby areas
- Seating 225
- Four standard dressing rooms, two flex; two referees'
- Small entry and viewing lobby space, skate rental shop
- Sufficient storage and club areas

The Facility, Capital Costs and Comparisons and Funding cont.

ESTIMATED CONSTRUCTION COST

We have held the belief that construction of recreation facilities tends to be slightly lower in cost in southern Ontario as compared to British Columbia. The two sets of prices in our comparisons seem to confirm this understanding. Therefore, we have based our construction estimates on the B.C. examples.

The capital cost of building construction, including architectural and engineering but not including other soft costs, is estimated to be, at the low end, based on the Shownigan Lake facility without the mezzanine finishing, but with costs added to allow for the West Coast construction location. At the high end, a Prefabricated Insulated Panel building, such as the VVI or larger of the VDA style buildings, estimated to cost between \$10 and \$11.4 million, with consideration for location already determined. Generally we would roughly estimate the additional cost of construction on the West Coast to be 10% of the budget, but with the Sprung Structure, we have adjusted the estimate to 7% due to the quick erection of the structure.

CONSTRUCTION COST	SPRUNG STRUCTURE	PREFABRICATED INSULATED PANEL
Construction with Engineering and Architectural – 2107 \$	\$8.05 million	\$10 to \$11.4 million
Allowance for West Coast Construction 7%	\$563,500	Included
ESTIMATED COST	\$8,613,500	\$10 TO \$11.4 MILLION

Additional Costs of Construction

When referring to the capital “cost” of a new facility, what specific items are included? In determining the dollars required to fund the Multi Plex, the full capital cost includes more than strictly the cost of constructing the building itself. Additional expenses referred to as Soft Costs are incurred prior, as part of the construction phase, and post construction. In short, Capital Project Costs includes all money spent to plan, construct and open the facility and to bring the operation up to speed.

Soft Costs of the pre-construction and construction phases that should be part of any proposal include engineering and architectural design fees, inspection fees, permits and inspections, any loan interest or construction insurance, a reasonable contingency and an allowance for profit.

Other soft costs often appear outside of the construction proposal, but are still part of the capital project.

- Soil testing and environmental assessments may be part of the construction budget as well
- Insurance during construction that the owner may require
- Interim financing by the owner, especially if grants are released at a slower rate than partial construction payments are required. We have roughly estimated financing costs to be in the range of \$100,000

Preliminary Site Servicing costs can vary greatly depending on location; one facility we looked at was built on a soccer pitch, a site already leveled and packed, with all services close at hand. The site for the West Coast Multi Plex is more complex. The area for the Multi Plex building, parking and even the road to the entrance all need to be scraped down and refilled to become a solid platform; services to the location are also somewhat more complex.

McGill & Associates Engineering Ltd of Port Alberni have prepared a conceptual site servicing plan for the proposed Multi Plex location. Site servicing costs may appear in the construction proposal, but often is not because costs specific to the location may not be known. In this case, the ACRD has commissioned a site servicing plan and budget in advance.

The Facility, Capital Costs and Comparisons and Funding cont.

Notes

MCGILL & ASSOCIATES ENGINEERING PRELIMINARY SITE SERVICING COST NOVEMBER 2016 ESTIMATES	
Drain/Sewer/Water	\$ 299,750
Hydro/Tel/Street Lighting	\$122,000
Access Road Upgrade	\$79,300
(Gravel) Parking Lot	\$431,500
Building Site Prep	\$ 346,000
SUBTOTAL	\$1,278,550
Contingency (10%)	\$127,855
Environmental Consulting	\$7,500
Engineering (15%)	\$191,783
TOTAL ESTIMATED COST	\$1,605,688

Start Up-Costs not associated with regular operations for the period from prior to construction through until well after the physical opening of the building are accounted for in the capital budget. Recreation Excellence has developed a reasonable and likely approximate budget for the West Coast Multi Plex start up.

OWNER'S START-UP – WEST COAST MULTI PLEX – RECREATION EXCELLENCE ESTIMATES	
Local Government Initial organizational time	\$10,000
Owners Representative/Project Manager	\$50,000
Systems Development Specialist	\$25,000
Building Commissioning	\$6,000
Furniture, Fixtures and Equipment	\$309,430
Operator Training/Certification Through Year Two	\$21,600
Small Finishing/Carpentry	\$10,000
Opening Events	\$5,000
START UP TOTAL COST	\$437,030

Delays in Opening

Unexpected last minute delays in opening, a time when staff are in place and the building generally being operated, but not fully able to start services, can add unbudgeted costs. We have not budgeted for these as we assume that taxation would have begun in such a case and ongoing savings in some operations areas would offset the revenue not collected during such a delay. It is also assumed that, if the time of year the facility is ready to start does not match the ice season, adjustments would need to be made in the initial operational plan to ensure that costs do not exceed the budgeted deficit.

Full Capital Cost

Without detailed design and related quantity estimates, an accurate capital cost of the facility cannot be fully known at this point. The greatest unknown is the cost of construction. In many cases, such as design-build or construction management approaches, costs are determined as the construction evolves. Even in the case of a pre-priced project change orders will always move the cost upwards; the hope is that contingency funds cover this in the estimated costs.

The next phase of this project will engage an architectural and engineering team to refine the conceptual plans and prepare detailed design drawings and building estimates. These will satisfy the requirements of the various grant agencies and provide accurate costs for the West Coast Communities.

The Facility, Capital Costs and Comparisons and Funding cont.

Estimated costs for the two types of building construction are as follows:

COSTS	RANGE OF ESTIMATES	
	Sprung	Prefabricated Insulated Panel
Construction Proposal Including Builder's Soft Costs	\$8,613,500	\$ 10,000,000 to \$11,400,000
Site Servicing	\$1,605,688	\$1,605,688
Owners Insurance and Financing	\$ 100,000	\$ 100,000
Owner Start Up Costs	\$ 437,030	\$ 437,030
TOTAL CAPITAL COST	\$10,756,218	\$12,142,718 TO \$13,542,718

CAPITAL FUNDING

The referendum passed to support the Multi Plex specifically addressed operational costs only. Capital funding for the entire project is intended to be through grant acquisition and fundraising.

Grants

Local governments depend on various Federal and Provincial grants to address infrastructure needs; both Ucluelet and Tofino have major projects as ongoing priorities that they will need to partner with the higher levels of government to fund. It must be considered that any one grant received often reduces the potential for other funds under the same program.

The Tla-o-qui-aht First Nation similarly has economic priorities that compete for priority in grant applications such as housing, water and other infrastructure. One program, the Western Economic Diversification Canada, does seem to hold some promise for a limited grant for a recreation facility.

FUNDRAISING

The West Coast Multi Plex Society is actively raising money in the community and will take the fundraising to higher levels as the project evolves. To reach the goal, it's felt there is a potential to source a large portion of the capital cost of the facility through major donations, both corporate and individual.

Heart of the Hazeltons

Public recreation facilities typically do have a local fundraising component. One that is ongoing, but already has achieved success, is the Heart of the Hazeltons project that has raised \$4 million locally, which aided in securing major grant money from a variety of government programs.

The Hazelton arena was long known to need replacing and it was recognized that there needed to be more facilities – a community centre gym and fitness component — to add to the complex. The situation became urgent when the arena was immediately and permanently condemned in the midst of a hockey game.

The local fundraising campaign grew immediately into the need. As local fundraising continued, the Hazeltons were able to secure grants with applications, starting with \$6 million federally from the Gas Tax Fund. The Building Canada Fund – Major Infrastructure was tapped for \$1,875,788, to bring federal funding up to 50 per cent of the total \$15,751,576 identified as needed. This is the allowable maximum of federal funding on any project to which the Build Canada Fund contributes. The Province granted an additional \$4 million dollars.

The Heart of the Hazeltons is spearheaded by one well-known physician, and makes use of high profile local athletes as promoters. They engaged a professional fundraiser to shape the campaign and to assist in “The Ask” for major contributions. Their consultant stresses that contributions are about building the community more than building a rink, and that relationships built through initial donations will continue after the opening of the facility. They have achieved several large donations; some of the donors silent.

Refrigeration Systems

Recreation Excellence was asked to review and consider recommending the type of refrigeration system/ice plant for the proposed facility. We considered the following refrigeration system options:

1. Ammonia
 - a) Typical arena plant
 - b) With additional heat recovery systems
 - c) With a plant under 25kW (including heat recovery systems)
2. Carbon Dioxide
3. Kube Solutions (Formerly Ice Kube) and Ice 3
4. HCFCs (Freon)

We recommend:

- An ammonia refrigerant system, including all available heat recovery systems, be installed at the time of construction. If specifying the ammonia system to be with compressors under the regulatory threshold of 25kW has proven effective by the time of construction, this would be the preferred option.

Ammonia

Ammonia is used as the refrigerant in most ice arenas. Through being transferred through gas and liquid stages by compression the ammonia is cooled so it is able to extract heat from another liquid – brine. The brine is circulated in lines imbedded in the concrete ice pad, cooling the ice pad to allow ice to be made and maintained. The process is energy intensive, the main reason electricity is a major expense at arenas. There are also safety issues with ammonia, with both toxic escapes and explosions being possible. Hence, significant care and expertise is required to operate an ice plant.

Carbon Dioxide (CO₂)

Using CO₂ as the refrigerant does not carry the risks of ammonia in the case of a release. As such, it does not fall under the regulations of the Safety Authority. It is more expensive to install, although not to operate. There are at least 25 such facilities in Europe, now under the licence of major refrigeration manufacturer Cimco, which is just coming to Canada. Trends move quickly and there could be a move toward Carbon Dioxide (CO₂) as the refrigerant. Even though it's not likely, it's something to keep in mind.

Kube Solutions (formerly Ice Kube) and Ice3

Kube and Ice3 use heat pumps to cool the ice slab. They currently both seem stronger on the east coast (in both the USA and Canada). The history with this technology in British Columbia has been negative, so we would not recommend considering this unless some of the recent installations prove very effective.

HCFC as Refrigerant

Should the ice plant make use of an alternative refrigeration system, specifically using HCFC (hydro chlorofluorocarbons, commonly referred to brand specific Freon), the above Act would not apply. Freon was a common choice years ago; the National Arena Census from the Canadian Recreation Facilities Council reported in 2005 that 25 per cent of Canadian ice rinks were refrigerated with Freon.

However, HCFCs have faced increasing regulation due to environmental concerns with ozone depletion with any release of the gases for HFCFs, and greenhouse gas effect for all of them.

Although still legal, it will soon become illegal to build or rebuild such systems, and eventually to operate them at all (2016 Amendment to the 1987 Montreal Protocol). It is common consensus that it would be unwise to consider any Freon-based option at this point.

NEED FOR ENERGY EFFICIENCY

Energy savings features, and therefore greener options, are worthwhile for the Multi Plex even though they are more costly at the outset. Although the efficiencies described could, in part, not be installed initially with the plan of accessing future grant dollars to make improvements, the savings likely warrant proceeding as much as possible at the start. Considering programs with payback in utility savings in less than 10 years, and assuming grants available at zero per cent at construction

Refrigeration Systems cont.

Notes

and 50 per cent of the cost of input with a later funding application, one would need to anticipate making the upgrades in the first five years of operation to make waiting financially worthwhile. For this reason, we recommended green/energy saving options are included in initial capital projections, even though the implementation could be strategically considered when the final design is at hand.

Recreation facilities today are continually improving utility consumption to lower costs. In community arenas surveyed, energy expenses were up to and beyond 20 per cent of total operational costs — the next biggest expense after labour costs.

Electricity is the greatest energy use in arenas, specifically the cost of cooling the ice slab. As natural gas is not available on the West Coast, there will be relatively high costs for heating the water for showers, the process of ice maintenance and for heating air in public warm areas.

Heating costs would be much more significant when an aquatic centre is added; the task of maintaining temperature in the pools, heating showers, heating the air throughout the entire building, and due to the process of reducing humidity, by expelling already warmed air.

A significant idea – heat looping with Tla-o-quo-aht Nation's geothermal project – could be an energy boon to the project. Although the distances are significant, with piping estimates at about \$60/metre installed, it's well worth having Accent Refrigeration take a closer look! The concept is to collaborate with other local projects to potentially save more energy and emissions is to join the Multi Plex heat recovery with the Esowista and Ty-histanis communities' geothermal loop and to possibly add the airport into the system. Accent has done a similar project in Port McNeill that is producing significant savings for the local school. In the case of the Multi Plex, heating costs could be saved at the airport. Further, there is the potential to trade savings in energy – flowing to the community during the ice season and, in the future, from the community back to the swimming pool and airport when the ice is out.

We have not budgeted for either the capital cost or the operational potential savings of looping with the geothermal project or extending to the airport.

PLANT CAPACITY AND THE B.C. SAFETY AUTHORITY RISK ASSESSED STATUS

The requirements of operating an ammonia ice plant can be onerous. To avoid restrictive staffing safety requirements, the option of specifying compressors and plant sufficiently undersized that they would avoid regulation, could be a significant advantage. Accent Refrigeration, based in B.C., has specified a similarly sized ice surface (albeit a curling rink) in Chilliwack. If this proves problem-free, and hopefully other examples also follow, it would be recommended to specify a plant with compressors under 25kW power.

Should the final design of the ice rink include a standard ammonia refrigeration system of greater than 25kW per compressor, as almost all ice rinks currently are, operation will be governed by the B.C. Safety Authority's Power Engineers, Boiler, Pressure Vessel and Refrigeration Safety Regulation. This act determines the staffing and training levels required to monitor the facility at any time that the plant is in "operation".

Without "Risk Assessed" status for ammonia plants greater than 25kW, it is technically required that the plant be monitored by fully qualified staff 24/7 throughout the ice season. Although 24-hour staffing is often not followed in B.C., most now meet the qualification requirements of staff.

"Risk Assessed" at an ice rink is a designated status bestowed by the B.C. Safety Authority, pertaining to design/construction, plus an operating plan providing a higher level of safety in the operation and monitoring of the ice plant. With "Risk Assessed" designation the level of supervision of a plant is lessened. The "Risk Assessed Plan" could specify varying levels of staffing, however, the following assumes that the common level of staffing (also the least level) is agreed upon.

It is recommended and assumed that the design, if greater than 25kW, would meet the requirements of Risk Assessment and that required operational plans be in place prior to completion of the plant to allow for immediate inspection and certification.

Refrigeration Systems cont.

Notes

Assuming the plant compressors are the industry-typical minimum 25kW each, with “Risk Assessed” status, staffing requirements will be as follows during the ice season:

- A “Chief Engineer” is required to be certified through the Safety Authority with the Power Engineer Refrigeration Endorsement. This would likely be the Lead position.
- Additional operators certified as Power Engineers, including Interim Certified, or Ice Facility Operators designation to ensure at least one shift each operating day is attended by someone with one of the above certifications.
- Interim Certified means a person who is working toward Fifth Class Engineer and is accepted by the Safety Authority as such. It is a one-year designation, although application can be made to renew. It is possible that the fulltime position would be Interim Certified, but there must be a Lead Engineer who does work at the facility.
- Other operators with at least a certification of “Refrigeration Safety Awareness” to attend the facility at all times it is in use, but not other hours.
- The plant must be monitored on a minimal basis on any day when running but the rink is not in use.

The cost of achieving and maintaining “Risk Assessed” status has increased in recent years — there are ongoing documentation and inspection processes required — but the costs and efforts are still minor compared to the gains in staffing efficiencies that are allowed, but they are budget considerations.

In practical terms, it is recommended that at least two staff become certified Fifth Class Power Engineers, as one leaving permanently without a backup would cause significant issues with the Safety Authority.

If an aquatic centre was added at a later date, it could be a significant advantage that the facility be designed to be certified as two separate units (pool, administration and lobby separate from the ice rink and rink change rooms) so it wouldn't require certified staff in any way during ice season when the pool is in use, but the rink is not.

Recruitment, training and certification of staff is a significant and ongoing task. An allowance has been made in the Start Up budget to account for Risk Assessment and for training new operators over the first 18 months. Should this requirement be avoided due to the plant design, there would be some savings both in Start Up and ongoing.

Management and Operating Models

Most community recreation facilities in British Columbia are managed and operated by the government that owns them. There are a number, however, especially when owned by Regional Districts, where a community within that District that makes up the majority of the taxation base (a sub-region) operates the facility on contract from the Regional District. Still other times, a non-governmental operator, either a Not-for-Profit or a private contractor, assumes some, or all, of the responsibility to operate the facility.

In the case of the West Coast Multi Plex, there is not one clear community that would naturally take responsibility for operations. This section identifies the stakeholders, considers what role others might take on in the operations, and then makes recommendations on arrangements that could work best between the Alberni-Clayoquot Regional District (the owner) and those other parties.

Stakeholders identified as potentially taking a role in managing, operating, or programming at the West Coast Multi Plex include the groups listed below.

- Alberni-Clayoquot Regional District (ACRD)
- Tla-O-Qui-Aht First Nation
- District of Ucluelet
- District of Tofino
- West Coast Multi Plex Society
- Third Party Contractors

At time of this report, the most likely option for management and operation – and one that is recommended – is that the ACRD would oversee, but the Tla-o-qui-aht First Nation be considered as the first option as operator. Program administration and delivery could go through either Ucluelet or Tofino, or both, but the Tla-o-qui-aht First Nation may also do this, and may be required to. Should Tla-o-qui-aht both operate and program the facility, they would also naturally be the overall managers.

Within the discussion below, the management and operational functions are discussed in the following areas:

- Oversight (1. Taxation; 2. Board)
- Management
- Ice Facility Operations
- Programs/Facility Rentals
- Rental/Sport Groups
- Advisory/User Group Committee

OVERSIGHT

1. Taxation Authority

The ACRD will set and administer taxation for the defined areas: The District of Tofino, the Village of Ucluelet, and Area C of the ACRD. Residents of Ucluelet and Tofino will pay through their regular annual property taxes to their respective local governments, who then remit to the ACRD. Area C residents will pay for this facility through their tax assessment, and will pay directly to the ACRD as part of that assessment.

The ACRD, as the taxation authority, would maintain control of the overall capital and operating budgets and the protection of the asset through a proper maintenance program. The ACRD would also want to be assured that the facility is being well promoted and well used.

Depending on the operating structure, the ACRD could be indemnified for operating/program mishaps of outside service providers, and would want assurances that prudent management is in practice. This would involve a reporting timeline and structure to include operating procedures, setting and meeting goals, quality and sufficient programming, preventative maintenance, completion of capital projects, and more.

Management and Operating Models cont.

2. Board

A Board is not a required function, but is used in the case where a Not-for-Profit operates or takes the lead in a facility. A potential Board would likely consist of non-voting administrative and possibly political representatives from the ACRD, plus elected, voting members representing the West Coast Multi Plex society. First Nations would likely hold a Board seat; if the Tla-o-qui-aht First Nation was active in providing management and significant staff they would hold an additional non-voting seat.

A Board would utilize the services of the ACRD representative as well as the facility staff to assist in developing budget, policy, HR matters and the like. The Board would report/submit to the ACRD, who would maintain decision making on financial matters including major maintenance and capital budgets.

A Board, except as required as in the case of a Society, may compete for energy and resources against a User Group or Advisory Group Committee. It may be wisest to concentrate community energy within the sport groups within their own organizations. As such, a Board is not a recommended function in this case.

MANAGEMENT

The arena can be considered one function provided by one group, or responsibilities could be divided among two or more groups to create a team that might provide a stronger overall delivery, and, hopefully, without significant extra organization or confusion.

As the ACRD will be overseeing the project, it is likely that the ACRD also provide the management, unless one single group comes forward to provide all facets of operation. Should one group come forward to take on all aspects of service delivery (ice operations, programs, rental use management, etc.), then they would also be the managing body. The ACRD, the Tla-o-qui-aht First Nation, either Tofino or Ucluelet, a contract operator, or the West Coast Multi Plex Society could each be considered, but only the ACRD or Tla-o-qui-aht are recommended.

ICE/FACILITY OPERATIONS

For the purpose of this report, Ice Facility Operations or Operators, refers to those staff who maintain the plant and building systems and equipment, and the ice itself.

None of the local entities currently have the systems, the procedures, or the skills in place specific to ice rink operations. This means that there will be significant developmental work to be done prior to beginning operations and over the first year or two. It is recommended that contract assistance is sought to identify and develop necessary procedures and record keeping, install the initial ice, train staff, and ensure “Risk Assessment”, if required, happens quickly. The cost for this additional initial training is allowed for in the Start Up budget.

Ice operations, would likely be provided by the ACRD or potentially the Tla-o-qui-aht First Nation, both of whom have “Works” departments. We recommend the Tla-o-qui-aht First Nations as the first option.

PROGRAMS/FACILITY RENTALS

The “Program” function includes visioning, development, marketing and delivery of recreational services, or programs. Along with Program management would come working with rental groups.

There is significant sophistication involved in handling bookings, registration, possibly memberships, drop-in attendance; money and sensitive data are involved. It is recommended the manager enlist help with policy and procedure regarding any processes of administering programs and rentals in which they may be lacking.

Program delivery, at least the front-line instruction, could be contracted to some degree. It fits well with the seasonal, part time nature of the function as well as the fact that programs often become more or less than anticipated due to registration or attendance. This is a model that Ucluelet and Tofino use to some degree in recreation, and the ACRD in its landfill operation. Supervision of public skates could be hired as entry level positions, or be part of a contract.

Management and Operating Models cont.

Notes

Ongoing informal supervision of program staff can be assisted by rink operators, who also often serve as the cash collectors for drop-in hockey programs and sessions with only the occasional skate rental request. Although it is an inconsistency to have the operating staff also doing this program function, these tasks are typically part of any ice person's job duties, so it is hoped the parties would simply work together.

RENTAL/SPORT GROUPS

Sport and other rental groups are independent of the ice rink operation from a legal and administrative standpoint, but from a practical sense are partners in ensuring that the entire public is well served. User Group policy in relation to preferred rates for youth sport for instance, should involve the mandates of inclusivity and developing the sport involved. The arena has a responsibility, too, in supporting the rental groups; Minor Hockey among other groups, are essential to the success of the facility, and all parties must take responsibility for shared success.

ADVISORY/USER GROUP COMMITTEE

User Group Committees are usually made up of one representative from every renter. Advisory groups are often honed down to key groups plus selected members of the public with interest in drop-in programs, public skate, etc.

We recommend there be one group – a combination User Group/Advisory Committee. Groups need to buy into the philosophy that all use is highly subsidized and therefore participate in the responsibility to bring full value to the community (as cited in the “Benefits” section of this report). Understanding the financial impact of subsidies on the community tends to move groups to ask how they can help.

POTENTIAL PARTICIPATION IN MANAGING, OPERATING AND PROGRAM DELIVERY BY EACH STAKEHOLDER

The following section considers areas of strength and weakness of each, and recommendations on if, or how, each might be considered.

ALBERNI-CLAYOQUOT REGIONAL DISTRICT (ACRD)

The most straightforward operating model for the Multi Plex would be for ACRD to operate the facility directly in all areas. Russell Dyson, CAO of the District indicates that this is an option, and that if no other viable option were to be determined, it would then become the option. It is not the preferred option of the ACRD however, as strength is seen as being built through as much local involvement and control as possible, and economies may be improved by enlisting contract operations.

Oversight: Protecting the asset is of high importance to the ACRD as owner of the proposed facility. With an Airport Manager stationed 300 metres away, there is a natural fit in assuming an oversight role. The ACRD will require reporting on budgetary figures, at appropriate times, in order to evaluate and approve each year's allocation of tax dollars.

Management: The ACRD could manage the Multi Plex directly, again through the Airport Manager, whether they also employ the Ice/Facility Operators, or through one or more partners (likely Tla-o-qui-aht as Operators, or a third-party contractor) and yet another partner providing rental services and/or programs.

Should the ACRD manage and staff the Arena it will set precedent for future facility expansion and operations with respect to the use of CUPE staff. Given that the ACRD falls under the same union as the City of Port Alberni, CUPE Local 118, it will be very difficult if not impossible to switch to non-union or contract staff once the initial ACRD staff is implemented. This is a significant consideration not just due to the lack of flexibility in the operation of the ice facility, but also the relatively high rates for aquatic staff that would eventually befall the operation. The same would not necessarily follow if the ACRD were to manage only, as the function would be handled by an exempt staff. Any other impact of the ACRD's Collective Agreement should be

Management and Operating Models cont.

clarified prior to moving forward.

Ice/Facility Operations: The ACRD is a professional organization with the capacity to incorporate this function.

With the potential of an aquatic centre in the future, starting the facility with a locked-in union staff is less preferred as it would close the door on more flexible and economical options in the future.

The ACRD believes it could provide Operators, employed under their Collective Agreement but separate in terms of “bumping rights”, from the larger group of staff in Port Alberni. The “bumping rights” question is an important distinction, meaning that the ACRD would have some ability to develop and maintain staff on the West Coast despite the seasonal aspect of employment at this point.

The staff complement, from the lead position to seasonal staff, could meld with the current Airport staff, bringing a larger and therefore more flexible complement, perhaps also giving more flexibility to day-time ice rental options.

As the ACRD does not currently employ rink operators or people specifically with those skills there would be significant training requirements. Initially they would need to reach outside to find qualified/certified operators with the necessary technical experience. The ACRD would likely find that process, under its Collective Agreement, much more expensive as compared to other options.

Programs/Facility Rentals: The ACRD has a skilled, stable clerical workforce stationed in Port Alberni who could administer ice bookings, but it has no location on the West Coast to do so. It is not ideal to have the public face of facility use stationed in Port Alberni.

The addition of an aquatic facility, would include programming and reception staff on site at the Multi Plex. However, it would be tremendously inefficient if bookings needed to be handled on-location by office staff on duty for the rink-only. Likely, should the ACRD handle bookings and registration, there would be a staff designated in Port Alberni to administer those functions and be a resource to rink employees and contract instructors, not an ideal situation. Therefore, should the responsibility to employ and supervise the skate instruction, hockey program leadership, or public skate staff, the most likely option for the ACRD would be to contract a local person with the skills to do so.

It is also possible that a Lead Operator could also handle the organization of user groups and contract instructors – an all-round arena lead person. This is also a strong option for the ACRD; the weakness is in retaining such a staff person through the summer “dark” season at the arena.

TLA-O-QUI-QHT FIRST NATION

Management: Tla-o-qui-aht is a viable and realistic option to manage and operate the Multi Plex arena. They already have the human resources and accounting functions to conduct the administration of the Multi Plex. Tla-o-qui-aht sees advantages in creating employment within their organization, so are not averse to taking on more responsibility in the form of administration and operation.

The Tla-o-qui-aht First Nation should be considered for management responsibility in concert with providing ice facility operators.

Ice/Facility Operations: As no local organizations currently have ice operators, Tla-o-qui-aht could also have an advantage with greater access to training funding as compared to others. Tla-o-qui-aht’s Water operators handle technical equipment that requires specific certification – an operation with parallels ice rink operation. It is also possible shifts could be integrated with Water Department functions, enlarging of efficiencies akin to how the ACRD could share staff with the Airport. The wage structure at Tla-o-qui-aht is more affordable than any of the other local governments.

For the first number of years, a lead staff with arena ice skills would be needed. Perhaps the Tla-o-qui-aht would be the group most comfortable with creating a seasonal contract for a lead/training staff position for the first few seasons and be the ones most able to bring in help when it is needed and employ locals at all other times.

Programs/Facility Rentals: Tla-o-qui-aht sees value in creating employment for entry level staff to work at public programming (public skates, skate rentals). They could be better positioned to

Notes

Management and Operating Models cont.

amalgamate a Programmer position into another job description, as compared to the ACRD, as they have other local departments that are a closer match. Programs such as skate instruction and adult hockey development would likely be outsourced. To operate even the public skates Tla-o-qui-aht would need skilled guidance initially; with training dollars available, they may well be able to contract leader/mentors for these functions at first without additional cost to the facility. Tla-o-qui-aht could purchase the same software as Ucluelet and Tofino for bookings and registration and obtain locally the support it would need to come up to speed on the processes, or handle these functions through current accounting software until the time an aquatic centre is added.

THE DISTRICT OF TOFINO/MUNICIPALITY OF UCLUELET

The question is not whether the local governments have the abilities to develop and provide all or some of the services of Management, Operation and Programs to the facility; within each community's strategic plan, doing so is not a priority or goal. Although providing services to the facility by one community would not change the funding responsibilities to all communities, it would put an administrative strain on that community.

Management and Ice/Facility Operations: We understand that Ucluelet and Tofino each feel they do not currently have the capacity to manage or to develop the team to operate the facility. There could be some synergies in having one or the other take on the manager role for this facility, allowing for an allocation of part of that person's salary to the project. However, to provide management but not staff would simply be adding an extra layer and is not recommended.

If either community did operate, there would be bumping issues within their workforce, and with the need for specifically skilled operators at the rink, create a revolving door of rink training and hiring. It is considered viable for Tofino or Ucluelet to handle ice facility operations only as part of overall control of the facility, which is not likely, nor recommended, at this time.

Programs/Facility Rentals: Although many may see one of the two local governments as the obvious choice to provide at least program management and leadership to the facility, it is not the responsibility of either community to take on ice rink rentals and/or programs.

Importantly, at this time neither community is receptive to take on overall rental and program management of the facility. If one or both together were to re-consider, it would be a service for which they would charge the facility appropriately, something that is obviously required, but is not necessarily seen as sufficient.

There may be more willingness from one or the other of Ucluelet or Tofino to be providers of some public programs at the facilities, being instructional programs first, but less so public skates and certainly less again to manage the program needs or administration and ice rentals. To not include public skating as part and parcel with instructional programs would, however, leave a void that would be difficult to fill. Both communities do have professional staff with the skills to take the lead in the program function; they know the resources in the community to lean on, and have spent years learning the needs. They (will) have the software and skills to handle the process in a professional manner, as they are both moving to Perfect Mind recreation software which is also the registration software the City of Port Alberni selected and installed in 2015.

With the above in mind, Ucluelet or Tofino, or a team effort by the two, could be a strong option to provide Program and Rental management and delivery for a West Coast Multi Plex arena; but it is not currently seen as the most likely option.

Notes

Management and Operating Models cont.

THE WEST COAST MULTI PLEX SOCIETY

Management and Ice/Facility Operations: The Society has not expressed the desire to manage or operate the Multi Plex.

There are examples of local recreation societies managing and operating facilities: Regional District of Bulkley Valley/Nechako with the Smithers Pool; City of Salmon Arm with the Salmon Arm Arena and Aquatic Centre. However, in both cases the facilities are sufficient in scale to employ professionals in the field as the lead. As this facility is not seen as being able to afford a year-round dedicated manager, it would likely leave the Society to be directly involved in management decisions; this would become a major workload for the Society.

Programs/Facility Rentals: It is not clear how the Society would effectively manage facility bookings or immediately respond to inquiries. To manage instructional or other programs, the Society would need to hire a coordinator, which would be a more natural fit overall for one of the local communities or Tla-o-qui-aht.

The Society could recruit volunteers for programs. There will be public skate hosts, drop in hockey supervisors, and possibly assistant skate instructors, some or all of which could be seen as appropriate for volunteer positions and all that mesh well with typical functions of a coordinator of volunteers. This would put the Society in a frontline role in promoting use of the facility on a daily basis and to create, through volunteerism, a level of public service and excitement that is not the norm in ice rinks.

The Society could also function as promoters for special bookings, specifically events, whether in a formal or informal way, as the Board of the Society has, and likely will continue to have, individuals with strong event and/or hosting backgrounds and contacts.

The Society *will* evolve, but not towards operating aspects of the facility. The Society will need to be fundraisers, boosters and networkers to assist operations. The Society will be the catalyst for Phase Two of the Multi Plex. Other responsibilities would interfere with the necessary ongoing functions of local promotion of the facility, and its programs and events and especially of promoting further development.

THIRD PARTY (PRIVATE) CONTRACTOR

Contract Management and/or Operations: Recreation facilities in governances that do not already offer all the functions involved often lend themselves well to outsourcing to private contractors. There are gained efficiencies in not having to build all systems, procedures, policies, etc. from the ground up, let alone creating new management and operational departments.

In the case of this one rink, however, with a limited season of full operation, it is hard to envision a professional contract operator being a competitive option. The cost of managing the contract would be too high as a percentage of overall costs, and the synergies of staffing less accessible as compared to one of the local governments. With this in mind, contracting the operation of the rink-only to a private manager/contractor is not likely a viable option.

It should be understood that a Contract Operator does not equate to privatization. In the case of the Contract Operator, price structure, hours of availability, and the types and emphasis of programs, are prescribed to the Operator, although a good Operator is a valued partner in those decisions.

With a full Multi Plex, a Professional Operator could bring a range of expertise to the table to economically manage and administer all aspects of the facility. There are a number of ice facility operators in the business (Canlan, RG, Recreation Excellence); aquatic operators are more limited, although Recreation Excellence does operate nine aquatic facilities of various sizes.

Programs/Facility Rentals: With neither of the local governments currently willing to provide Program and Facility Rental management, contracting directly to an individual or group to provide program planning and management as well as simple program delivery may be considered. Program delivery by contract would be more feasible if local communities handled the administrative end of bookings, billing and program registration, using their administrative systems and staff.

Management and Operating Models cont.

Notes

ADVISORY/USER GROUP COMMITTEE

An Advisory or a User Group Committee does not have a role to play directly in the facility management or operation, but should be relied on for feedback on how the options chosen are working and should be there to assist, perhaps especially the Society, in working towards a busy and successful West Coast Multi Plex.

SUMMARY

- The ACRD is the owner and will be the overall authority for the Multi Plex.
- It will be according to the will of the ACRD that considerations are made in regard to operational models for the West Coast Multi Plex Arena and what role, if willing and able, other partners would play.
- The ACRD is very clear that they will support and encourage local involvement or complete local provision of the operational services.
- The ACRD could provide management and facility operations as a separate geographical CUPE from its Port Alberni operations, or could engage the Tla-o-qui-aht First Nation to manage and operate the facility. Other options for management and operation are less likely.
- If the ACRD were to operate the facility, it is likely that the arena and an eventual aquatic centre, would remain CUPE operations, with the wage rates that dictates.
- If the Tla-o-qui-aht First Nation was to operate the facility, they would have more flexibility in internal staffing and contract arrangements. The fact that they would be a contractor leads to the ACRD having options in the future.
- Either operator, the ACRD or the Tla-o-qui-aht First Nation would need to hire an experienced ice maintenance person to lead and complement their local staff and other hires.
- Ucluelet and/or Tofino could provide bookings, registrations and possibly programs as a whole. Neither is keen on the administrative function, leaving a gap that may then fall upon the arena, being either ACRD or Tla-o-qui-aht.
- The arrangements that take form when the facility is opened may not turn out to be the very best option as time goes by. For that reason, the structure of the agreements made between the ACRD and the stakeholder parties should allow for appropriate limits to the term of each agreement, avenues to amend, and the ability to give proper notice to terminate.

Staffing

The potential management and operating entities for the West Coast Multi Plex will have their own plan on specifically melding management and staffing with their other operations. Rather than producing a specific staff plan specifying all positions, we have identified and quantified each function. We are recommending on the cost of various functions based on the time commitment each is projected to require.

ADMINISTRATION

Administrative and Management Functions

The staff person with overall responsibility at small community arenas fulfills other duties either at the arena or within the organization and is generally either:

- A recreation or works manager, or
- The lead hand operator or foreperson

The time commitment to administration of the Multi Plex will vary seasonally, making melding this job with other responsibilities all the more important. The efficiencies of offering only the times that will be used, including being closed much of the time during the dry floor season can only be realized if the lead position can efficiently juggle other portfolios or functions.

There is also a management component beyond the lead person, coordinating the various arena departments, responsibility to the ACRD for budgeting, reporting, etc. and decision making on human resources questions.

Over the entire year, we estimate the management function to require about a 25 per cent commitment of an individual – \$25,000

Clerical - Cash Handling, Registration and Deposits

These clerical functions would likely be handled out of the office of the managing organization. The \$15,000 charge back would represent our estimate of five to ten hours per week during the ice season and five hours per week during dry floor and summer seasons, to include:

- Payroll on a bi-weekly basis
- Administering rental contract billing and collection
- Reconciling program registrations
- Handling, reconciling, and depositing of cash several times a week during the ice season and weekly during the dry floor season

Ice Allocation and Program Planning and Supervision

These functions would package nicely into a portion of the job typically defined as Programmer; over the year we would see this as approximately one third of a full time equivalent. It could be combined with some program leadership and hockey instruction, with ice operator duties, or perhaps best as part of larger program organization portfolio of some sort – \$25,000.

Summary - Administrative, Clerical, and Program Management

Administration	\$25,000
Cash Handling, Registration and Deposits	\$15,000
Ice Allocation, Program Planning and Supervision	\$25,000
TOTAL ADMINISTRATIVE AND MANAGEMENT	\$65,000

ICE OPERATIONS, MAINTENANCE AND JANITORIAL

The suggested ice season schedule is for about 60 hours of available ice scheduling per week but, even having reasonable flexibility in timing of shifts and creating several short shifts, will result in 80 to 90 hours of staffing. With either the Tla-o-qui-aht First Nation or the ACRD as operators, combining other job sites and functions with the rink is a must-have efficiency. This also allows a reduction of hours should rental use not meet fully our expectations, without losing staff.

We have allowed for 84 hours of operator staffing during the ice season; 32 hours during the dry floor season, and 24 hours during the dark season. The ice-installation week is allocated 110 hours

Staffing cont.

Notes

and the ice-removal week 50 hours. The wage structure is based on the Tla-o-qui-aht First Nation scale, and is estimated to be \$35 per hour at most including all benefits.

With a ten percent contingency for unplanned overtime and call-ins, the Operator budget is \$108,339. This number will need to be adjusted as the wage structure for operators is understood.

No hours are scheduled or budgeted for special events such as additional tournaments, trade shows and gatherings. The staff costs would be in addition to the schedule here, and be charged back in the rental of these events.

This allocation is significantly lower than our estimates in 2008 as it is for a rink only. It reflects more condensed hours of operation and allows for the operators to perform the janitorial functions as part of their duties in the reduced facility.

Summary – Operators

ACTIVITY	HOURS PER WEEK	WEEKS	TOTAL HOURS
Ice Installation	110	1	110
Ice Season	84	22.5	1890
Ice Removal	50	1	50
Dry Floor Programs	32	13	416
Summer (dark) Season	24	14.5	348
Contingency			281.4
TOTAL ANNUAL OPERATOR HOURS			3095.4
Operator Budget @ \$35 per hour including benefits, plus statutory holidays worked			\$108,339

Alternative Cost – ACRD as Operator

Should the ACRD operate the facility, ice operator costs would be higher. Using the City of Port Alberni as a model for wages, as it shares the same overall union body, ice operators would likely be the same scale. Arena Maintenance Worker are paid \$28.93 to \$31.55 plus benefits. Assuming an average wage of \$30.24, plus a full cost of benefits load of 56% the final cost per hour of ice maintenance staff, if the facility were operated by the ACRD, would be \$47.17. With 3095 hours ice operators per year, the cost would be \$146,005, and increase of \$37,666 over the potential cost of operators with Tla-o-qui-aht First Nation. Further higher costs would likely occur as typically less flexibility around daily scheduling would result in more staffing inefficiencies under a collective agreement.

Program Staff

Staff will be required to receive cash, rent skates and supervise various programs. In this case, as in many arenas, the ice operators are seen as part of the program delivery team. Additional staff will be required for busier sessions and activities deemed to need on-ice supervision.

We have allowed for scheduling one program staff in addition to the operator for a number of specific weekly sessions and two program staff on two of the skates each week. These staffing levels match our projections for attendance and therefore revenue. Should public response be greater, the staffing commitment could be extended to match.

Summary – Program Staff

ACTIVITY	HOURS PER WEEK	WEEKS	TOTAL HOURS
Ice Season	36	22.5	810
Dry Floor Programs	12	13	156
TOTAL ANNUAL OPERATOR HOURS			966
Program staff budget @ \$17 per hour including benefits			\$16,422

Use

The two major ice rental groups, and sources of revenue, will be adult recreational hockey and Minor Hockey. Public programs, both drop-in and registered, will include public skating options, drop-in hockey, “stick and puck” and instructional programs. Regular dry floor activities will include drop-in sport programs and, hopefully, sport rentals. Schools will rent the ice occasionally, as well as potentially some community or family skate parties. In addition to these standard programs at rinks, there is the potential for varied special uses, which we describe below.

ANNUAL GENERAL SCHEDULE

The annual schedule of programs recommended as a reasonable projection and budgeted for is based on community need as indicated by the population base and the information we have gathered specific to this community. Recreation Excellence made many calls to the community to discuss demand for ice use. We also compared use in similar communities and we made statistical comparisons by school enrollment for Minor Hockey potential.

A stand-alone rink can be operated seasonally quite effectively, if there is a continuity of staff despite seasonal employment. There will be employment during the dry floor season, but at a lower level. With this in mind, the proposed strategy is a short ice season, compacting demand into the winter season, then increasing the ice season with demand on a break-even basis.

There will be future economic efficiencies in staffing and energy (heat recovery) with an eventual aquatic centre, allowing for a longer ice-season, as well as staffing dry floor activities more cost effectively. In the meantime, maintaining ice must be considered in terms of the use and revenue each week.

The minimum operating season for an ice rink spans the annual minor hockey season, which would roughly coincide to the high demand season for adult hockey and general recreational interest in skating. We anticipate demand to drop off dramatically in early to mid-March.

When the actual demand in this community is determined, there will be a need to adjust the program plan. This schedule starts by providing basic service, and demonstrates that it can be delivered at the cost shown. Increased demand would allow for increased services and programming.

ICE SEASON/DRY FLOOR SEASON

1. 22.5-week Ice Season

Sunday	1:00 PM – 8:45 PM
Monday and Wednesday	10:00 AM – 9:00 PM
Tuesday and Thursday	4:30 PM – 9:45 PM
Friday	2:30 PM – 8:30 PM
Saturday	2:30 PM – 9:30 PM

Hours shown here could be reduced depending on demand, always with the goal of saving a staff shift. There will likely be sufficient unused times during the hours above that additional rental demand should FIRST be accommodated only within the hours listed.

2. 12- to 13-week Spring Dry Floor Season

- Minimal schedule dry floor spring season
- Likely two evenings per week plus daytime Saturday; fill in the provided evenings before looking to expand the staff schedule.

3. 15-week Summer Season

- No programming in summer except for registered summer camps
- Available for events and rental

4. 2 weeks of maintenance

- One week to install ice
- One week to remove ice

ADDITIONAL ICE SEASON

The current proposed schedule indicates the ice will be installed between the last two weeks of October and the first week of March. This season could be moved to start and finish a week or two earlier in line with local demand, but the net usage and expenses would be the same.

The purpose of having a short ice season is to minimize the operating deficit of the facility. As there will be a need for seasonal staff, having the season run opposite to the tourist season also has advantages for staffing (as well as the availability of adult players).

There is obvious potential community benefit to lengthening the ice season. This can be done, with a cost, regardless of demand, but could also be done on a cost-recovery basis when demand warrants. The significant marginal costs are ice-operators and the extra utility cost.

As for creating additional weeks of ice use, the utility (largely hydro, to run the refrigeration plant and dehumidifiers) is estimated to be \$1,000 to \$1,500 per week, while ice rental is estimated at one-half to one additional shift per day, depending on the schedule of the use. Adding one day of administrative time per week of ice, the overall cost of an additional week of ice is estimated at \$2,500 to \$3,500. To create budget-neutral extra weeks of ice, we believe at least 16 hours and possibly as many as 24 hours of guaranteed adult rental, plus some youth rental revenue, would be required.

Public ice programs would not be held in any additional weeks of ice, as interest other than committed rental tends to wane significantly beyond the basic season.

Extra weeks of ice could be offered prior to the currently scheduled season for youth sport preparing for the season as well as adults, or at the end, adding a time of year when tournaments are popular.

ICE “USER GROUPS”/RENTERS

Adult Hockey

There were two adult men’s teams traveling to Port Alberni to play hockey, as well as a number of women, although that number has recently decreased. Time pressures created by the three-hour or longer return commute is seen as the issue. The time commitment to play at a local rink is much less, and we expect once a facility is available, those numbers will increase immediately.

It is difficult to project the exact recreation pattern that may evolve, but we expect that there will be a small recreational league and several groups that will form. Some skaters will join more than one group in order to play more each week. This is one of the reasons we have taken the approach of spreading the adult hockey rentals across the entire week. We have also anticipated one of the general adult groups to skate in the daytime, due to the significance of the evening hospitality industry.

The basic schedule will cover a range of levels of demand; for the purpose of the budget, we took the average for our high and low prediction of use.

Our more optimistic projection is 11 adult evening/weekend and three day-time rental groups per week:

- A three-team league (plus Port Alberni teams to rotate in on a very occasional basis)
- Three individual groups of men – evening (or day)
- Two mature adult daytime hockey rentals
- Two women’s teams/groups
- One weekly rental of couples and others making a fun co-ed mix

Our less optimistic projection is nine adult rental evening/weekend and two daytime rental groups per week:

- A three-team league
- Two individual groups of men
- One mature adult daytime hockey rental
- Two women’s groups
- One mixed group

The impact of having the lower versus the more optimistic level of rental use over the season would be approximately \$16,000; some of that loss could be recouped through abbreviated hours of operation. If demand were greater, potentially the ice season could be lengthened at the same net cost.

Minor Hockey and Youth Developmental Hockey Programs

Based on comparing school-aged population and hockey registration for a number of communities, we would project Minor Hockey registration to be approximately 54 to 93 skaters, slightly higher than our analysis indicated eight years ago, largely due to the inclusion of the Ahousaht community into our sample. National and provincial trends are for static numbers in Minor Hockey over the last five years after a period of decline.

	SCHOOL ENROLMENT K – GRADE 12	MINOR HOCKEY REGISTRATION	% OF SCHOOL POPULATION REGISTERED IN MINOR HOCKEY
Sunshine Coast	2912	227	8%
Port Alberni	3301	255	8%
100 Mile House	1359	180	13%
McKenzie	611	110	18%
Golden	696	93	13%
West Coast projected 7%	774	54	@ 7%
West Coast projected 12%	774	93	@12%

We have scheduled several informal opportunities to develop hockey skills through the many “Stick and Puck” or “Mini Shiny” sessions as we have called them.

Hockey Canada (Minor Hockey) has developed a number of programs to promote new participation, targeting new populations and also entry at a variety of ages. Beginning skaters have the potential to skate in a lower age group, and there is flexibility in age grouping to field full teams when registration is low. It seems this would be a benefit in the case of the West Coast, where we would hope to attract beginning hockey players through Minor Hockey while providing a challenging structure for skaters already with experience.

The West Coast is in the catchment of Port Alberni Minor Hockey (PAMH), so would naturally be part of that organization unless a change was requested and agreed upon. PAMH has expressed recognition of the need to make special accommodations and provide special assistance to this area of their region, and are eager to do so.

PAMH is offering the “First Shift” program that combines the purchase of equipment with an introductory program. We have allowed time for this program in our schedule within the allotment for Minor Hockey. There are other options for hockey development which could be offered instead of, or in addition to, Minor Hockey; we have assumed for budgeting and scheduling purposes that these would be within the time allocated.

Hockey Tournaments and Championships

Hockey tournaments, both adult and youth, create tremendous economic benefit to a community. In general, participation events are great economic generators as most of the participants come from out of town and the number of additional people traveling (especially for youth events) can bring two or more extra people for every direct participant.

In some areas of the province ice shortages elsewhere create opportunities for local clubs to bid for area or provincial Minor Hockey championships, of which there are many due to the multiple levels as well as age groupings. This is a great way to fill in demand for extra ice at the tail end of the season.

For adults, the demand for tournaments is always there, but so is the competition for hosting; it would be essential that local players work hard to use all their personal contacts to bring in teams to create tournaments that will eventually become traditions. Packaging with the many attractions the West Coast holds could differentiate this rink, and potentially bring in higher spending tourists.

For budget purposes, we have anticipated one eight-team and three four-team mini-tournaments, but no Minor Hockey championships, for a net annual revenue of \$6,000, which we have included in the adult ice rental line item.. Over time, this goal could be exceeded.

Skate Club (Figure Skating)

There is no local Skate Club at this time, and no one we have reached has indicated an interest in creating one. Unless a skilled coach already lives on the West Coast, a Club here would likely never reach the critical mass to employ one. Should there be Figure Skaters living on the coast, the best option would likely be to use a portion of the ice divided off from some of the public skates to augment practice taken in Port Alberni. No revenue or use is projected for a Skate Club.

Speed Skating

Speed skating, although popular at the Olympics, is not likely to be supported on the West Coast. There would also be equipment needs (pads) and storage for the equipment, which would rule out occasional use.

Curling

The idea of creating a temporary curling rink was well received by the local committee in 2008. Curling events are held in arenas throughout Canada, but there is significant cost to reconstruct the ice. The real value from tournaments comes in the economic spin off. In the case of the West Coast, with none of the equipment required available (as there is no local club), the costs would be much greater again.

Tournaments are generally hosted by an existing club through a bid process to Curling Canada. The Club always provides an army of volunteers as well. As such, the Coast would find itself short of a partner locally. We have not budgeted to include curling.

ICE RENTAL RATES

To create a projected operational budget, it has been necessary to assign a rate structure. These rates are considered reasonable, although they are recommendations only.

Arena rates in some northern or resource-based communities evolved from a philosophy of a one-industry town, with the concept that providing services was a corporate responsibility, and the industries paid for those services through high industrial tax rates. Cost recovery rates for recreation services are historically low in towns with high industrial tax bases, often 30 per cent or lower, even with no allowance for capital expenditures or reserves.

The Sunshine Coast, with residential contributions making up more than 80 per cent of the tax base, demonstrates the philosophy closer to user pay, whereas Gold River and Port Hardy, for instance, show the former thinking. It would be very difficult to switch quickly to more of a user-pay approach once groups organize based on lower rates.

There is also a practical aspect to setting rates for arena use; pricing ice rentals beyond the reach of groups is counterproductive to serving all the purposes of providing a public recreation facility.

In communities where ice renters do not necessarily live within the taxation area, such as in Vancouver or Victoria, adult rates tend to be closer to the full cost of the delivery of an hour of ice. Minor Sport rates tend to be higher also, but are tempered due to residential zone requirements within Minor Hockey where more in the taxed areas are the user base. An informal survey of Lower Mainland ice rates for adults indicate they vary from \$240 to \$350 per hour.

Regional norms were considered in developing suggested ice rates, as well as the reasoning or philosophy behind different communities' rate structures. Our approach for West Coast ice rental pricing is aimed at providing the most recreational opportunity for the recreating community at a tolerable burden to the taxpayer. It would be user-pay, but only within limits. We used Port Alberni, as the rink currently used by West Coast skaters as the most closely compared rinks, and moved away from some of the smaller communities that are now living with ice rates based on (former) high tax input from industry.

The difference between our "recommended" option for ice rental rates and the "lower" option would be approximately \$20,000 at the current usage, but would rise as the arena becomes more fully used.

COMMUNITY	MINOR GROUPS			ADULT GROUPS		
	PRIME TIME 2016/17	NON-PRIME 2016/17	DRY FLOOR 2016/17	PRIME TIME 2016/17	NON-PRIME 2016/17	DRY FLOOR 2016/17
Campbell River Strathcona Gardens	\$74	\$64	\$49	\$ 161	\$122	\$ 49
Comox Valley Sports Centre (SC)	\$89	\$75	\$60	\$ 164	\$122	\$ 90
Gold River	\$57	\$57	\$43	\$ 109	\$109	\$ 43
Nanaimo	\$87	\$87	\$49	\$ 174	\$141	\$ 81
Parksville (Oceanside Place)	\$90	\$79	\$54	\$ 172	\$138	\$ 75
Port Alberni	\$95	\$95	\$54	\$ 194	\$194	\$ 81
Port Hardy	\$67	\$67	\$44	\$ 112	\$82	\$ 57
August 1st 2016	\$68	\$68	\$44	\$82	\$84	\$ 58
Powell River	\$89	\$71	\$41	\$ 205	\$140	\$ 65
Sunshine Coast	\$94	\$70	\$55	\$ 205	\$150	\$ 55
WEST COAST MULTI PLEX						
WCMP - Recommended	\$85	N/A	\$45	\$ 190	\$160	\$ 65
WCMP - Low Rate Option	\$75	N/A	\$45	\$ 160	\$125	\$ 55

*From Cowichan Valley Regional District 2016 Rate Survey

We recommend that rental rates increase by a small (cost of living) amount each year, never allowing the facility to be in the position of needing to make one large increase that could damage unprepared organizations. Also, youth rates could rise towards 50 per cent of adult rate over time as organizations build the resources to finance themselves.

- **Non-Prime Time reduced rates:** Most facilities offer pricing based on “prime” versus “non-prime” times, at least for adult rentals. We do not see a need for early morning or late night hours, negating non-prime rates at this facility for many years. However, for weekday daytime use, it is likely appropriate to price lower, but not at as significant a reduction as many others. Daytime users, usually adult and especially mature adult populations, may not need significant reductions, but a somewhat lower daytime rate will encourage them to organize and rent, which is a commitment we need them to make.
- **Charges for Ice Cleaning Time:** For those wanting to use strict comparisons of ice rates as a rationale for rates, an important factor in those comparisons is whether the time required for grooming (cleaning) the ice is included in the paid time or if ice-cleans are done with the rental clock stopped.
 - The method we used in forecasting arena revenues is the norm in the mid-island; that is to include any ice-clean time within the block of use as “rental” time and therefore to be paid for. When renter groups change over, the ice-clean is provided without charge. Because there will be few “blocks” of ice rented with smaller groups, this will effectively give local groups a slightly lower rate. South-Island rinks typically charge for ice-clean time between groups, which, if instituted here, would raise the effective costs between 15 and 20 per cent for the same posted rates, as compared to the mid-island.
- **Graduated fees for new ice use:** In our 2008 Report, Recreation Excellence suggested a system of graduated (over the first few seasons) fees could be considered, specifically for sport

organizations that meet a community mandate such as sport programming for youth. It can work in the case of an existing facility trying to promote additional activity in unrented times. Over the past years we have become less of a proponent of this. It would seem that groups that are proponents of a new facility and hoping to make significant (subsidized) use of it, should be willing and eager to participate appropriately in the costs of operation.

RATES FOR RECREATIONAL USE – DROP-IN AND PASSES

Drop-in use rates for recreation facilities in British Columbia vary significantly. Although higher rates up to the point of “market value” tend to improve revenue, they can also reduce public use.

- Typical public recreation theory is to price activities so that ‘most’ or ‘almost all’ of the public can afford to make use of the facility; those few who cannot afford the use are assisted with funding.
- In practice, rates are likely more influenced by comparison with other facilities and with meeting the annual budget than by theories.
- Public rates at swimming pools are the major factor towards cost recovery; at arenas they are a very minor factor, as rental revenues are the major sources of revenue.
- There is a strong trend towards a one-rate system, where public skating and swimming are the same cost.

We are recommending public skating rates low enough that they could not be sustained later as public swimming rates as well. The idea is to put as many people into skates as possible right away. There will likely be a need to consider adjustments with a second phase aquatic centre, as the aquatic centre will rely on public admissions.

For adult hockey drop-in, we recommend a rate high enough that it does not undercut rental groups. When the ice is available only to the 20 or so that a scrub hockey time can accommodate, the individual fee should be significantly higher as compared to public skating.

- **Reduced rates:** “Leisure access” is a term in the industry for assisting those without the financial ability so they may make significant use of the facility. The philosophy is that otherwise those most needing the services of the facility may otherwise be least able to use it. A “leisure access” system will be required to optimize use across all populations.



Use cont.

WEST COAST MULTI PLEX ARENA ICE SCHEDULE

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY				
10:00		ADULT HOCKEY		ADULT DROP IN HOCKEY							
10:15											
10:30											
10:45											
11:00											
11:15											
11:30		ADULT DROP IN HOCKEY		ADULT HOCKEY							
11:45											
12:00											
12:15											
12:30											
12:45							AVAILABLE FOR MINOR HOCKEY or OTHERS				
1:00	ADULT HOCKEY	SCHOOL OR RENTALS		P & T and PUBLIC							
1:15											
1:30											
1:45											
2:00											
2:15		(ICE) MAINT		(ICE) MAINT							
2:30											
2:45											
3:00	PUBLIC SKATE and STICK & PUCK						PUBLIC STAKE and STICK & PUCK	PUBLIC SKATE and STICK & PUCK			
3:15											
3:30											
3:45											
4:00			PUBLIC STAKE and STICK & PUCK		PUBLIC STAKE and STICK & PUCK						
4:15											
4:30											
4:45	MINOR HOCKEY			MINI SHINNY and LEARN TO SKATE		MINOR HOCKEY	MINI SHINNY and LEARN TO SKATE	YOUTH PICK UP HOCKEY	MINOR HOCKEY		
5:00											
5:15											
5:30			MINOR HOCKEY								
5:45											
6:00											
6:15											
6:30											
6:45					MINOR HOCKEY	ADULT DROP IN HOCKEY	YOUTH THEMED PUBLIC SKATE				
7:00			ADULT BEGINNING HOCKEY (instructional)								
7:15	ADULT HOCKEY										
7:30											
7:45											
8:00			ADULT HOCKEY		ADULT DROP IN HOCKEY	ADULT HOCKEY	ADULT HOCKEY				
8:15											
8:30											
8:45				ADULT DROP IN HOCKEY							
9:00											
9:30											

PUBLIC PROGRAMS

Ample opportunity to skate recreationally and to receive instruction in any of the skating disciplines is an important part of any ice facility. For many recreational skaters, this is the only use they will get from the ice facility; for others it is the bridge to becoming a hockey player or perhaps a competitive skater.

Too often public programming is minimized due to pressures from rental groups. Although those pressures may be exerted by rental groups someday, there will be, for the foreseeable future, ample ice-time to offer public programs at the West Coast facility. The challenge for this facility will be to use the public program time to develop more skaters and therefore more customers.

Our sample schedule doubles up public skating with skate lessons or children's "stick and puck" whenever possible both to make efficient use of the time and to create cross-interest in the activities. We have budgeted for a rink divider to create a safe, fun atmosphere that is enhanced by the combining of activities.

Public Skating

Public skating is an important community service. We have taken the view that public programming will be provided, and then extended for as many hours as it can self-finance. Public skates can be more than just skating in circles. They can, and should, include some programmed activity and even a bit of informal instruction. Supervision is required to maintain safety and decorum, especially with mixed ages and skill levels.

There are a number of approaches to staffing public skating within the industry. In the case of the West Coast, we have projected attendance sufficient that Public Skates, other than daytime skates, will likely warrant supervision on skates.

The Skate Shop would be available during public skating sessions and during skating lessons, sessions of hockey instruction/development and school and community recreational rental groups. There would be a mix of times when a staff is stationed directly in the Skate Shop (also likely to receive admission at that location), but in slower times, it would simply be the ice operator retrieving skates from the skate shop and accepting them back at the end.

It may seem intuitive that there should be net revenue from public skating and especially from the skate shop. In a larger market, where a public skate may draw upward of 100 skaters, this should be the case. However, with a small population/skating base, we project up to 40 skaters for Public Skates and less for daytime skates, for an overall average of 25 per skate. With these numbers, the revenue will offset the cost of staffing the skate shop and providing skate hosts on the ice where appropriate.

- If the attendance is less, it may be necessary to offer fewer public skate sessions when operating hours could be saved, also there may be some skates where staffing can be limited, making it more economical to offer.
- If attendance is higher, more hours of public programming can be offered within the same net annual budget.

Public "Scrubs" – Drop-in Hockey

"Scrub" or "shinny" hockey on a drop-in basis is a service, a revenue source and an important hockey development program. It accommodates those who do not have the time to join a regular rental group, lack skills, or just want more ice time to play hockey. As a developmental program, it will be important to actively promote hockey.

We recommend, for adult sessions, appointing one of the skaters "supervisor", meaning that person does not pay to play, and is responsible to maintain basic decorum and uphold safety guidelines on the ice and may be asked to collect fees. This is accepted due diligence in terms of safety-supervision, as long as there are clear rules and reasonable checks in place, and it replaces the need for supplying a staff member. For combined Public Skate and Stick and Puck, a host should be on the ice, to supervise both activities.

The limit on providing drop-in hockey especially during weekday daytime, is not so much staffing but fielding enough skaters to create a "game". We have scheduled five sessions of adult drop-in

hockey per week; more could be accommodated and times shuffled to match peak demand. We have not scheduled specifically a female Scrub as it could be self-defeating if there are not enough skaters to support it; sessions would be mixed.

Revenue is projected based on an average 14 paying skaters per session, with goalies and the “Scrub Supervisor” not paying.

Adult Developmental Hockey Programs

Developing adult hockey is an important recreational mandate especially in a community that does not have a traditional hockey base. Typically, adult developmental hockey program would be 10 or 12 sessions, starting with basic skills and developing to hockey drills and strategies, and scrimmages, encouraging the participants to move into playing in a league. Volunteer instruction could lower the fees as well as enhance instruction. We have budgeted on \$9 per participant (same as the drop-in hockey rates) within the fee to attribute to ice use.

Learn to Skate

Learn to skate programs are projected for two times a week, each with enough time to offer two or three back-to-back lesson times. The number of instructors will depend on demand; we would expect there will be two in most cases. We have allocated skate instruction to share the rink (divided) with other activities to make best use of the ice and to cross promote activities.

Standard methods of providing skate instruction are:

- Skate Canada’s CanSkate program – offered through a Skate Club
- Arena operated learn-to-skate program

As we did not project a Skate Club to evolve at the onset, learn-to-skate would be offered in-house. The arena program wing would likely contract skate instruction to one of the communities or to an individual. In our initial research, we have found an interest in volunteer instruction, which could be combined with paid leadership to provide affordable ongoing instruction. A lead skate instructor would likely be appointed to oversee lessons while also instructing a class.

One option is for Ucluelet or Tofino to provide promotions and registration, either as part of a contract to operate learn-to-skate or on a fee-for-service basis with a separate contract provider doing the instructing. Neither Ucluelet nor Tofino has agreed to provide the above services, so it may be necessary to provide the entire package at the arena under a contract to interested instructors.

School Rentals

Schools will want to make use of the ice arena; we have budgeted one hour per week for school rental. The key to school use may be carpooling, to avoid the high cost of bussing. One rental hour per week is budgeted, which would be an average of one to two visits per year. We consider school rentals a “program”, as there should be hosting and informal instruction at least roving school rentals to ensure all children get value out of the experience.

We assume that the Reciprocal Use Agreements in place with schools would not carry over to the arena and eventually the pool, so we have included rental income in the budget.

Dry Floor Rentals

Ball hockey, and inline hockey, lacrosse, soccer and roller derby are main dry floor public programs in many arenas. Adult daytime use of pickle ball and badminton are gaining popularity in some areas, but are not projected for this facility. The dry floor sport use of the facility is important to the community, but can be accommodated with an abbreviated schedule, reducing costs of operation.

We have scheduled hours for drop-in programs and for sport rentals during the dry floor season without attempting to predict specifically which programs will succeed; three evenings a week plus a block of time on Saturday. An arena is a large floor space, so programs may share the facility floor, using the rink dividers for safety.

It is to the arena’s benefit that as many of these activities as possible are primarily accommodated with rental groups, removing the risk of low attendance and the cost of supervision. It would be far better that the community steps up and organizes these, as opposed to program staff.

Ball Hockey: The success of ball hockey across the country is varied. Decreased equipment and rental costs, as well as not requiring skating ability, provides great appeal. Some areas find that the program competes poorly with local minor baseball or soccer. The West Coast has a history of a solid ball hockey organization. There were a number of youth teams, and eventually adult teams as well. A lack of available facilities is reported as the cause of ball hockey losing some of its local popularity, so there is some anticipation that interest will return.

Ball hockey can be offered as drop-in, in a tournament format, or as a league. Drop-in formats, unless championed by someone with strong community ties, tend to run out of steam over the spring. Youth tournament events may be the best way to develop interest in ball hockey until a league can be developed. Because skill development is not necessarily as big a part of ball hockey as compared to hockey, it can successfully be offered as a registered league without having as significant a volunteer hierarchy. For adults, a registered weekly time works well without further formatting or the numbers required for a league.

In-Line Hockey: May succeed as an adult program for the adult hockey players who want to continue into the spring. In-line can be offered as a program (registration as opposed to drop-in is recommended) or a league rental. It will likely be one session, once or twice a week over the spring season.

Roller Derby: A common female sport in arenas, it often brings spectators, which increases the value of the facility to the community. There has been a roller group on the West Coast, so it is likely there will be a small organization during the dry floor spring season and possibly even in the quiet summer season.

Lacrosse: In 2008, we heard community interest expressed in organizing lacrosse. We have not heard of any in this year's research, and now feel it may be ambitious to schedule rental revenue based on lacrosse. There is certainly floor time available, should the community respond.

Indoor Soccer: The West Coast has a significant soccer interest, although demand for indoor use would likely be highest during the ice-season, soccer could be played in the spring rental season. As well, there may be a chance to create tournaments.

A soccer "turf" is expensive and a major effort to install or remove; there is no storage or loading capability within the facility. A turf is not planned.

Basketball: Not a common youth sport on arena floors, we understand that there is significant interest in the communities of Esowista and Ty-histanis and other local First Nations, so we have budgeted for a set of reasonably priced and very portable basketball hoops, which could fit with other activities on the dry floor.

Badminton, Pickle Ball: Daytime adult use of dry floor arenas in some communities has increased significantly; badminton and pickle ball are growing sports with reasonable set up costs. However, both Tofino and Ucluelet offer pickle ball; Ucluelet offers badminton. We do not see any opportunity or reason to compete with the programs that are currently evolving within the two communities.

TOURNAMENTS, TRADE SHOWS, AND EVENTS

The community has indicated the Multi Plex will be used in a number of ways beyond sport use. They may take time to evolve, but additional uses can bring significant cultural and economic value to the community. Most of the alternate uses of the facility would happen during the ice-out season.

1. SPORTS TOURNAMENTS

Tournaments that would be generated by the local adult teams or Minor Hockey with four or eight teams are included as part of the ongoing ice use and budget. The tournaments described below would be beyond those created by User Groups.

A. Major Hockey Events and Tournaments

It is possible to install ice strictly for a group, but the additional expenses are significant. Installing the ice early or extending the ice season are less expensive options. Alternatively, even major tournaments can be timed during the season, arranging with regular users to rearrange their schedules as necessary.

- Hockey based films and TV shows
- Preseason camps for professional or junior level teams

- Celebrity hockey camps aimed at high dollar participants
- Major hockey tournaments developed over a number of years, either targeting players with ability to pay (First Responders/medical professionals, professional associations) or funded corporately as incentives to employees.

B. Dry Floor Tournaments

- **Basketball Tournament and Camp:** There is a potential to create a basketball tournament during the spring or summer season. Even though a concrete floor is not appropriate for an adult full-court game, a 3 on 3 (half-court) tournament could be held. There are several pre-packaged tournaments in existence; the recommendation would be to partner with one of them as a first choice. The arena could easily handle six half-courts with room for spectators, administration, merchandising, and food and beverage service. The basketball standards required are the lesser-sized mobile units; extras could be borrowed, rented or supplied by a tournament partner and could become a tourism standard over the years. We have projected the arena will want to own two such standards so that basketball on a slightly undersized court could be offered as part of dry-floor programming. A basketball camp for West Coast youth could also be held in conjunction with a 3-on-3 tournament, creating more direct local youth benefit.
- **Ball Hockey, Inline Hockey, Roller Derby, Soccer:** Any of these activities can be built into a dry floor tournament during the spring season, either as low key events run by the local teams, or on a larger scale, possibly with a charity or corporate entity to capture a group of participants who would come for the overall activities more than just the games. We have budgeted for two such weekends each year, each on a conservative scale.
- **Wrestling Tournament:** Ucluelet Secondary is the local organizer of wrestling activities. Ucluelet has hosted the Vancouver Island School Championships some years, and feel they would pursue the Provincial Championship if an arena-sized venue was available. One issue for bidding on the Provincial Tournament is that the date is the end of February through very early March, potentially a conflict with the end of the ice season. Also, schools usually host championships without a rental fee. We have not projected net revenue to the facility for wrestling as this would be on a very occasional basis.

2. TRADE SHOWS AND CONVENTIONS

Regionally industries that rotate their annual events around their market area are typically the first bookings for trade shows and conventions at a new facility. The arena floor will be sufficient to attract any groups who require a large space for commercial exhibits. Logging, fishing and tourism events should be pursued.

Local committees, such as service or other clubs can organize their own regional, provincial or national gatherings. Some of these would be suited to the Ucluelet Community Centre, whereas events such as car clubs would need the large floor of the arena for display.

“Turn-key” events, including home shows and seminar groups, typically work with experienced event sales persons, such as those employed by West Coast resorts. Local businesses may also choose to take their business to the next level with a major display sale or promotion event.

Importantly, the Multi Plex would defer to Ucluelet for events they could more effectively host, and now partner with Ucluelet to co-host more complex events that would use both facilities. The Ucluelet Community Centre is a major facility purpose-built to include mid-sized events; it is better suited for most of these and depends on them as part of its business plan.

There is often pressure for rent and set up charges to be discounted for an event; the end price a promoter or event pays for the facility may indeed be discounted, but not at the expense of the facility if it is expected to operate successfully.

An approximate value to the community of a two-day meeting with 600 out of town participants can exceed \$200,000, and could be much higher in a destination such as the West Coast.

3. CONCERTS AND ENTERTAINMENT EVENTS

It has been noted that performers want to come to the West Coast, as would potential audiences. The concert business is a risky business however, and much more so for facilities not on a regular circuit. The West Coast isn't "on the way" to anywhere, so there would be transportation costs both "to" and "from" shows. The expense of two-way travel from the nearest other show locations would make shows with significant equipment less likely. It would also raise the cost to the promoter for staging, lighting, sound and seating beyond what would likely be affordable. Pre-wiring the facility to easily support shows is expensive, and would likely not be part of a reasonable building design. Currently there is no history of major concerts on the West Coast, and no local promoter working on the scale required.

Some entertainment events may make sense for the West Coast especially concentrating on acts where the floor could be partially utilized for seating, raising capacity to 1,000 or more. It is possible that, in the summer, tourism would support this but it would require teamwork in marketing with resorts and the tourism agencies. We cannot predict success with hosting concerts and other entertainment events; it would be up to the hosting agency or business to create a viable business case.

Services such as security, ticketing, production equipment and staging could be rented; Ucluelet uses a service in Parksville.

If, despite the challenges, it is the community vision that the facility will house significant "events", its design will need to be enhanced. The fire systems will need to go beyond the basic design – arena boards with certain sections that can be removed easily to create open exits, storage areas increased, loading areas enlarged, etc. These would come at additional cost, and would only be worth that cost if the value to the community is deemed great. As a pay-back for the facility itself, it is not likely to be financially sound. The recommendation is that design features that enhance servicing major events are considerations within the final business plan and that they are done in, at most, a modest way.

4. CULTURAL EVENTS

With five First Nation entities on the West Coast, and the facility situated in the midst, there is a potential for any or all to hold major cultural events on the arena's 17,000-square-foot floor, especially March through September. The combination of First Nation local history and culture with an exciting destination could also lead to drawing cross-cultural events with other First Nations communities or other cultures.

Cultural events could be the most common major gatherings at the Multi Plex. Many participants are already on the West Coast; the numbers attending would already be significant, and there are many groups that could work together to bring other participants from farther afield.

The lack of several break-out rooms would likely not be a major issue to cultural gatherings, as staging rooms could easily be created by using a storage container located outside to temporarily store arena equipment and converting existing storage rooms for alternate uses.

Cultural events are likely to be the most common major event at the Multi Plex; they will be locally generated, the nature of the events might lend themselves best to the open floor space, and the location is within minutes of the group likely to at least share in hosting. Without major set-up expenses, the facility will be more affordable than for a trade show, for instance. Not primarily aimed at profit, and with low set-up costs, these events pose less risk to the sponsor, and therefore are more likely to happen. The positive impact on the community will be social first and economic second, exactly as a recreation facility is meant to be.

5. EMERGENCY CENTRE, EMERGENCY STAGING, EMERGENCY SHELTER, DISASTER RELIEF

The site is a natural location for a disaster relief centre and gathering place. Currently it is located at one of the higher group gathering points.

With power and water service working, the arena can hold ice, if it is in, and still provide significant lighted, warm sleeping areas, showers for many people and a staging area at the airport

for supplies, evacuations, reinforcements, a mass morgue and other functions as necessary. The entire rink cold area could be used as a giant cold storage area for any purpose needed.

With power out if ice is installed, how long the ice will hold would depend on the external temperature, the opening of doors and traffic inside. It would eventually become slush, then a pond, and take days to be cleaned up and dried out.

As the refrigerant used will likely be ammonia, there needs to be some consideration made in case of a release, which could make the area a hazard, not a shelter, until rectified. Ammonia does clear itself in the atmosphere, so any such problem would be temporary except in the case of an ongoing leak.

Perhaps federal funding could be accessed to enhance any required amenities and to create safeguards such as back-up power (sufficient only for building operation, not holding ice or heating many showers), loading bays, etc. as required; we have not investigated this possibility.

6. HOSTEL, SEASONAL STAFF RESIDENCE, EMERGENCY ACCOMMODATION

We received suggestions previously that the ice-area facility may become a residence for seasonal staff. To expose the building to the types of stresses such a use would bring on is not recommended.

The floor itself is 17,000 square feet, there are six large change/washroom/shower areas; this could in fact be a very valuable use of the ice facility in the off-season. As such it could become very valuable to house people for a “one-off” event when people must be housed for a short period of time. It is not seen as a regular use of the facility however, and would likely not even be fully certifiable for that purpose.

ADDITIONAL AMENITIES AND EQUIPMENT

Fitness Centre: Although a fitness centre is not a natural fit for a single sheet ice facility, when an eventual aquatic component, where fitness programs, including a variety of floor classes and a cardio/strength facility are the norm is developed, the mezzanine could serve as a less expensive alternative compared to building additional new floor space. This would create an important feature for the Multi Plex without additional construction cost (except an elevator, if that is delayed at initial construction) at that time.

Mezzanine Area: Depending on the design chosen for the ice facility, it may be a relatively inexpensive proposition to convert a mezzanine area above the lobby of the facility into an area for public use.

- General viewing, meeting rooms, lounges, and program rooms are common uses for mezzanine space in public ice rinks. However, Tofino and Ucluelet hold their programs within their community. There are also additional meeting spaces at the Golf Club and at a local resort. At this point, there would be little need for programs or viewing in a mezzanine.
- At one time lounges were almost ubiquitous on the Canadian hockey scene, but now it takes at least a busy twin rink or a Junior Hockey level team to consider one. A lounge is not necessarily how community recreation facilities want to position themselves today. There are also complications in applying for a special event licence when a facility has a permanent liquor licence. A lounge is not seen as a good fit for the Multi Plex.
- A mezzanine would create an additional supervision area without the staff to oversee it, and would require daily cleaning. It would become a locked area except during special occasions.
- Major meetings, trade shows, cultural gatherings, could often use additional, separate space, such as a mezzanine. The number of times these events that need that space would not likely warrant developing it on an economic return basis, but it would be a feature that might help secure an event at some point.

If a mezzanine area was included within the basic facility design (a Sprung Structure, for instance, where there is a natural space above the lobby area), consideration should be given to include stairs and an elevator, or to include stairs only, with an elevator to be built in the future, accessed off the eventual pool lobby. Without an elevator, the public could not use the mezzanine, but it could be used for storage.

COVERING THE ICE

To hold alternative events during the ice season, an over-the-ice flooring system would be utilized on a temporary basis. There are two standard types of arena ice coverings:

- Homasote flooring system, a wood composite material, which sells with a racking system for slightly over \$100,000.
- A variety of rubber systems (lasts longer; more comfortable) with varying grades from \$110,000 to \$210,000, plus tax.

Flooring requires a forklift to put in place, at about \$20,000 for a good used machine. A permanent storage area would need to be built, at about 800 square feet, with modified doors to the ice machine corridor so the forklift can maneuver. For flexibility removing the boards and glass, a more advanced board system may need to be specified and a storage rack system for the boards would be needed. The initial investment, all in, would be \$300,000 to over \$400,000 for the additional space plus the equipment.

Converting the facility (flooring, some glass and expanding exit routes by removing key arena board sections) would take a crew 40 or more hours of work, both prior to and after the event.

When an event requiring conversion is booked, the cost of conversion is charged back, a minimum \$2,000 additional rental charge for a two-day event in this case. Also, the ice use lost would need to be recovered. Most of the additional costs would not be incurred when the ice is out. When flooring is required for a trade show or similar event, there is usually also a need to rent pipe-and-drape dividers, carpeting, stage and sound system, plus a technical crew to install and operate those.

It should be noted that Port Alberni has sourced a used Homasote floor, so we recommend negotiating rental of the floor from Port Alberni. A semi-trailer delivering it could be used for storage during the event, the theory being that an event that would spend the \$2,000 conversion cost could probably also afford the additional cost of renting the floor, lessening the initial investment at the arena.

If the ice were to be removed and then restored during the ice season, as opposed to covering the ice, the time lost for the process would be one to two weeks. The cost for additional labour, and utilities would be in the area of \$5,000, plus lost rental revenue, and could have an impact overall on some ice-sport seasons.

With the economics of covering or removing the ice in mind, it speaks to the focus for major events to be during the ice-out season.

FOOD SERVICE

In our initial discussions, Recreation Excellence recommended against a staffed food concession at the arena, even when an aquatic centre is added. We were asked, however, to investigate a food service option specifically for special events.

The Ucluelet Community Centre was built with the ability to serve banquets. Our recommendation would be to compliment the Community Centre, not compete with it, and augment its draw by targeting events that would need a bigger floor space, but would hold a banquet at the Community Centre. We have not surveyed the banquet capabilities at commercial locations on the West Coast, but the same principal of working together, not competing, would apply. A West Coast caterer has indicated that events of up to 250 people could be catered using hot boxes, so without warming ability.

Installing a commercial kitchen requires plumbing, electrical and ventilation plus the fridges, ovens, cooking surfaces, counters, dispensers, etc., at a cost of more than \$200,000. Catering to groups larger than 250 typically requires these services at the location, which we have not included in this proposed budget. A much lesser arrangement has been budgeted for, which includes a residential freezer, two fridges, a coffee set up and a double sink. The plumbing for the sink is not budgeted for, as we have not reached that level of design finishing and would hope it could be situated in a room close to plumbing features.

SEATING

It is not necessarily true that the more spectator space the better. The positive aspect of more viewing area is obviously the ability to accommodate spectators on the occasion of events suited to the public attending in significant numbers. However, more bleachers or seats require more ventilation, more cleaning, more painting or repairs, and more area to supervise. Also, seats, as opposed to bleachers, significantly complicate sweeping and mopping in the spectator area as well as require repairs that bleachers do not.

Some arena designs allow for more bleachers simply because the provided solution for dressing rooms is to place them under the spectator area. If this is the design model, we would support extra seating. Otherwise, a minimum of space for 200 spectators is recommended and more do not significantly add value to the facility. Our preference is toward bleacher seating over individual seating, even not considering the cost advantage, but other views have validity as well.



Budget

WEST COAST MULTI PLEX ARENA BUDGET

The overall budget to determine the level of tax support the facility will need is comprised of three areas:

- 1. Operating Budget** - all annual revenues generated and the expenses associated year over year with regular operations.
- 2. Capital Maintenance Plan** – Life cycle repair, maintenance and replacement of components of the facility are budgeted over 50 years and required money is reserved in a budget fund that will save in low-expense years so as to have the funds available when major expenses become necessary.
- 3. Capital Replacement Fund** – Local governments are required to build funds in preparation to eventually replace assets such as recreation facilities. The fund is built by reserving replacement funds each year out of the overall budget.

1. OPERATING BUDGET

The projected operational budget reflects user demand similar, based on the population, to other island communities, but with higher revenue due to ice rental rates closer to those in Port Alberni. The operational deficit is also anticipated to be lower than some of the island rinks due to the proposed plan to limit expenses through containing the operational dates and hours to match the demand, as well as maintain reasonable wage rates and staff scheduling flexibility.

Projected annual figures for operations are \$121,791 in revenue, with operating expenses of \$346,761. The annual operating deficit would be \$224,791.

OPERATING REVENUE

Skate Rental and Sharpening – One in three public skaters and lesson participants are expected to rent skates. The target is for skate sharpening is 250, about the number that could be done by ice-men ongoing during their shift; beyond that staff brought in to sharpen skates would likely be at a break-even basis.

Advertising – 10 board ads @ \$400 per year (after manufacture and installation cost); eight digital lobby ads @ \$300 per year. Any further advertising, such as print, would likely be in-kind support of flyers, etc. or would go to individual groups or event budgets.

Vending – Revenue will be positive during the ice season, but stale-dating at the end of the season and during the spring and summer season would offset some of the gains. Selling hockey tape, laces, mouth guards, etc. would help and is budgeted for.

Rental and Program Revenues – details are contained in the “Public Use” section of this report.

Skate Rental and Sharpen	\$3,452
Advertising, Sponsors	\$6,400
Vending (Net); Other	\$1,500
Ice Programs – Public Skate and Drop In	\$24,564
Dry Floor Programs	\$1,650
Rental Ice – Youth	\$19,125
Rental Ice – Adult	\$60,300
Rental Ice – Other	\$3,300
Rental Dry Events	\$1,500
TOTAL OPERATING REVENUE	\$121,791

OPERATING EXPENDITURES

Ongoing operational expenditures without the Capital Maintenance Plan and Capital Replacement Fund are usually referred to in the annual operating budget.

Administration

Bank Charges – \$3,000. Charges should be relatively minimal due to the small number of deposits and limited credit card usage. (Ice rates would likely include a surcharge for credit card when used for ongoing rental contract payment.)

Advertising – \$2,000. This is to allow for charges from local governments if there are fees for inclusion in Leisure Guides and occasional newspaper ads; it is assumed that posters, schedules, etc. could be sponsored in-kind.

Insurance – \$16,000. Anticipated cost of building insurance is \$13,000. The additional \$3,000 allows for participant insurance that would be necessary if operated by Tla-o-qui-aht First Nation. The ACRD would not pay participant insurance, as part of the Municipal Insurance Association, and would save the \$3,000.

Licences, Dues, Permits – \$2,500. This is a middle estimate; the total will likely be higher or lower by approximately \$1,000 whether Risk Assessment is necessary.

Office, Shipping – \$1,200. Allowance of \$200 per operating month; it is not anticipated that significant office functions would take place at the arena.

Phone, Internet, Alarm, Computer – \$3,000. One business phone line including long distance, internet and alarm monitoring are budgeted at \$250 per month. An additional \$50 per month is allowed for basic computer software, computer upkeep and alarm report or call out fees.

Administration	\$25,000
Bank Charges	\$3,000
Advertising	\$2,000
Insurance	\$16,000
Licences and Dues	\$2,500
Office; Shipping	\$1,200
Phones, Internet, Alarm, Computer	\$3,000
TOTAL ADMINISTRATION	\$52,700

Salaries Wages and Benefits

See the Staff section of this report for Salaries, Wages and Benefits details.

Management and Supervisors	\$40,000
Ice Operators	\$108,339
Program Staff	\$16,422
Uniform (or Allowance)	\$800
Training/Workshops/Seminars	\$3,500
TOTAL WAGES, BENEFITS, TRAINING	\$169,061

Utilities

Hydro; Propane; Nat Gas – \$60,000. General energy efficiency including the use of either a prefabricated insulated panel construction or Sprung Structures, should reduce electrical costs as compared to most of the comparison rinks. The projected ice season is at least as short as the comparison arenas as well. Heat recovery systems should mitigate costs in regard to the lack of natural gas for heat, keeping the West Coast facility costs at the very low end of the small community rinks we surveyed. Propane will be used for the ice resurfacer as well as the building heating that is required. Here again, a short season will keep propane costs low.

Water & Sewer; Garbage - \$6,000. Detail of the sewer design (septic or sewer) and water supply rates are not known; a typical costs are budgeted.

Hydro; Propane; Nat Gas	\$60,000
Water & Sewer; Garbage	\$6,000
TOTAL UTILITIES	\$66,000

Operations

Vehicle – \$5,000. The budget is for both the charge-back for vehicle use by the operator plus kilometres claimed by any staff required to travel in their own vehicle. With a short season, it is more economical to operate without an arena-owned arena vehicle.

Safety – \$2,500. Work boots, safety gear and equipment.

Supplies & Materials – \$18,000. This includes janitorial, program and materials for repairs in general. The consumables will be relatively less than many rinks due to the short operating season.

Repairs and Maintenance – \$24,000. The building will be new, and costs should be low for a number of years. (The Start Up budget includes money for carpentry and other initial work over the first year or so.) Scheduled refrigeration plant maintenance, replacement tires for the ice resurfacers, etc. are included in the Major Maintenance plan, separate from the operating budget, whereas in many arenas these would be unbudgeted, and therefore come out of operating expenses.

Grounds and Parking – \$4,000. The parking lot will be new; we are assuming no initial upgrades or repairs. We have anticipated minimal snow removal, something that may be more of a factor in other rinks we have compared. Five- and ten-year capital work on the parking lot is included in the Major Maintenance Plan.

Equipment Rentals – \$2,500. Occasional need for ladders or lifts, arena floor scrubbing, etc.

Contract Labour – \$3,000. Trade work such as electrical or plumbing, and an annual ice plant start up service.

Vehicle	\$5,000
Safety	\$2,500
Supplies & Materials	\$18,000
Grounds and Parking	\$4,000
Repairs & Maintenance	\$24,000
Equipment Rentals	\$2,500
Contract Labour	\$3,000
TOTAL OPERATIONS	\$ 59,000

2. CAPITAL MAINTENANCE PLAN (CMP)

Major components of both the building itself and all the systems, have limited life expectancy. Along the way, beyond the regular Preventative Maintenance and minor repairs, there are also expected time lines for major rebuilds or services. Other things just become dated to the point of replacement being an obvious necessity or desirable operating strategy.

Unexpected or unfunded major items can run any given year's annual expenditures far over budget. For this reason, an ongoing fund to prepare for major repairs and replacements is required.

Needed major repairs and replacements if unbudgeted often go undone, leading to everything from recurring problems (rentals cancelled due to ice resurfacers breakdowns) to catastrophic failures (chiller failure; inability to make ice). Funds for the CMP are reserved annually and held over separate from any budget surplus on a year-by-year basis.

Experience tells us that some of the items on this list recur like clockwork, while others can surprise for better or worse. It is not suggested all the indicated budget items are adhered to if evidence indicates they are not yet needed, but the CMP included is meant to ensure funds are available within the overall budget allocation on an ongoing basis.

Budget cont.

Notes

As shown in the CMP, it is anticipated the fund will grow, then be diminished at around what is typically the first mid-life re-build of the facility – around 25 years – and then build up again until those components age.

In many cases, the large expenses at midlife are rolled into expansion and modernization. Often the debenture initially taken to fund a facility is paid off or paid down at 25 years and a new borrowing initiative is instituted to renew, refurbish and enlarge. In these cases, noting that many major expenses fall around the 25-year mark, the ongoing CMP can be funded with much less of an annual contribution. One strategic note in favour of taking this unfunded approach is that there are often grant opportunities both for the new construction aspect and for upgrading components to greener options, which should be available at that time. Aspects that would likely fall into a green initiative could include lighting, envelop repairs, lighting and HVAC.

It is recommended that a CMP based on the one provided but more specifically targeted to the equipment specified at the time of design be put in place initially. After a period of 10 or 15 years, alternate strategies around funding major maintenance and midlife rebuilds could be considered, possibly allowing the fund built up to be partially moved to a capital replacement fund to be used toward the owner's portion of funding a mid-life project.

The CMP includes the 50th year, to fully fund the period where the building would likely go through a second refurbishing. The 25-year strategy could be employed again, with an eye to keeping the facility useful for yet another 25 years. Alternatively, some things would not be replaced, unless necessary, as the community looks toward a new facility, and the Capital Replacement Fund would be fortified on an ongoing basis.

The annual commitment to the Capital Maintenance Plan we have budgeted for to meet the 50 year need is \$43,663.

WEST COAST MULTIPLEX - CAPITAL MAINTENANCE PLAN AND BUDGET

	Item	Quantity	Unit Cost	Life Cycle	Years										
					5	10	15	20	25	30	35	40	45	50	
EXTERIOR															
	Foundations			50+											
	Exterior Walls			50+											
	Building Exterior Shell - Sprung	\$320,000 @ 20 years, or SBS roof below													
	Roof SBS Modified Bitumen	1	\$650,000	30						\$650,000					
	Doors	Double	8	\$4,000	25					\$32,000				\$32,000	
		Single	2	\$1,600	25					\$3,200				\$3,200	
		Roller	1	\$12,000	30						\$12,000				
		Roller Door ReBuild	1	\$3,000	15/45										
INTERIOR															
	Wood Panel (high wear areas)	1	\$10,000	35							\$10,000				
	Inerior Doors	Double	7	\$3,500	25					\$24,500				\$24,500	
		Standard / Wide	15	\$1,000	25					\$15,000				\$15,000	
	Counters														
	Toilet Partitions		14	\$280	25					\$3,920				\$3,920	
	Flooring	Sport - Spot Replace	500	\$10	5		\$5,000				\$5,000			\$5,000	
		Sport- All	5000	\$10	25					\$50,000				\$50,000	
		Vinyl/Lino	1600	\$5	15			\$8,000			\$8,000			\$8,000	
	Finishes	Reflective Ceilings	1	\$15,000	25					\$15,000				\$15,000	
		Interior Ceilings	1	\$4,000	25					\$4,000				\$4,000	
	Office Renovations		1	\$4,000	25					\$4,000				\$4,000	
	Water Piping				50+										
	Waste water Piping				50+										
	lock replacement		1	\$5,000	20				\$5,000			\$5,000			
	Faucets and Sinks		15	\$500	30						\$7,500				
	Shower Hardware		20	\$300	20				\$6,000			\$6,000			
	Toilets and urinals		20	\$1,000	40							\$20,000			
	Drinking Fountain		1	\$3,500	30						\$3,500				
	Eyewash Station		1	\$2,000	40							\$2,000			
	Hot Water Heat Reclaim Tank		1	\$3,000	12.5		\$3,000			\$3,000				\$3,000	
	Hot Water Tank		1	\$5,000	12.5		\$5,000			\$5,000				\$5,000	
HVAC															
	Heat Pump														
	Rebuild		1	\$14,000	12.5		\$14,000					\$14,000			
	Replace		1	\$24,000	25					\$24,000				\$24,000	
REFRIGERATION SYSTEM															
	Compressor		2	\$28,000	25					\$56,000				\$56,000	
	Compressor Overhaul		2	\$2,500	10		\$5,000		\$5,000		\$5,000		\$5,000		
	Compressor Minor Overhaul		2	\$900	5	\$1,800		\$1,800			\$1,800		\$1,800		
	Chiller		1	\$35,000	17		\$35,000				\$35,000			\$35,000	
	Chiller Pump & Motor		1	\$7,500	25					\$7,500				\$7,500	
	Condenser System		1	\$30,000	15			\$30,000			\$30,000		\$30,000		
	Dehumidifier		1	\$15,000	20			\$15,000				\$15,000		\$15,000	
	Brine System		1	\$2,500	7.5		\$2,500	\$2,500		\$2,500	\$2,500		\$2,500	\$2,500	
FIRE															
	Sprinkler				50+										
	Sprinkler Compressor		1	\$1,500	20				\$1,500				\$1,500		
	Fire Extinguishers		18	\$80	15		\$1,440				\$1,440		\$1,440		
LIGHTING															
	Lighting Interior	replaced based on efficiency pay-back											\$-		
	Lighting Exterior		1	\$3,000	20				\$3,000				\$3,000		
COMMUNICATIONS AND SECURITY															
	Security / Video Alarm		1	\$6,500	20				\$6,500				\$6,500		
	Phones		1	\$600	10		\$600		\$600		\$600		\$600		
EQUIPMENT															
	Sound Systems Components		1	\$15,000	20				\$15,000				\$15,000		
	Dasher Boards		1	\$160,000	40								\$160,000		
	Mechanical Edger		1	\$10,000	20				\$10,000				\$10,000		
	Scoreboard	sponsored	1		25										
	Skate Sharpener		1	\$17,000	40								\$17,000		
	Vehicle (Km charge only)		1	\$-											
	Ice Surfacers (Zamboni)		1	\$105,000	20				\$105,000				\$105,000		
	Zamboni Tires		1	\$2,000	5	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	
MOVEABLE FURNITURE															
	Tables, chairs, desks, etc		1	\$7,000	10		\$7,000		\$7,000		\$7,000		\$7,000		
PARKING LOTS															
	Gravel		1	\$5,000	5	\$5,000	\$5,000	\$5,000		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	
	Gravel		1	\$15,000	20				\$15,000			\$15,000		\$15,000	
SITE DEVELOPMENT															
	Exterior Signage		1	\$3,000	25					\$3,000				\$3,000	
PAINTING															
	Interior		1	\$15,000	15		\$15,000				\$15,000			\$15,000	
	Exterior - partial (trim, etc)		1	\$20,000	20				\$20,000			\$20,000		\$20,000	
ALL FIGURES IN 2016 DOLLARS					Five Year Cost	\$8,800	\$27,100	\$122,740	\$216,600	\$259,620	\$746,340	\$76,000	\$422,900	\$69,440	\$233,620
				Annual Cost	\$1,760	\$5,420	\$24,548	\$43,320	\$51,924	\$149,268	\$15,200	\$84,580	\$13,888	\$46,724	
		Fifty Year Total CMP	\$2,183,160			Annual Average CMP	\$43,663.20								

3. CAPITAL REPLACEMENT FUND

It would be prudent for local governments to plan ahead for replacement of major assets through Capital Replacement Funds. It is essential that a reasonable Replacement Fund plan is integrated into annual funding. The challenge is finding a balance between raising a partial or the full amount anticipated to replace the facility versus the need to fully fund the annual operation to ensure optimal use of the facility.

Percentage of Revenue: Some communities apply a set percentage of revenue towards capital replacement. The City of Port Alberni retains an amount equal to 10 per cent of revenue; in the Multi Plex’s case that would be about \$12,000 at first, and grow with usage and as fees increase with inflation. This would never result in a fund that would actually replace the facility, but could be seen as a realistic commitment. If this path was chosen, it could also be enhanced by promoting this as an additional charge to use fees, raising rates to some degree to show the need for user groups to participate in funding.

Percentage of Replacement Cost: If the community wishes to have, at the time the facility is replaced, a set percentage, or the total cost of replacement, the annual contribution could become much more significant than the percentage of revenue approach.

Any saving for Capital Replacement would involve anticipating some grant support from higher governments and likely some local fundraising. With that in mind, the target for money “in the bank” might reasonably be 50 per cent of replacement cost, in order to avoid further local borrowing at the time.

The ACRD has instructed for the purposes of this budget that we plan to reach 50% of the current replacement cost over the life expectancy of this facility. Assuming the cost of replacement on an existing location with site servicing already in place to be \$9 million in 2017 dollars, and the life expectancy of the facility to be 60 years, the annual contribution to reach 50%, or \$4.5 million, is \$75,000 per year.

The annual commitment to the Capital Replacement Fund we have budgeted for, with consultation with the Alberni-Clayoquot Regional District is \$75,000 each year.

Annual Operating Expenditures	\$346,761
Annual Operating Revenue	\$121,791
Annual Operating Net Deficit	\$224,970
Capital Maintenance Plan – Annual Commitment	\$ 43,663
Capital Fund – Annual Commitment	\$ 75,000
TOTAL TAX SUPPORTED COST ANNUALLY	\$343,633



Operational Budget Comparisons

Recreation Excellence was asked to review the operations and budgets of a number of other rinks to assist in preparing our operational budget. We looked at over one dozen rinks, and have used 11 directly as comparison rinks.

The rinks we have surveyed show that single sheet arenas will run with operational deficits, of \$150,000 to \$200,000 for busy rinks and \$200,000 and above for smaller communities. Wage rates, the operational season and the hours of operation versus hours of use are factors in keeping the deficit manageable.

Low ice rental rates can have the goal of positively impacting use, but can result in a negative impact on revenue. In communities with minimal use, there is little potential to improve the overall financial picture significantly with rates, but in a well-used facility they are key.

Overall, the budgeted operational deficits in our sample ran between \$167,000 and \$370,000. A review of the operational factors shows the variances are understandable and give credence to the projected budget deficit on the West Coast to be toward the lower end of the scale, providing wage rates are as projected and the operation is kept in scale with demand.

Gold River

Gold River's population has remained steady for the last 15 years at around 1,300, one third the West Coast population catchment; as a traditional hockey community, rental use is approximately 70 per cent of our prediction for the West Coast. The ice rental rate is low at \$109 for adult and \$57 for youth use. A direct comparison on same use, but at West Coast proposed rates, would result in rental revenue for Gold River moving from \$43,000 to close to \$73,000. Considering the population difference, and the solid young adult population on the West Coast, our projections seem relatively conservative.

Staffing costs in Gold River are attributed differently than in the projected West Coast budget. Gold River does offer some early morning ice times to their Skate Club in spite of open hours at other times, running two full shifts most days. Also, without making an exact comparison, labour rates are higher in Gold River. Where Gold River does save is that they operate very limited dry floor activities, plus they allocate some of the staff costs to their Community Centre.

On the expense side, the two budgets are very similar except we have budgeted a cost for administrative functions that are not allocated to the arena in Gold River's case. The end result is a higher deficit for Gold River due to the lower use and lower fees.

The result for Gold River is revenue lower by \$68,000 and a higher deficit by approximately \$45,000 as compared to those projected for the West Coast.

Port Alice

What happens when a rink is used very little? Port Alice suffered a population drop of more than 50 per cent to between 1980 and 2010. The percentage of the population between 20 and 44, an age bracket that best supports an arena, both as participants and as parents, dropped over 15 years from 42 per cent to 26 per cent. What is left is very little Minor Hockey and four adult groups; the only growing use area is female hockey.

This sort of collapse is not anticipated for the West Coast, but the Port Alice budget does show that the base level of deficit, around \$200,000, can be maintained with the approach that there is only so much money available and the program can be adjusted to stay within that budget.

Port Hardy

Port Hardy's population base is similar to the West Coast. Ice rates are much lower, low enough that revenue is less than we have projected in spite of higher usage. Staffing is two shifts most days, but the lead staff is responsible for one shift week days.

Significant savings in the operational budget are due to staff sharing duties with a pool and civic centre. Creating efficiencies, minimizing spring hours and not charging significant administration fees to the arena budget.

Operational Budget Comparisons cont.

To compare the Port Hardy budget to the West Coast, the deficits would be very similar if one were to charge the administrative costs back to the arena, use the West Coast rates and remove Port Hardy's efficiencies in charging staff to other functions.

Princeton

The ice rental rates in Princeton are \$85 for adults and \$47 to \$50 for youth. At West Coast rates, the same use would translate into approximately \$150,000 revenue instead of the current \$74,000. Staff costs are also much higher in Princeton; the breakdown of those costs were not explored, but the hours of operation are longer compared to the West Coast operational plan.

The result is a deficit of \$100,000 higher than we have predicted for the West Coast, split between ice rates and higher staff costs.

Sechelt

The catchment for the two Sunshine Coast rinks is approximately 30,000; the population is older, with only four times as many school aged children but six times the population. Ice rates are slightly higher in Sechelt; revenue is 50 per cent higher. The SCRCD distributes administrative costs among functions.

Arena staffing is at a higher level than our West Coast projection. Sechelt operates two full shifts most days despite open times during the evening, raising staff costs. Labour rates are also higher compared to our predicted West Coast rates.

The Sunshine Coast Regional District distributes overall administrative costs among all its functions, as we have projected to do for the West Coast Multi Plex, but the charge-back is much higher than we would anticipate. As well, the Sechelt arena is an aging facility, built on volunteer labour to start with, and the maintenance costs of keeping it fully up to date, which they are doing, is significant.

The result is a deficit about 50 per cent higher than projected for the West Coast. We do not see a direct parallel between the two operational costs and feel this can be avoided on the West Coast.

Port McNeill

The Port McNeill arena is a busy rink, creating similar revenue to the West Coast but with rental rates between 58 and 80 per cent of the West Coast projection. It seems to be a well-run facility, but at a high staff level. Staffing is the primary cost difference, with overall cost almost double our projection. In fairness, these costs do include operating the adjoining curling club, which requires significant staff presence despite low revenues.

As well as two full operator shifts six days per week, the arena employs a programs/concession/office supervisor. The concession is a significant operation, but not a money-maker. The West Coast will simply not be able to provide the same level of public service within the foreseeable demand.

Aldergrove and Three Ontario Rinks

Aldergrove arena is designated as primarily a Minor Hockey arena, but higher youth rates and a packed schedule late into the evening keep revenue high. This Langley area also has the most successful ball hockey organization we are aware of, making dry floor use pay for the facility. With a full house throughout the year and an aggressive approach to concession revenue, Aldergrove is the one rink in our sampling able to operate food service on a truly profitable basis. Lower staff hourly costs keep expenses in line, resulting in a low operational deficit of \$175,000.

Collingwood, which is in our sample, and Cayuga and Dunnsville, Ontario, are all examples provided to show that a busy rink can be operated to provide more recreation without raising the operating deficit beyond what is about the minimum in the field. These three were among the lowest deficits we found at between \$141,000 and \$199,000.

Notes

Budget Comparisons - Rinks with Higher Cost Recovery

	West Coast	Port Hardy	Sechelt (1 of 2 arenas)	Aldergrove	Collingwood 1 of 2 arenas)	Cayauga ON	Dunnville ON
REVENUE							
Skate Rental and Sharpen	\$3,452	\$3,570	\$2,500	\$6,538	\$3,000		
Advertising, Sponsors	\$6,400	\$3,836	\$5,370	\$2,320	\$5,750	\$9,000	\$15,000
Vending (Net); & Other	\$1,500	\$1,377	\$1,000	\$27,412	\$4,200	\$2,000	\$6,000
Programs All						\$5,000	\$8,000
Ice Programs - Pub. Skate / Drop In	\$24,564	\$6,732	\$24,061	\$21,220	\$3,000		
Dry Floor Programs	\$1,650						
Ice Rental - All		\$72,420	\$133,158	\$218,868	\$290,000	\$173,000	\$202,000
Rental Ice - Youth	\$19,125						
Rental Ice - Adult	\$60,300						
Rental Ice - Other	\$3,300						
Rental Dry Events	\$1,500	\$3,672	\$10,700	\$20,319		\$1,000	\$2,000
Rental - Meeting or other			\$1,500	\$4,223		\$5,000	
Other Revenue							
TOTAL OPERATING REVENUE	\$121,791	\$91,607	\$178,289	\$300,900	\$305,950	\$195,000	\$233,000
ADMINISTRATION							
Administration	\$25,000		\$65,960	\$14,296			
Bank Charges	\$3,000		\$8,060	\$983			
Advertising	\$2,000		\$6,120	\$905			
Insurance	\$16,000	\$743	\$12,284	\$10,986	\$400		
Licences and Dues	\$2,500						
Office; Shipping	\$1,200		\$1,020	\$1,479			
Phones, Int. Alarm, Computer	\$3,000		\$8,459	\$5,014	\$1,200		
Total Administration	\$52,700	\$743	\$101,903	\$33,663	\$1,600		
SALARIES/WAGES/BENEFITS							
Management and Supervisors	\$40,000						
Ice Operators	\$108,339	\$173,400	\$298,461	\$237,637	\$255,656		
Program Staff	\$16,422	\$3,027	\$3,873	\$5,336	\$500		
Uniform (or Allowance)	\$800						
Training/Workshops/Seminars	\$3,500						
Total Wages, Benefits, Training	\$169,061	\$176,427	\$302,334	\$242,973	\$256,156		
UTILITIES							
Hydro; Propane; Nat Gas	\$60,000	\$47,800	\$53,021	\$87,325	\$162,110		
Water & Sewer; Garbage	\$6,000	\$5,202	\$7,100	\$19,281	\$7,000		
Total Utilities	\$66,000	\$53,002	\$60,121	\$106,606	\$169,110		
OPERATIONS							
Vehicle	\$5,000	\$-		\$4,120	\$2,850		
Safety	\$2,500	\$3,633	\$2,510	\$2,576	\$3,800		
Supplies & Materials	\$18,000	\$6,326	\$24,943	\$12,028	\$8,630		
Grounds and Parking	\$4,000	\$20,400	\$10,490				
Repairs & Maintenance	\$24,000	\$14,362	\$45,413	\$73,995	\$62,900		
Equipment Rentals	\$2,500						
Contract Labour	\$3,000						
Total Operations	\$59,000	\$44,721	\$83,356	\$92,719	\$78,180		
Total Operating Expense	\$346,761	\$274,893	\$547,714	\$475,961	\$505,046	\$336,000	\$400,000
Net Operating Surplus (Deficit)	-\$224,970	-\$183,286	-\$369,425	-\$175,061	-\$199,096	-\$141,000	-\$167,000
Cost Recovery on Operating	35%	33%	33%	63%	61%	58%	48%

Budget Comparisons - Rinks with Lower Cost Recovery

	West Coast	Port McNeill	Golden	Port Alice	Princeton	Port McNeill
REVENUE	\$3,452					
Skate Rental and Sharpen	\$6,400	\$-				
Advertising, Sponsors	\$1,500	\$3,400				\$7,000
Vending (Net); & Other						
Programs All	\$24,564	\$1,500				
Ice Programs - Pub. Skate and Drop In	\$1,650					
Dry Floor Programs		\$43,000				\$110,000
Ice Rental - All	\$19,125					
Rental Ice - Youth	\$60,300					
Rental Ice - Adult	\$3,300					
Rental Ice - Other	\$1,500					
Rental Dry Events		\$4,500				\$8,000
Rental - Meeting or other						\$11,800
Other Revenue						
Total Operating Revenue	\$121,791	\$52,400	\$60,120	\$13,000	\$74,460	\$136,800
ADMINISTRATION	\$25,000				\$14,600	\$23,700
Administration	\$3,000					
Bank Charges	\$2,000				\$1,020	
Advertising	\$16,000	\$10,500	\$10,227	\$15,500	\$17,918	\$10,000
Insurance	\$2,500					\$1,855
Licences and Dues	\$1,200	\$500		\$-		
Office; Shipping	\$3,000	\$3,500		\$1,800	\$4,187	\$5,000
Phones, Internet, Alarm, Computer	\$52,700	\$14,500	\$10,227	\$17,300	\$37,725	\$40,555
Total Administration						
SALARIES/WAGES/BENEFITS	\$40,000					
Management and Supervisors	\$108,339	\$195,500	\$255,681	\$123,000	\$259,622	\$354,274
Ice Operators	\$16,422	\$2,000	\$3,000	\$3,600		
Program Staff	\$800					
Uniform (or Allowance)	\$3,500					
Training/Workshops/Seminars	\$169,061	\$197,500	\$258,681	\$126,600	\$259,622	\$354,274
Total Wages, Benefits, Training						
UTILITIES	\$60,000	\$66,500	\$58,769	\$76,000	\$55,178	\$54,000
Hydro; Propane; Nat Gas	\$6,000				\$5,587	\$3,000
Water & Sewer; Garbage	\$66,000	\$66,500	\$58,769	\$76,000	\$60,765	\$57,000
Total Utilities						
OPERATIONS	\$5,000	\$2,300		\$-		
Vehicle	\$2,500					
Safety	\$18,000	\$24,100	\$36,000	\$-	\$8,100	\$8,000
Supplies & Materials	\$4,000	\$15,000	\$18,000			\$45,000
Grounds and Parking	\$24,000	\$13,000	\$48,700	\$41,000	\$36,530	\$25,000
Repairs & Maintenance	\$2,500					
Equipment Rentals	\$3,000					
Contract Labour	\$59,000	\$54,400	\$102,700	\$41,000	\$44,630	\$78,000
Total Operations						
Total Operating Expense	\$346,761	\$332,900	\$430,377	\$260,900	\$402,742	\$529,829
Net Operating Surplus (Deficit)	-\$224,970	-\$280,500	-\$370,257	-\$247,900	-\$328,282	-\$393,029
Cost Recovery on Operating	35%	16%	14%	5%	18%	26%

Future Aquatic Centre

Even though some communities smaller than the West Coast have aquatic centres, the communities considering building one today tend to have a similar or greater population. This is likely because there are now less small communities with resource economies and therefore industry carrying the tax load.

What differentiates successful aquatic centres from the rest is the ability to create and maintain public excitement around every day activities at the facility. A flexible operation, and programs created, promoted and delivered by innovative staff are essential. Creating a successful arena operation will be the first step to public acceptance of a next phase to the Multi Plex and generating excitement around the concept.

A general rule of thumb is that each component (ice, pool, fitness, library, etc.) added to a recreation facility improves the attendance at each by 10 per cent, as every area stays top-of-mind with participants of any one of the areas. There are also benefits in staffing efficiency and, with proper systems, energy efficiency. In spite of cross-efficiencies between the arena and pool areas, operating an aquatic centre is an expensive venture.

MELDING THE DESIGN

- The current arena lobby should be small and able to meld into a larger general lobby adjoining the two.
- Public Washrooms will need to be accessible when either the pool or the rink is closed but duplication may be avoided with locating washrooms in the lobby during Phase One.
- All possible energy efficiency programs become essential as using propane to heat the pool will be very expensive. Accessing arena heat recovery will be important.
- If the arena uses an ammonia system, and greater than 25kW per unit, there will be a need to create separate “buildings” to allow for the pool opening without a certified arena operator on site.
- The current design requires the existing parking lot to be used for the pool building platform. There should be some consideration of the long-term site servicing cost efficiencies prior to that plan being implemented.
- An arena mezzanine, if there is one, could become a fitness area, but there could be some complications around staffing at times during the ice season due to the need to have a certified staff on site.

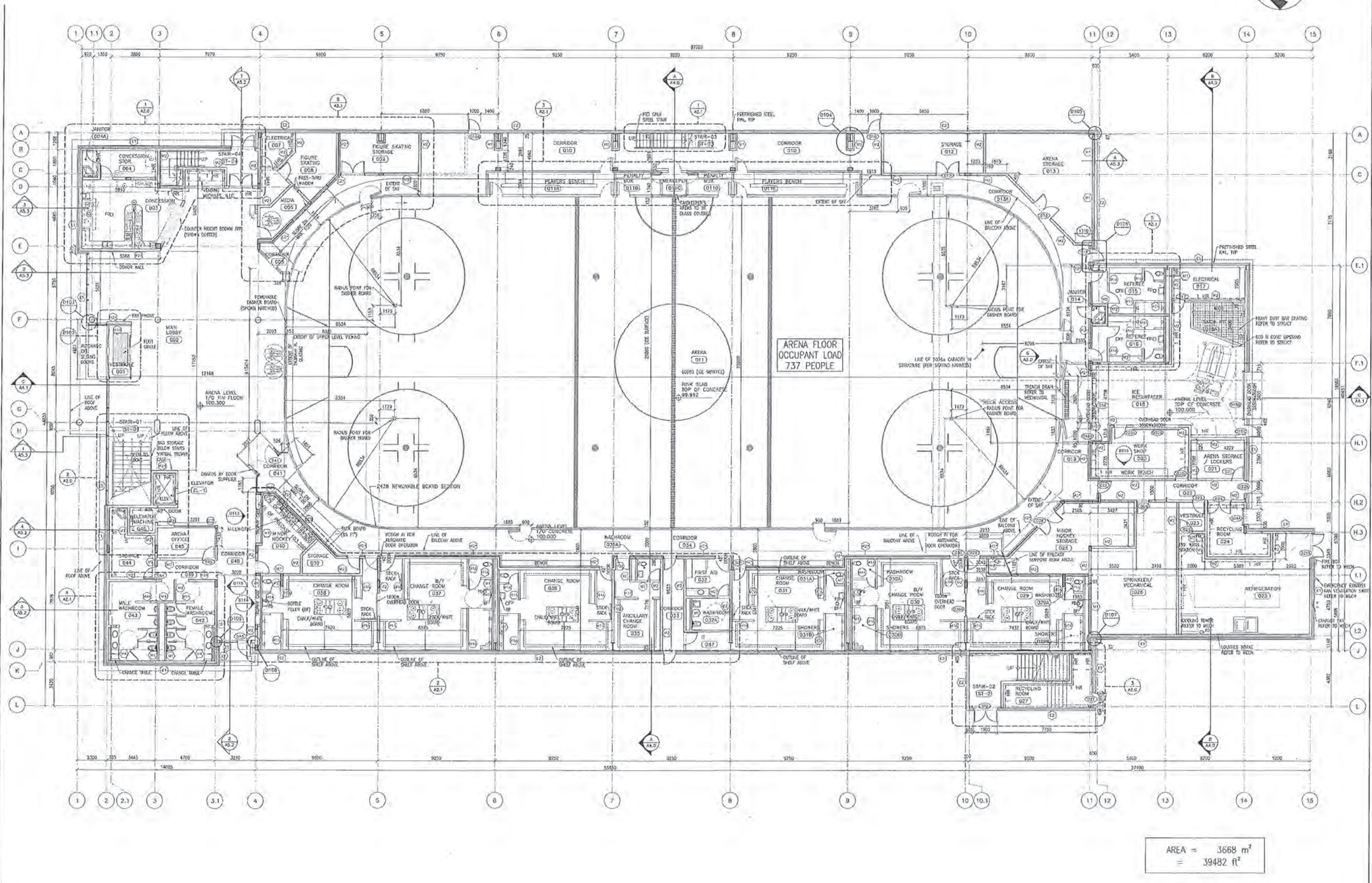
OPERATIONS

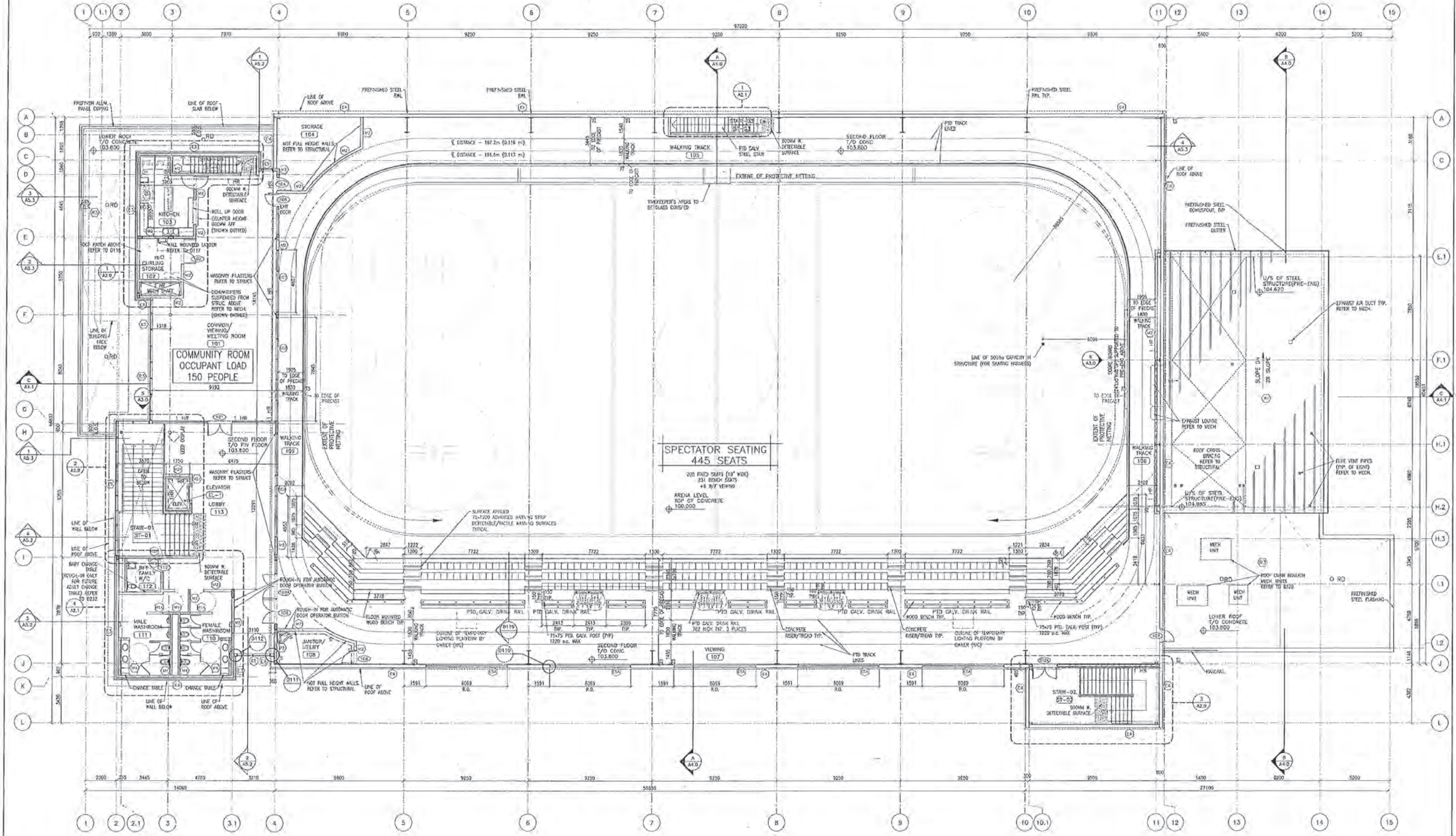
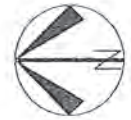
- A pool will open and close earlier, creating potential for some morning and daytime ice use without always adding operations staff.
- There will likely be two new administrative positions: Manager and Full Time Clerical. Therefore, administration, bookings, program registration, billing, etc. would all move on-site efficiently.
- Flexibility in staffing arrangements and the hourly cost of reception and lifeguarding staff are vitally important in cost recovery of an aquatic centre.

Notes

Appendix - Arena Floor Plans

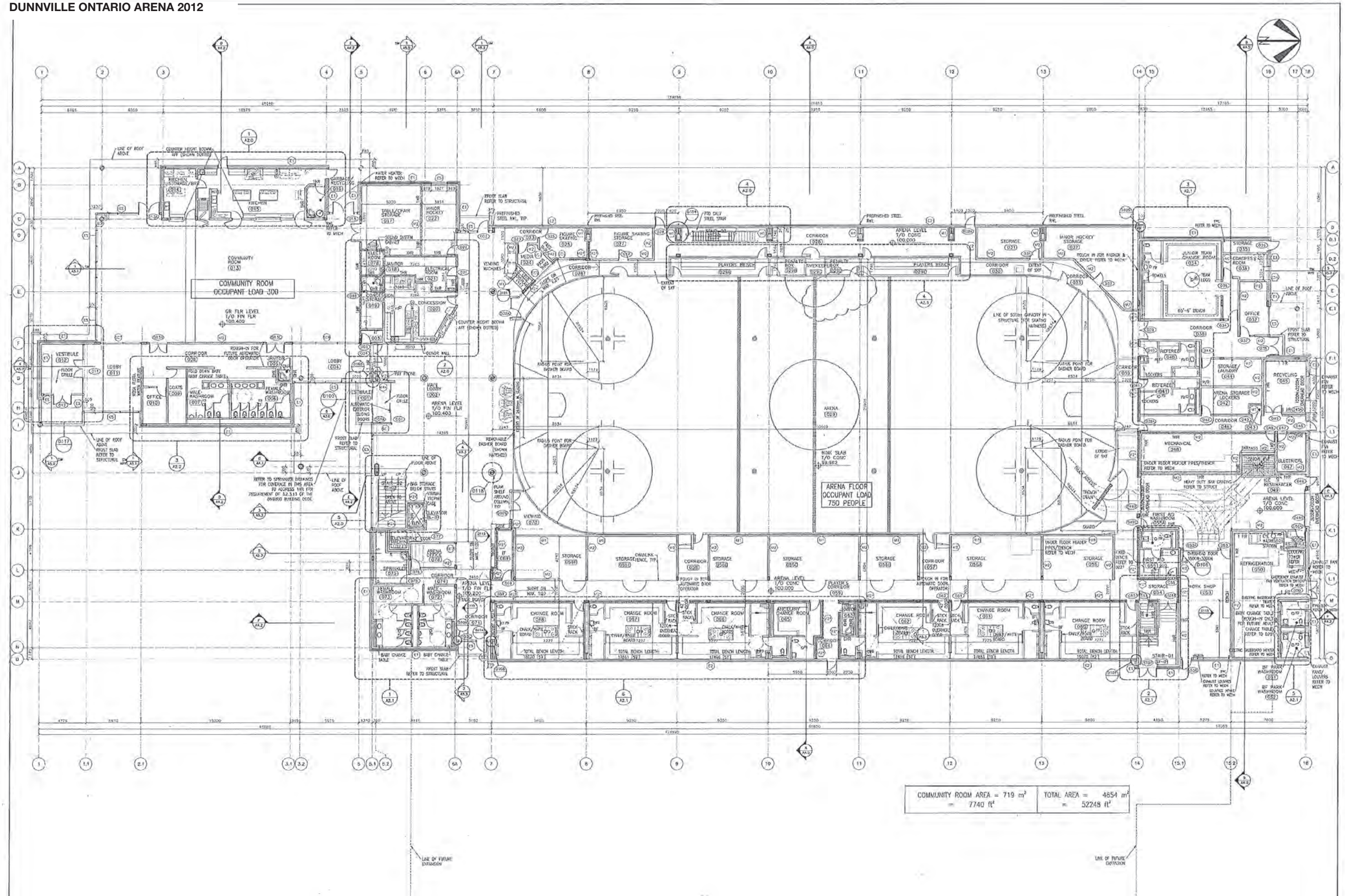
CAYUGA ONTARIO ARENA 2012

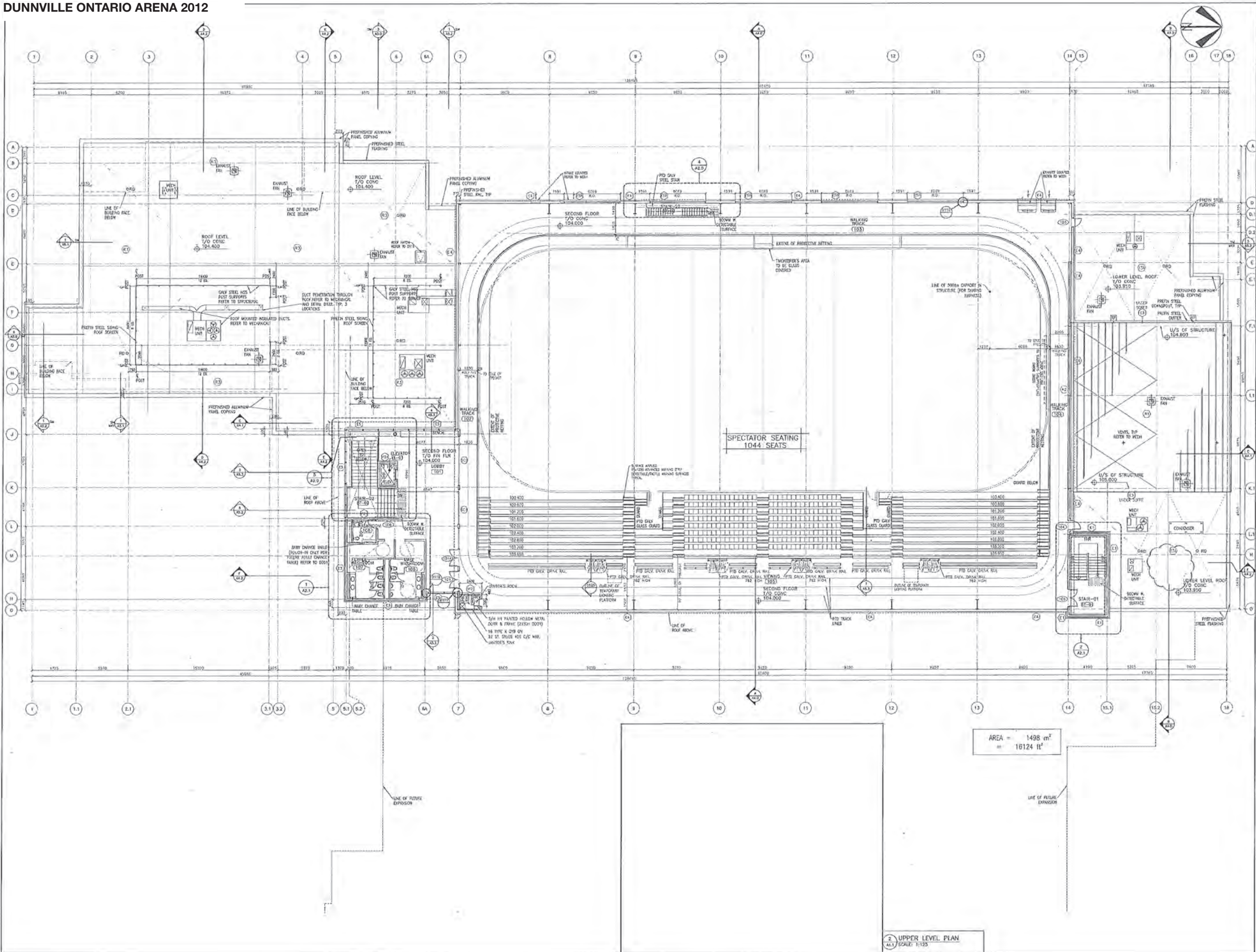


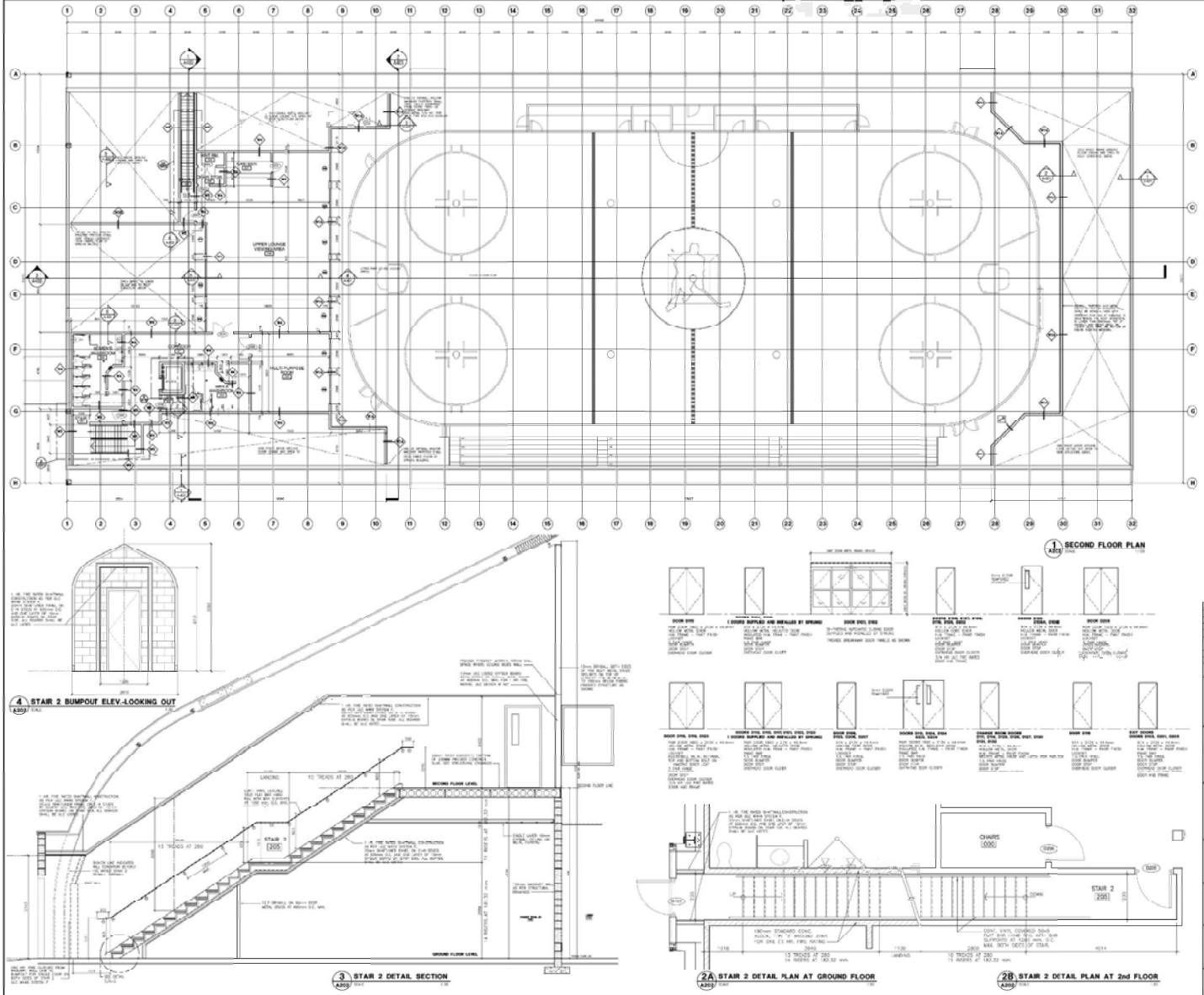
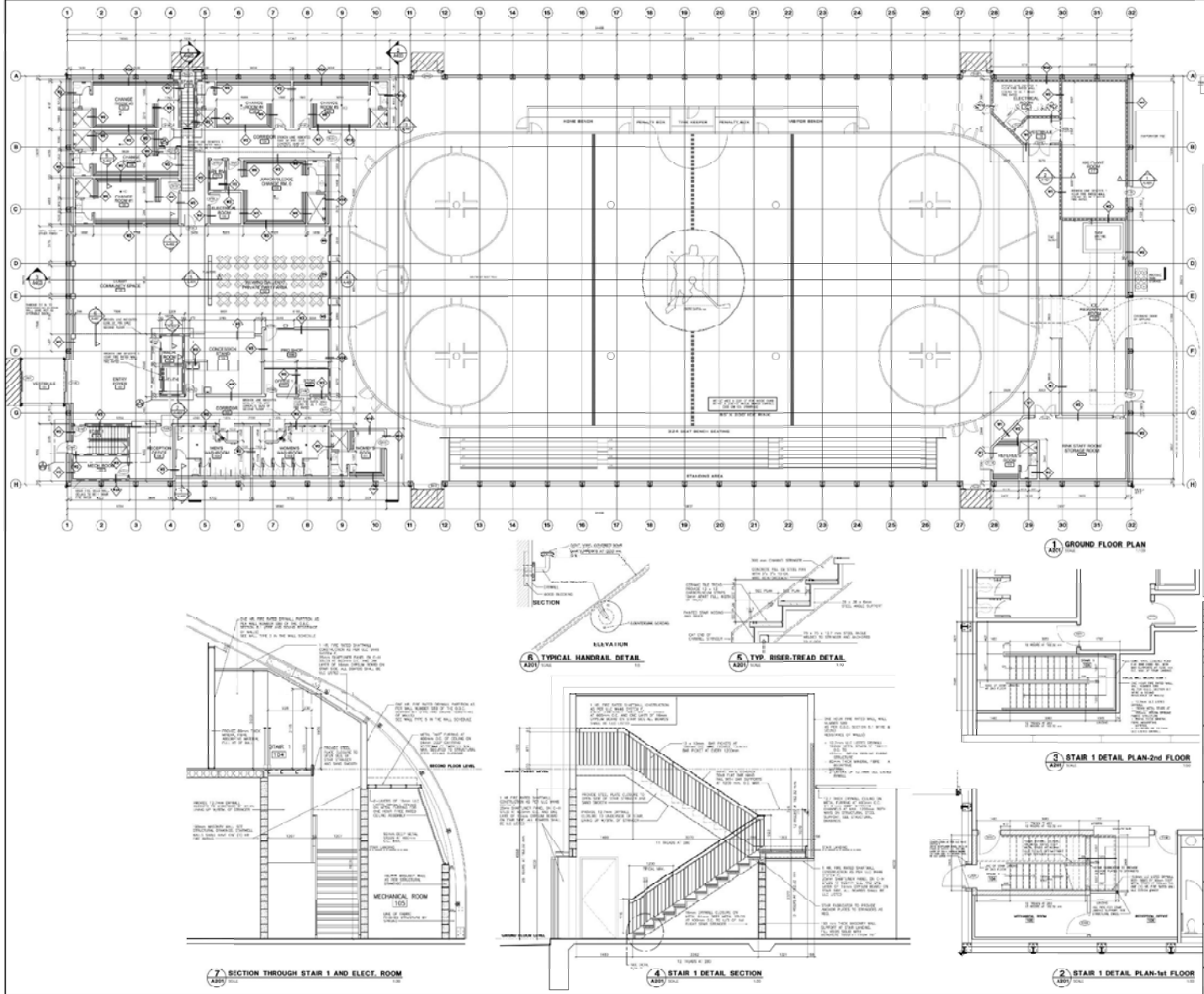


SPECTATOR SEATING
 445 SEATS
 238 FIXED SEATS (13' WIDE)
 211 BENCH SEATS
 46 B.Y. VIEWING
 ARENA LEVEL
 TOP OF CONCRETE
 100.000

AREA = 1456 m²
 = 15677 ft²

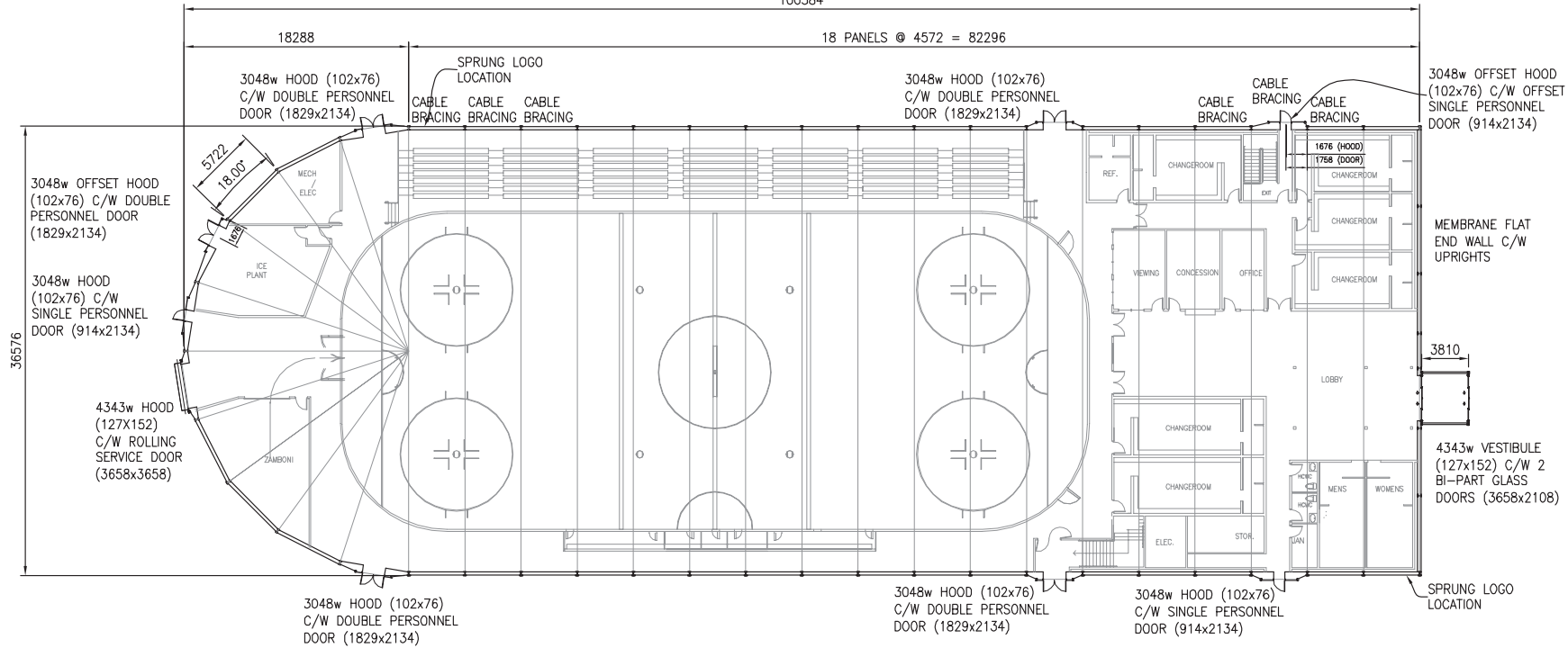






SHAWNIGAN LAKE (SPRUNG STRUCTURE) ARENA 2015

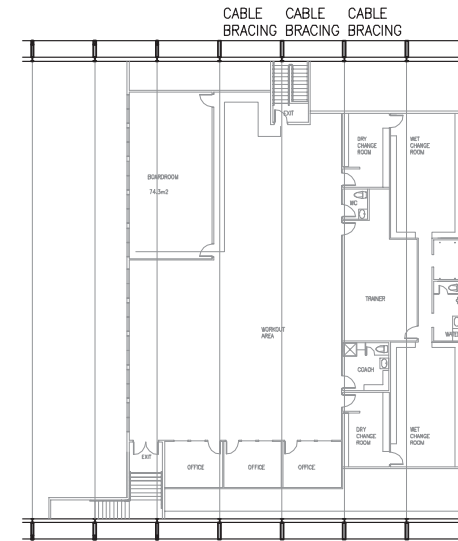
100584



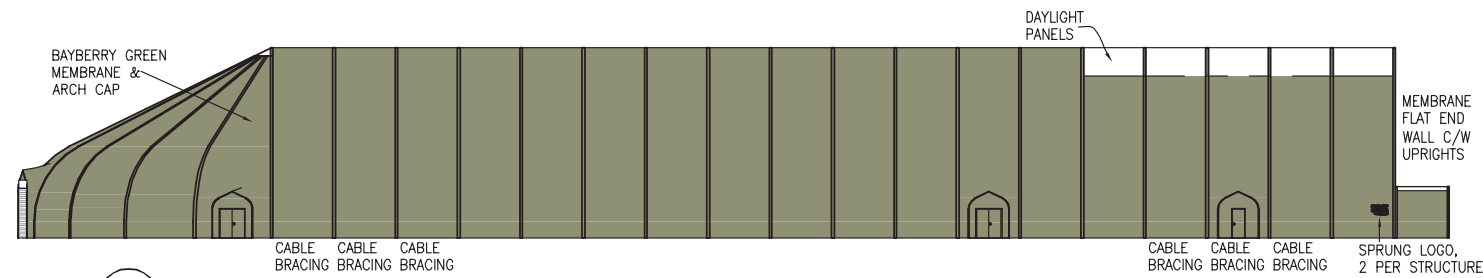
1 OPEN PLAN VIEW
043.0 1:250

INTERIOR SHOWN FOR REFERENCE ONLY, FINAL LAYOUT DESIGNED & SUPPLIED BY OTHERS.

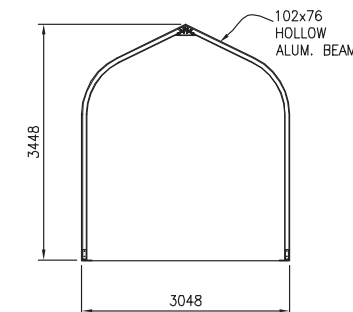
COLORS ON THESE ELEVATIONS MAY VARY SIGNIFICANTLY DEPENDING ON PRINTER OR MONITOR. PLEASE REFER TO MEMBRANE SAMPLES FOR ACTUAL COLORS.



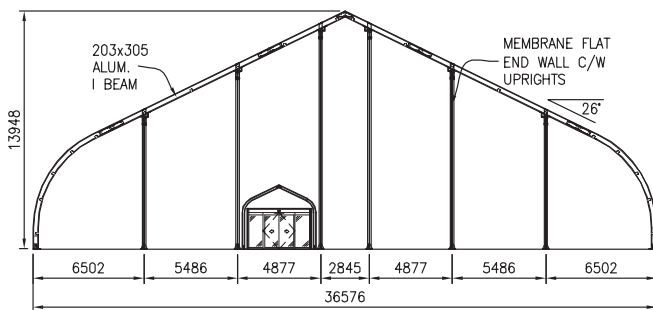
5 MEZZANINE PLAN VIEW
043.0 1:250



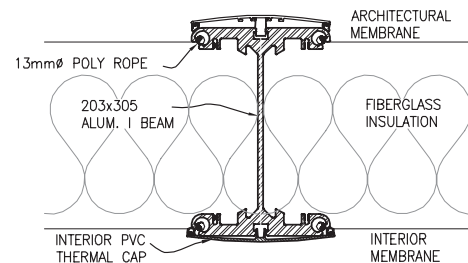
2 ELEVATION
043.0 1:250



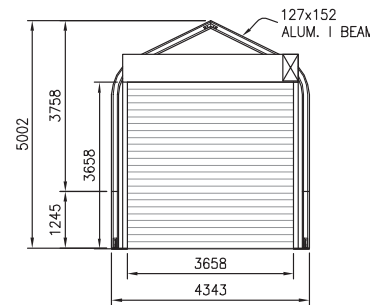
6 SECTION 3.0m HOOD
043.0 1:00



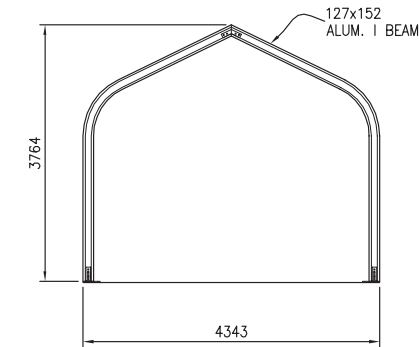
3 FLAT END 36.6m STRUCTURE
043.0 1:200



4 203x305 INSULATED BEAM SECTION
043.0 1:5



7 4.3m HOOD C/W 1245 LEG
043.0 1:75



8 SECTION 4.3m HOOD
043.0 1:100



TOLL FREE: 1-800-528-9899
OR (403) 245-3371 www.sprung.com

GENERAL NOTES:

1. ALL PERSONNEL DOORS C/W PANIC HARDWARE & HOODS.
2. STRUCTURE TO BE INSULATED WITH FIBERGLASS BATT INSULATION C/W INNER LINER, TO DAYLIGHT PANELS.
3. INNER & OUTER MEMBRANE TO BE FINISHED TO CONCRETE USING ALUM. FLAT BAR
4. STRUCTURE MEMBRANE MEETS: NFPA 701, CALIFORNIA STATE FIRE MARSHAL, ASTM E84, ULCS109, & ULCS102 SPECIFICATIONS
5. THIS STRUCTURE IS DESIGNED TO SHED SNOW. THE PERIMETER OF THE STRUCTURE SHOULD BE KEPT CLEAR.
6. WHEN DESIGNING A HEATING, VENTILATION OR AIR CONDITIONING SYSTEM FOR ANY TYPE OF BUILDING, IT IS IMPORTANT TO ENSURE THAT THIS SYSTEM INTAKES MORE AIR THAN IS BEING EXHAUSTED AT ANY GIVEN TIME. THIS PROCESS WILL RESULT IN A POSITIVE PRESSURE BEING MAINTAINED. CONVERSELY, IF NEGATIVE PRESSURE EXISTS WITHIN THE STRUCTURE, IT WILL BE DIFFICULT TO OPEN DOORS AND MOISTURE WILL BE DRAWN INTO THE STRUCTURE.
7. ALL INTERIOR WALLS & PARTITIONS (IF APPLICABLE) TO BE FREE STANDING & INDEPENDENT OF SPRUNG STRUCTURE.

DESIGN LOADS

STRUCTURE LOCATION: SHAWNIGAN LAKE, BC
BUILDING CODE: BCBC/NBC
WIND PRESSURE (q50): 0.39 kPa
GROUND SNOW LOAD:
Sg: 2.4 kPa
Sr: 0.3 kPa

SIGNATURE SERIES

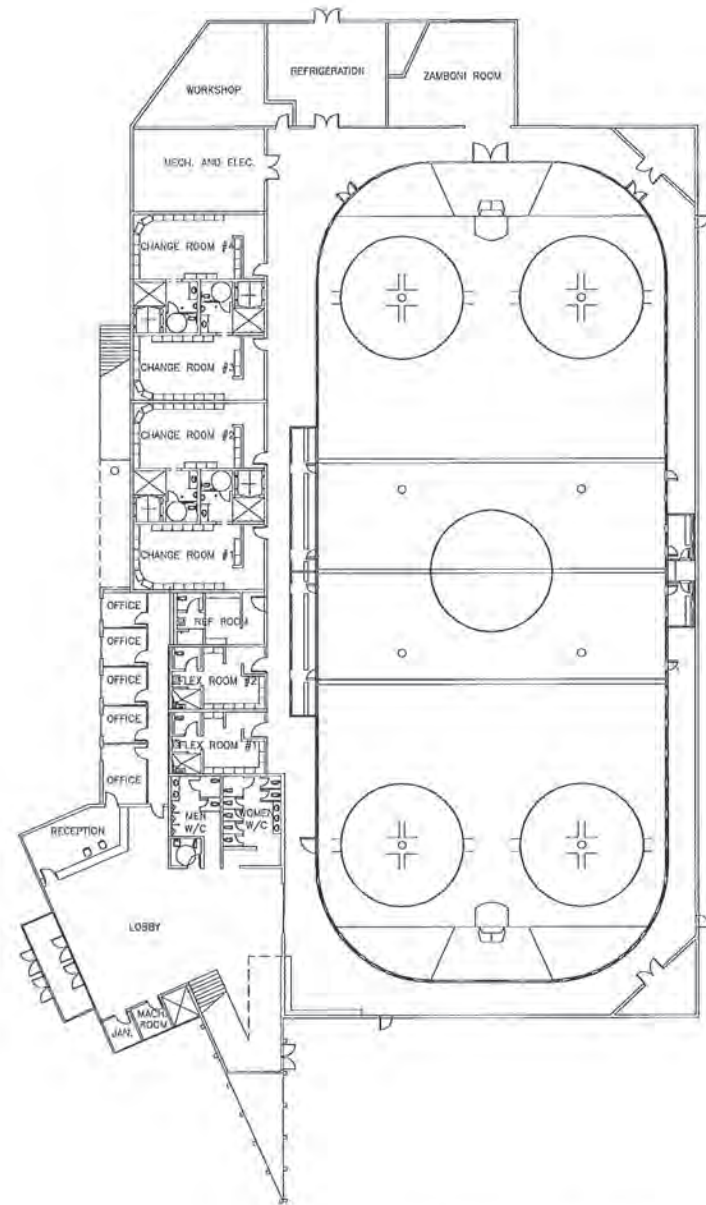
REV.	DATE	DESCRIPTION
8	07/23/14	REVISE CB LAYOUT
7	07/21/14	ADD BI-PART DOOR TO VEST
6	07/09/14	MODIFY MEZZANINE LAYOUT
5	07/09/14	ADD NEW INTERIOR LAYOUT
4	07/07/14	OFFSET CENTER HOOD
3	06/23/14	ADD SPD & COLOR
2	02/06/14	CHANGE INTERIOR LAYOUT & REMOVE BAY

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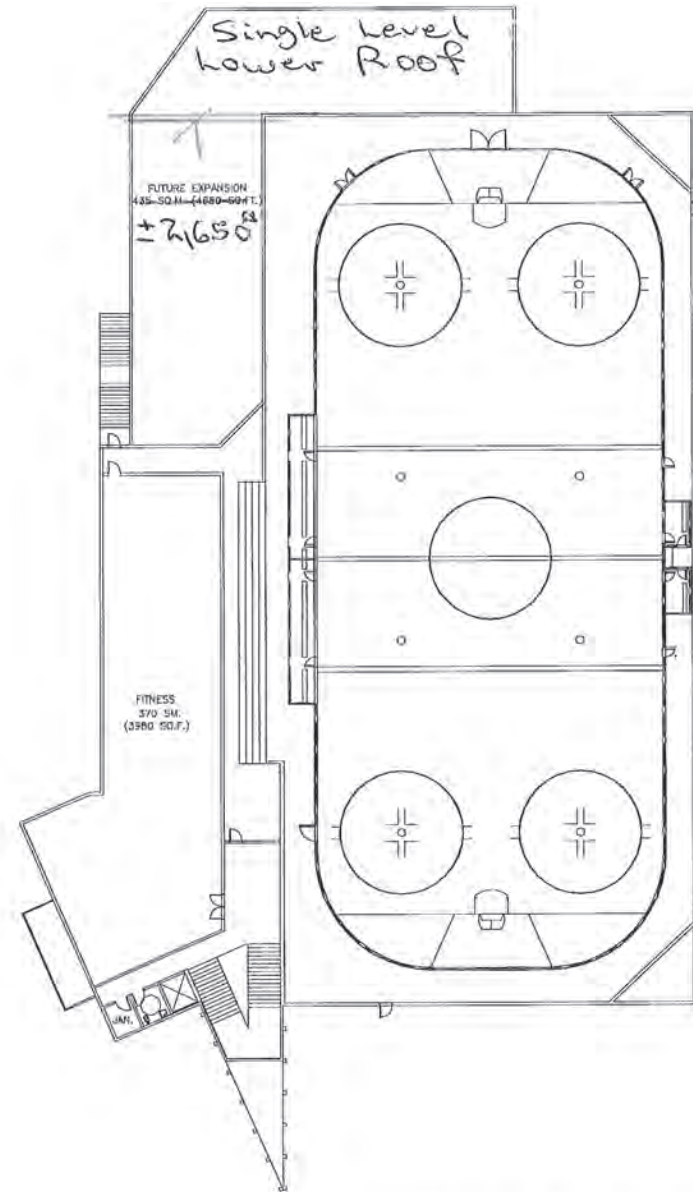
SHAWNIGAN LAKE SCHOOL

36.6 m x 100.6 m
ARENA

DRAWN	M. HILLIS	DATE	02/04/2014
CHECKED		APP'D	
SCALE	AS NOTED	DRAWING #	
CUST. APPL.			P14-043.0



FIRST FLOOR



SECOND FLOOR

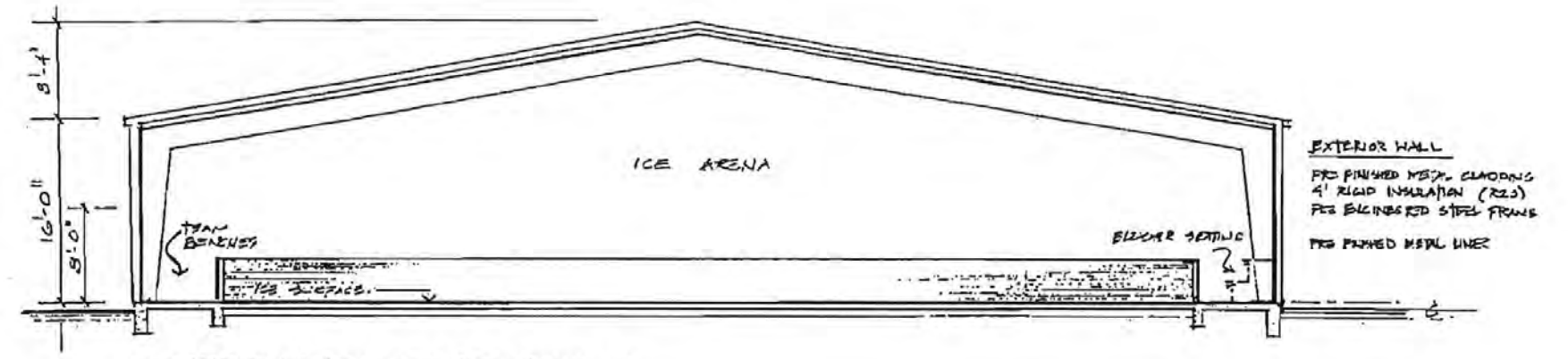
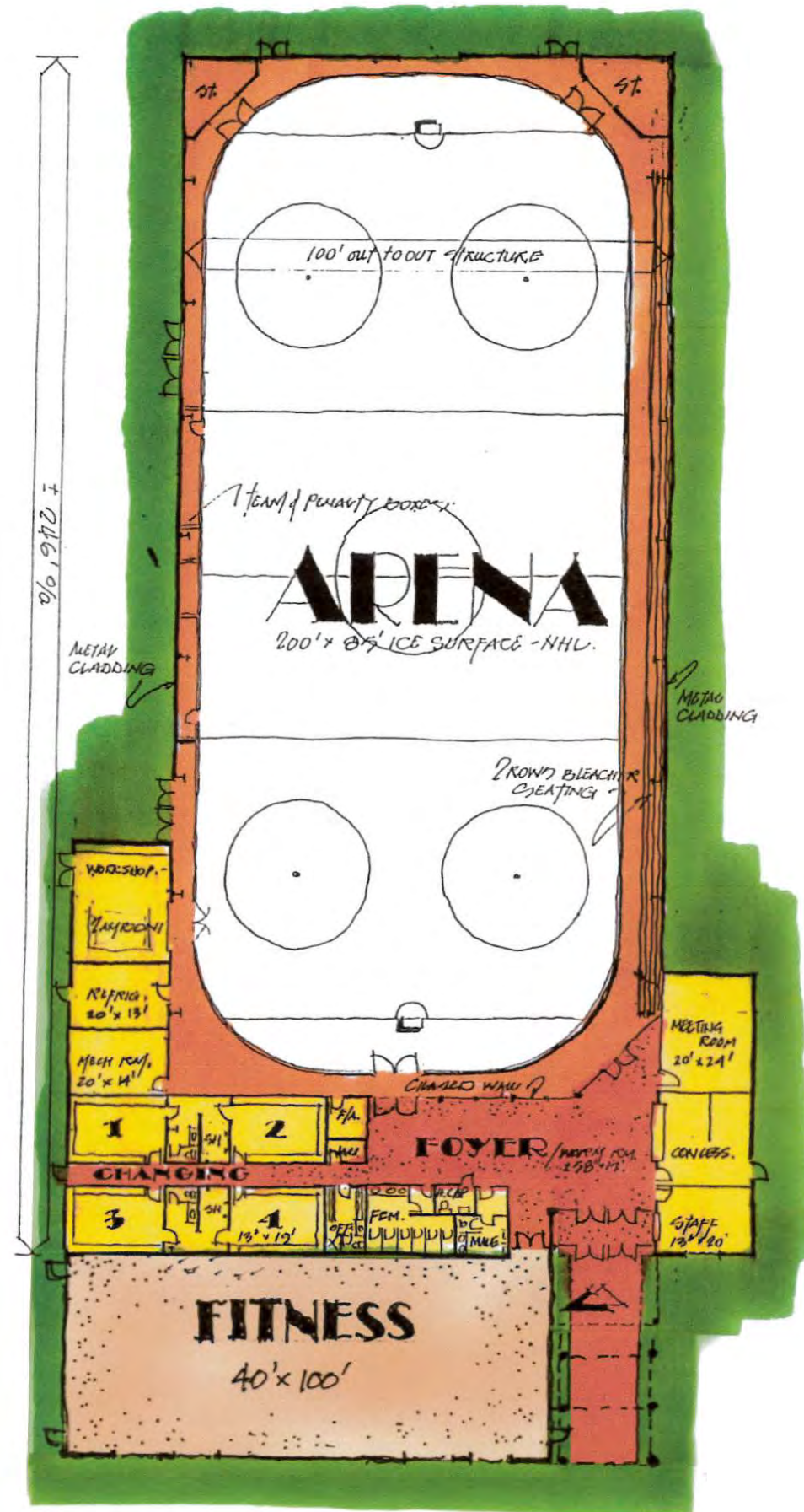
First Floor: 34,445 sq. ft.

Second Floor: 6,300 sq. ft.

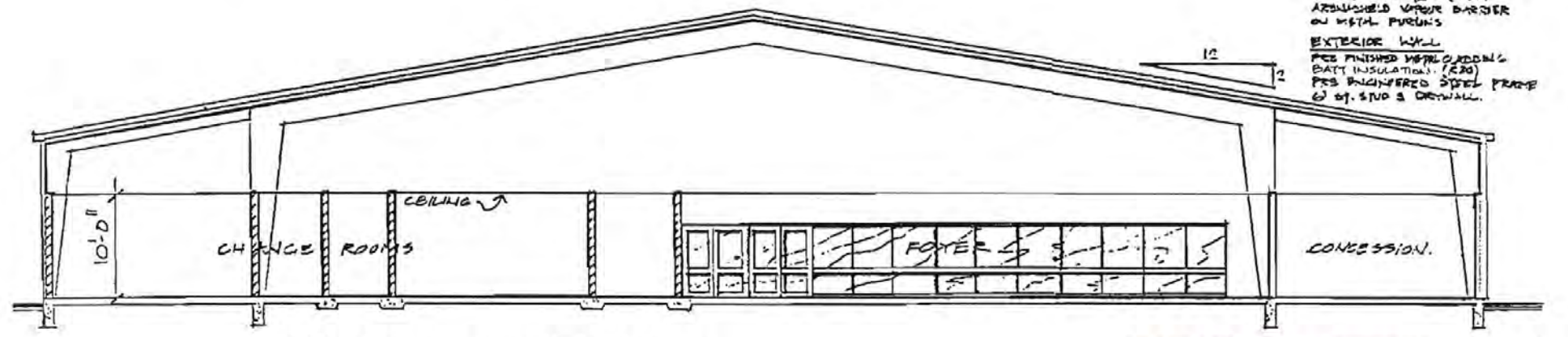
• VVI = 6100 sq. ft.

Total: 40,745 sq. ft.

• VVI = 41,345 sq. ft.

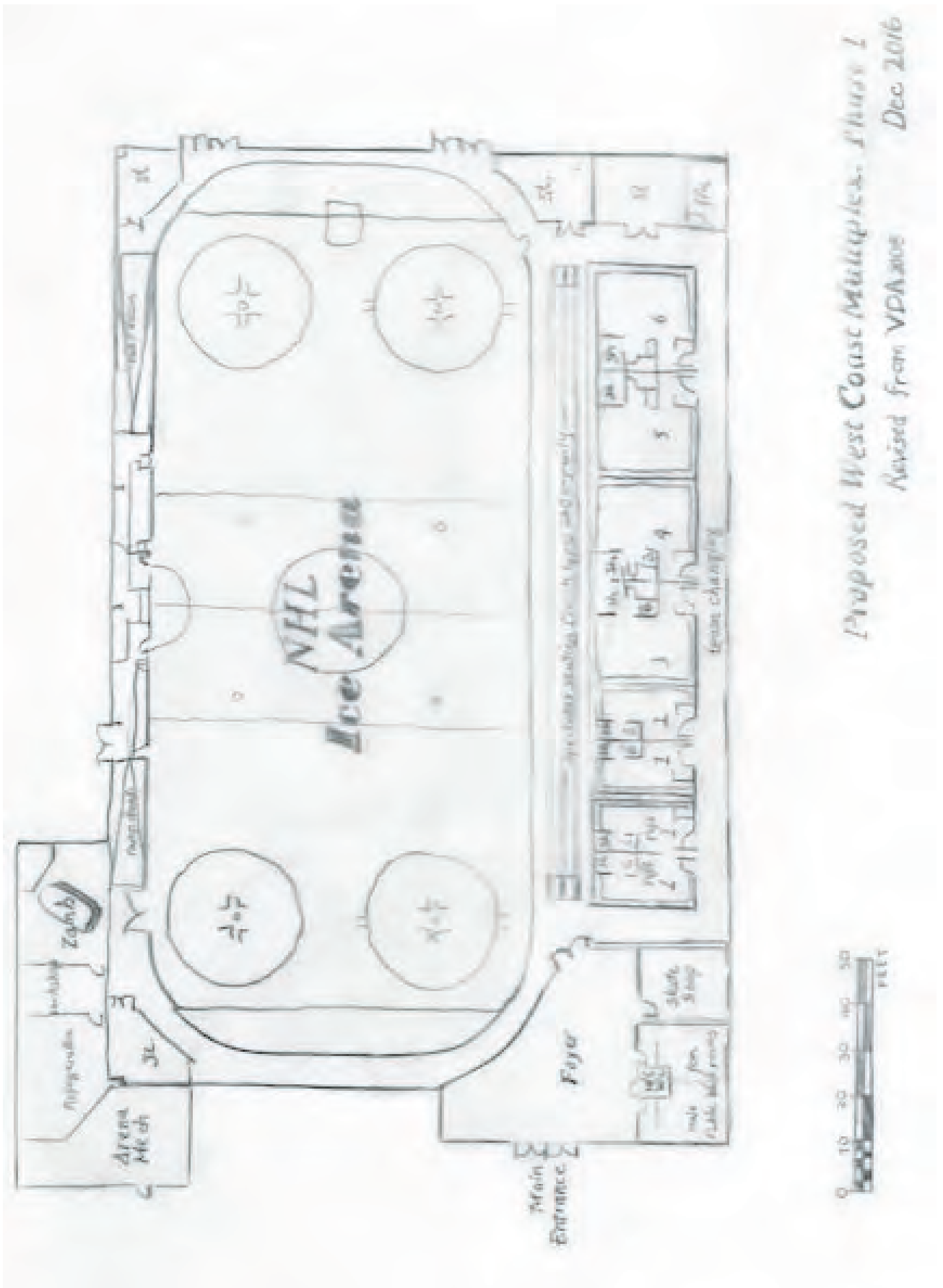


BUILDING SECTION 1



BUILDING SECTION 2





Proposed West Coast Multiplex, Phase 1
 Revised from VDA 1006 Dec 2016



REQUEST FOR DECISION

To: Board of Directors

From: Wendy Thomson, Manager of Administrative Services
Dan Holder, Contractor, Emergency/Fire Services Coordinator

Meeting Date: January 25, 2017

Subject: **Appointment of Fire Chief – Bamfield Volunteer Fire Department**

Recommendation:

THAT the Alberni-Clayoquot Regional District Board of Directors appoint Mr. Phil Lavoie, Fire Chief of the Bamfield Volunteer Fire Department for a one year term.

THAT the Alberni-Clayoquot Regional District forward a letter of appreciation to Mr. Mark Kelly for serving as interim Fire Chief of the Bamfield Volunteer Fire Department and for agreeing to continue on as Deputy Fire Chief of the Department.

Desired Outcome:

To appoint a fire chief for the Bamfield Volunteer Fire Department (BVFD).

Background:

The Fire Chief of the Bamfield Volunteer Fire Department (BVFD) resigned on August 2, 2016. Mr. Mark Kelly (former Fire Chief of the Department) has been serving as Interim Fire Chief until a new Fire Chief is recruited and appointed by the ACRD Board.

Mr. Phil Lavoie, Deputy Fire Chief of the BVFD has offered to serve as Fire Chief for a one-year term. Mr. Lavoie has been with the Department since 2011. The BVFD supports the appointment of Mr. Lavoie of the Department.

The Fire Chief Review Committee appointed by the ACRD Board is currently reviewing procedures for appointments of Fire Chiefs and Officers of the Regional Districts Volunteer Fire Departments.


As per Bylaw R1023, Fire Department Operational Criteria, 2012, the Alberni-Clayoquot Regional District Board of Directors appoints the Fire Chief by resolution for a term not to exceed three years. The Bylaw defines the duties and responsibilities of Fire Chief.

Time Requirements – Staff & Elected Officials:

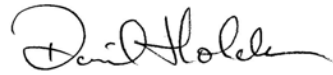
Some staff required to work with the Fire Chief Review Committee to develop procedures.

Financial:

Any associated recruitment costs will be paid for by the service areas.

Submitted by: 

Wendy Thomson, Manager of Administrative Services



Dan Holder, Contractor, Emergency/Fire Service Coordinator

Approved by: 

Russell Dyson, Chief Administrative Officer



ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni BC, Telephone (250) 720-2700 Fax (250) 723-1327
CANADA V9Y 2E3

Development Variance Application

DATE: January 4, 2016

ACRD FILE NO.: DVE16016

APPLICANTS: Robin Redman

LEGAL

DESCRIPTION: LOT 16, BLOCK 10, DISTRICT LOT 100, ALBERNI DISTRICT, PLAN 1488
LOT 17, BLOCK 10, DISTRICT LOT 100, ALBERNI DISTRICT, PLAN 1488
LOT 18, BLOCK 10, DISTRICT LOT 100, ALBERNI DISTRICT, PLAN 1488
LOT 19, BLOCK 10, DISTRICT LOT 100, ALBERNI DISTRICT, PLAN 1488

LOCATION: 4585 Compton Road

ELECTORAL AREA: "E" Beaver Creek

APPLICANT'S INTENTION: The applicant has made a subdivision application to consolidate a four lot property into two lots which requires variances of several setbacks on both lots.

Recommendation:

THAT the Board of Directors consider issuing development variance permit DVE16016.

Development Variance DVE16016:

- i. Development variance of Section 200 – Schedule II Bulk and Site Regulations of the ACRD Zoning Bylaw No. 15 to vary:

the front yard setback from 50 feet to 25 feet, the north side yard setback from 15 feet to 5 feet, and south side yard setback from 15 feet to 5 feet on proposed Lot A,

and to vary the front yard setback from 50 feet to 25 feet, rear yard setback from 30 feet to 5 feet, and west side yard setback from 15 feet to 3.9 feet on proposed Lot B,

as shown on Appendix A.

DVE16016

Members: City of Port Alberni, District of Ucluelet, District of Tofino,
Yuułu?iŋ?ath Government, Huu-ay-aht First Nations, Uchucklesaht Tribe, Toquaht Nation
Electoral Areas "A" (Bamfield), "B" (Beaufort), "C" (Long Beach), "D" (Sproat Lake), "E" (Beaver Creek) and "F" (Cherry Creek)

Procedure: Prior to the issuance of a development variance permit, the Board must first pass a resolution to consider issuing the permit. Staff then notifies neighbouring property owners and tenants to afford them the opportunity to make written or verbal submissions to the Board. At the subsequent meeting, the Board issues or denies the development variance permit.

Observations:

- i. **Status of Property:** The property has four individually titled lots that are approximately 40 feet wide by 125 feet each. The applicant has an active subdivision application with the Ministry of Transportation to consolidate the four lots into two lots, a +/-0.129 ha (0.32 ac) parcel with an existing house with attached garage, and a +/- 0.058 ha (0.14 ac) lot with an outbuilding.
- ii. **Services**
 - a. **Sewage Disposal:** On-site sewage disposal.
 - b. **Water Supply:** Beaver Creek Water Service.
 - c. **Fire Protection:** Beaver Creek Volunteer Fire Department.
 - d. **Access:** The original dwelling is accessed from a laneway immediately west of the dwelling, off Compton Road. Proposed Lot A would be accessed from the laneway immediately west of this lot.

iii. **Existing Planning Policies Affecting the Site**

- a. **Agricultural Land Reserve:** Not within the ALR.
- b. **Official Community Plan:** The Beaver Creek Official Community Plan designates this property “Residential Use”. There are no Development Permit Areas that impact this development.
- c. **Zoning:** The property is zoned Rural (A2) District.

Rural (A2) District requires:	Proposed Variance for Lot A	Proposed Variance for Lot B
Minimum Setbacks (single family dwelling)		
Front: 50 feet	25 feet	25 feet
Rear: 30 feet	-	5 feet
Side: 15 feet	N & S Side 5 feet	W Side 3.9 feet
Maximum height: 35 feet	-	-
Minimum Setbacks (accessory building)		
Front: 50 feet	-	-
Rear: 15 feet	-	-
Side: 15 feet	-	-
Maximum height: 20 feet	-	-

DVE16016

Members: City of Port Alberni, District of Ucluelet, District of Tofino,

Yuułu?ił?ath Government, Huu-ay-aht First Nations, Uchucklesaht Tribe, Toquaht Nation

Electoral Areas "A" (Bamfield), "B" (Beaufort), "C" (Long Beach), "D" (Sproat Lake), "E" (Beaver Creek) and "F" (Cherry Creek)

The proposed variances for Lot A will allow for a modest building envelope for a single family dwelling to be built on this lot. The proposed variances for Lot B are required prior to subdivision to allow the existing single family dwelling to become compliant with the ACRD Zoning Bylaw.

Comments:

ACRD planning staff recently provided support for the applicant's subdivision application subject to:

- Compliance with the bylaws and requirements of the Beaver Creek Water System;
- Confirmation that the existing accessory building on proposed Lot A be removed;
- Confirmation that the existing structure along the proposed lot line be removed; and
- The applicants applying for and obtaining a Development Variance to vary the front yard setback, west side yard setback, and rear yard setbacks for proposed Lot B.

As part of the above requirements the applicant has made this variance application for the required variances for proposed Lot B as well as variances for proposed Lot A to provide a modest building envelope.

The property has four individually titled lots which date back to 1912. The lots are approximately 40 feet wide by 125 feet each totally 0.46 acres. Without a development variance each of these four lots would not allow a single family dwelling to be build wider than 10 feet. While the proposed subdivision does not comply with the minimum lot size and minimum lot width requirements, the proposal does reduce the number of lots and creates a more suitable lot size for proposed Lot B. It is the intention of the property owners to remove the existing dwelling on proposed Lot B and replace with a new single family dwelling in the future.

The existing house on proposed Lot B was likely built prior to the requirement for a building permit. The house does not comply with the minimum west side yard and rear yard setback in the A2 zone, therefore a variance is required prior to final subdivision to address the required setbacks within the ACRD Zoning Bylaw.

There is a building overtop of the proposed property line (between Lots A & B) and must be removed prior to final subdivision. There is an existing accessory building on proposed Lot A that also does not comply with setbacks in the ACRD Zoning Bylaw which must be removed prior to final subdivision. The property owner has indicated that these structures will be demolished and removed prior to final subdivision. Demolition of structures must be disposed of appropriately with the required permits. Ministry of Transportation and Infrastructure setbacks from the laneway off Compton may also need to be varied by the property owner.

DVE16016

The attached garage on proposed Lot B is not considered an accessory building as per section 6.5 d), therefore single family dwelling setbacks apply to this structure.

Planning staff feels this development variance is reasonable and recommends that the Board proceed with this variance application.

Submitted by:



Heather Zenner, Planner

Reviewed by:



Mike Irg MCIP RPP, Manager of Planning & Development



Russell Dyson, Chief Administrative Officer

DVE16016

Members: City of Port Alberni, District of Ucluelet, District of Tofino,
Yuułuʔiłʔatḥ Government, Huu-ay-aht First Nations, Uchucklesaht Tribe, Toquaht Nation

Fern Road Consulting Ltd.

Our File: 16-170-S
MOTI File: 2016-05212
ACRD Subdivision File:SE16010

2016-12-01

Alberni-Clayoquot Regional District
3008 Fifth Avenue
Port Alberni, B.C.
V9Y 2E3

Attention: Heather Adair

Dear Heather

**RE: Lots 16 – 19, Block 10, District Lot 100, Alberni District, Plan 1488
4585 Compton Road, Port Alberni**

On behalf of our client, Robin Redman, we are applying for a Development Variance Permit in conjunction with their lot boundary adjustment subdivision and consolidation application. When the subdivision is completed, there will only be two lots, Lot A to the north and Lot B to the south.

Lot A

This lot will be 50' wide (15.2m). The frontage will be on Bigwood Road which is unconstructed, however the physical access will continue to be from the Lane.

Prior to completion of the subdivision the existing garage will be removed. The portion of the existing building that encroaches into this lot will also be removed. Our clients have increased the width of the lot by 25%, however, under the existing A2 zoning setbacks, the building envelope would be very small, approximately 810 sq.ft. (78 sq.m.). They are requesting variances to the setbacks to facilitate a more conventionally sized building envelope.

Septic disposal has been designed by Jim Andersen ROWP and approved by Island Health. It will be located at front of the property between Bigwood Road and the new dwelling.

The variances are as follows:

Proposed Lot A	A2 required setback	Proposed setback	Variance
Front (Bigwood)	50'	25'	Yes
Rear	30'	30'	No
Side North	15'	5'	Yes
Side South	15'	5'	Yes

P.O. Box 405, Qualicum Beach, BC, V9K 1S9
Tel: (250) 752-9121 Fax: (250) 752-9241
e-mail: hsims@simssurvey.ca lrann@simssurvey.ca

Lot B

This lot will be a consolidation of the remainder of Lot 17 with Lots 18 and 19. It will front onto Compton Road, however the physical access will continue to be from the Lane.

The existing log dwelling, was constructed in the 1940's , prior to current zoning being put in place. The age of the additions to the log house are unknown but are believed to be over 10 years old and were constructed prior to purchase by our client.

The log dwelling is located 3.9' (1.2m) from the boundary of the Lane therefore a variance is requested to legalize its siting.

Prior to completion of the subdivision, a portion of the existing building will be removed so that it is not spanning the new lot line. Accordingly we request a variance to the rear setback to 5' (1.52m) to facilitate the retention of a major portion of the dwelling..

At some time in the future, our client plans on removing the existing dwelling and to construct a new dwelling on Lot B. To facilitate the design of the future dwelling they would also like to request a variance to the front setback to 25' (7.6m).

A new septic disposal system will be installed in the south east corner of the lot prior to registration of the subdivision.

The variances are as follows:

Proposed Lot B	A2 required setback	Proposed setback	Variance required
Front (Compton)	50'	25'	Yes
Rear	30'	5'	Yes
Side West (lane)	15'	3.9'	Yes
Side East (Bigwood)	15'	15'	No

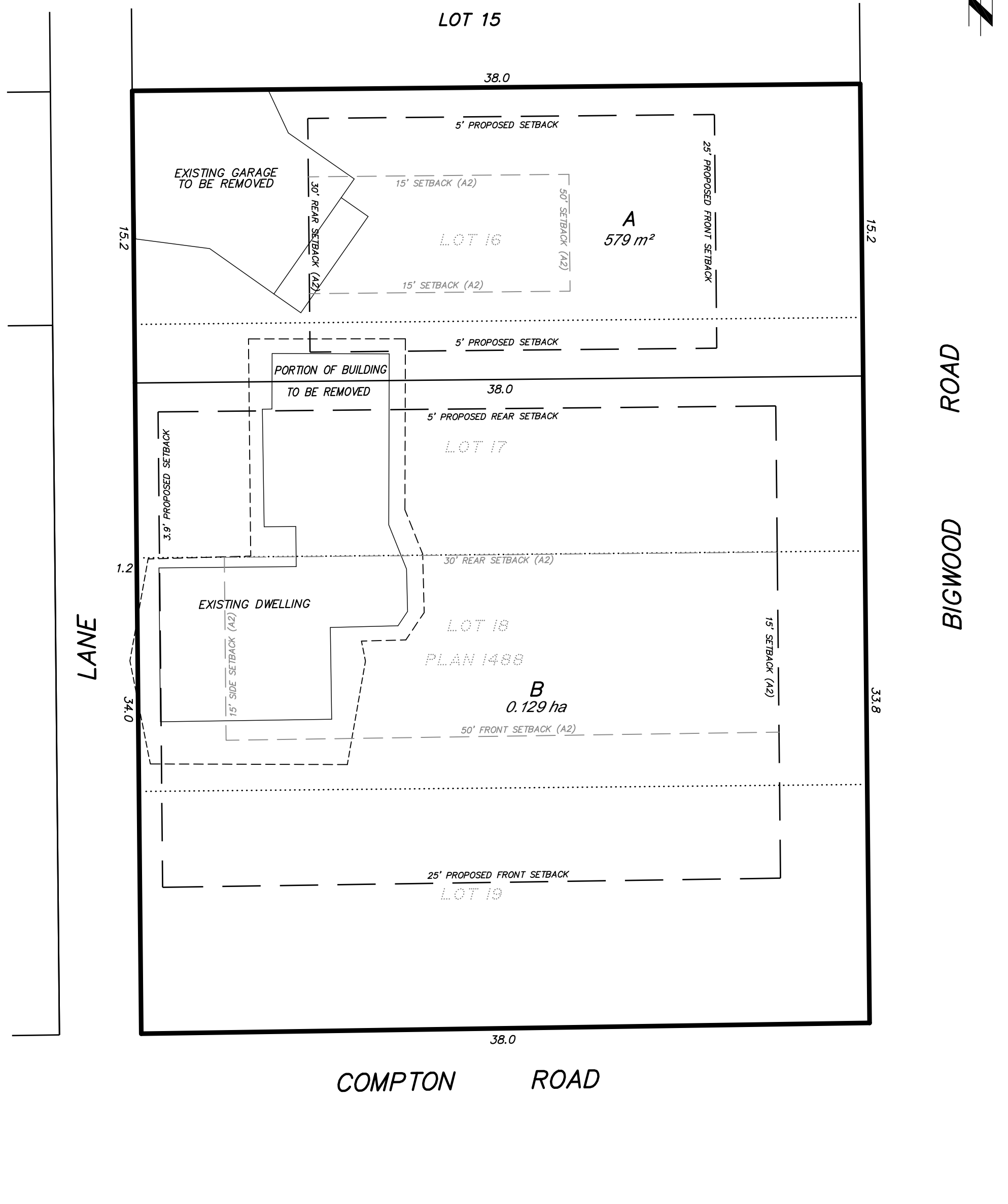
We enclose copies of the proposed subdivision plan showing the required zoning setbacks and the variance being applied for. Our clients will deliver a cheque in the amount of \$300 payable to ACRD for the DVP fee on Monday 5th December. Please do not hesitate to contact our office if you have any questions or concerns.

Yours truly

Linda M. Rann
Encl.

PROPOSED SUBDIVISION PLAN OF LOTS 16-19, BLOCK 10, DISTRICT LOT 100,
ALBERNI DISTRICT, PLAN 1488.

SCALE 1:200



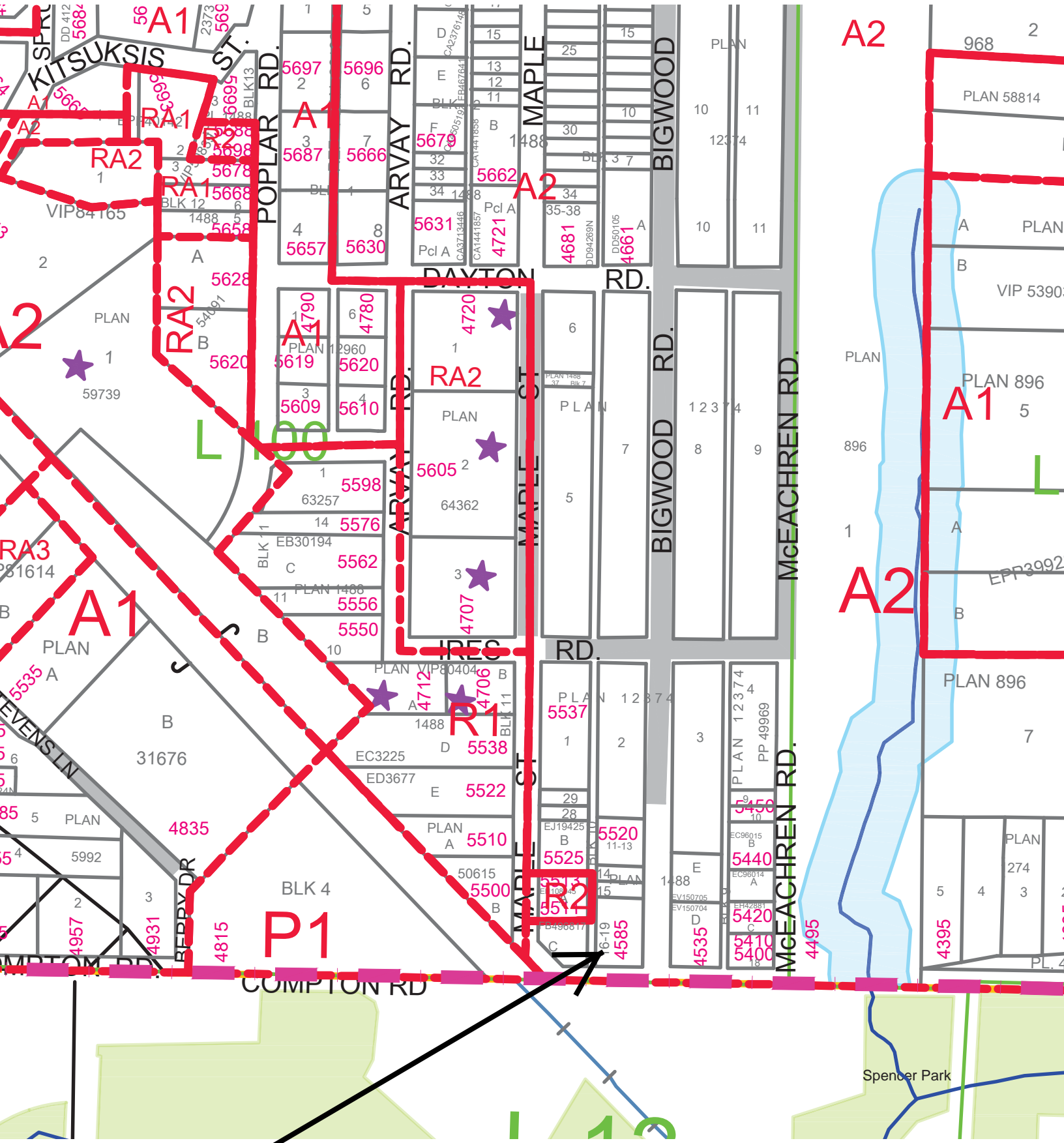
LEGEND

ALL DISTANCES ARE IN METRES AND DECIMALS THEREOF UNLESS NOTED OTHERWISE
 ALL DISTANCES ALONG CURVES ARE ARC DISTANCES
 ALL DIMENSIONS AND AREA ARE SUBJECT TO FINAL SURVEY.
 DL DENOTES DISTRICT LOT
 REM DENOTES REMAINDER
 ha. DENOTES HECTARES

No.	DATE	REVISION
1	2016/10/05	REVISED BUILDING SETBACKS
2	2016/10/05	REVISED BUILDING SETBACKS
3	2016/11/30	REVISED BUILDING SETBACKS

SIMS ASSOCIATES

LAND SURVEYING LTD.
 223 FERN ROAD W.
 QUALICUM BEACH, B.C. V9K 1S4
 PHONE: 250-752-9121
 FAX: 250-752-9241
 FILE NUMBER: 16-170-S
 DRAWING NUMBER: 16-170 P4.DWG
 DATE: 2016/10/05



Subject Property
166



ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3

Telephone (250) 720-2700 Fax (250) 723-1327

MEMORANDUM

To: Russell Dyson, Chief Administrative Officer; and
Regional Board of Directors

From: Heather Zenner, Planner

Date: November 28, 2016

Subject: Subdivision Application SE16009 – Craig Bowerman. Parcel Frontage Waiver for Proposed Subdivision of LOT 7, DISTRICT LOT 40, ALBERNI DISTRICT, PLAN 7729 – 6476 Beaver Creek Road.

Recommendation

THAT the Board of Directors waive the 10% road frontage requirement for proposed Remainder Lot 7 as per plan 7729.

Background

The property owner is applying to subdivide 6476 Beaver Creek Road into two lots (Lot A, +/- 0.247 ha and Remainder Lot 7, 0.56 ha).

Proposed Remainder Lot 7 does not meet the ten percent (10%) road frontage as required by Section 512 of the *Local Government Act*. Section 512(b) of the *Act* allows a local government to exempt a parcel from the 10% road frontage requirement by Board resolution. Proposed Lot 2 has 10 metres (2.07%) of road frontage and 48.3 metres is required to meet the 10% frontage requirement.

Submitted by:

Heather Zenner, Planner

Reviewed by:

Mike Irg, Manager of Planning and Development

Russell Dyson, Chief Administrative Officer

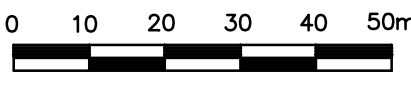
SE16009

Members: City of Port Alberni, District of Ucluelet, District of Tofino,
Yuułuʔiłʔatḥ Government, Huu-ay-aht First Nations, Uchucklesaht Tribe, Toquaht Nation
Electoral Areas "A" (Bamfield), "B" (Beaufort), "C" (Long Beach), "D" (Sproat Lake), "E" (Beaver Creek) and "F" (Cherry Creek)

SUBDIVISION PLAN OF PART OF LOT 7, DISTRICT LOT 40,
ALBERNI DISTRICT, PLAN 7729.

BCGS 92F.026

SCALE 1 : 1000 (METRIC)



THE INTENDED PLOT SIZE OF THIS PLAN IS 560 mm IN WIDTH BY 864 mm IN HEIGHT (D SIZE) WHEN PLOTTED AT A SCALE OF 1:1000.

LEGEND:

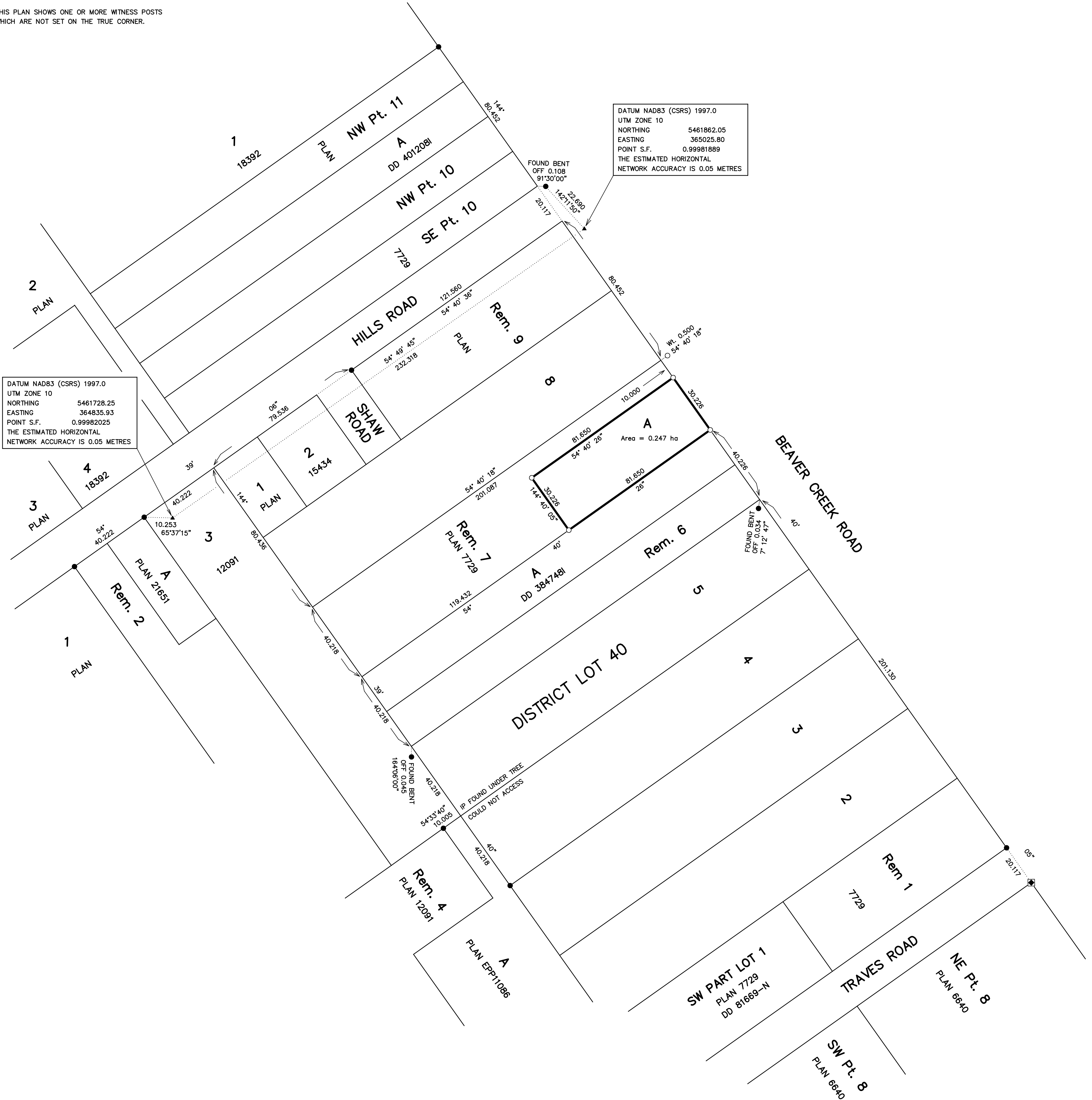
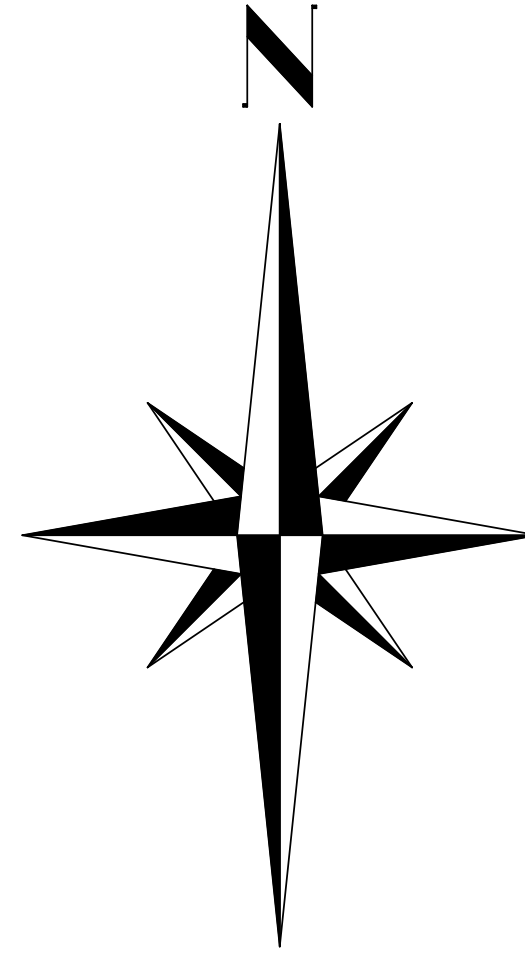
BEARINGS ARE NAD83 "CSRS" GRID BEARINGS DERIVED FROM DIFFERENTIAL CARRIER PHASE GNSS OBSERVATIONS AND ARE REFERRED TO THE CENTRAL MERIDIAN OF UTM ZONE 10.

THIS PLAN SHOWS HORIZONTAL GROUND LEVEL DISTANCES BASED ON AN AVERAGE ELLIPSOIDAL ELEVATION OF 28 METRES. TO COMPUTE GRID DISTANCES, MULTIPLY GROUND LEVEL DISTANCES BY THE AVERAGE COMBINED FACTOR OF 0.99981957.

THE UTM COORDINATES AND ESTIMATED HORIZONTAL POSITIONAL ACCURACY ARE DERIVED FROM GNSS DUAL FREQUENCY STATIC OBSERVATIONS USING THE PRECISE POINT POSITIONING SERVICE OF NATURAL RESOURCES CANADA.

- STANDARD IRON POST FOUND
- STANDARD IRON POST SET
- ◻ NON-STANDARD SQUARE IRON POST FOUND

THIS PLAN SHOWS ONE OR MORE WITNESS POSTS WHICH ARE NOT SET ON THE TRUE CORNER.



DATUM NAD83 (CSRS) 1997.0
UTM ZONE 10
NORTHING 5461728.25
EASTING 364835.93
POINT S.F. 0.99982025
THE ESTIMATED HORIZONTAL NETWORK ACCURACY IS 0.05 METRES

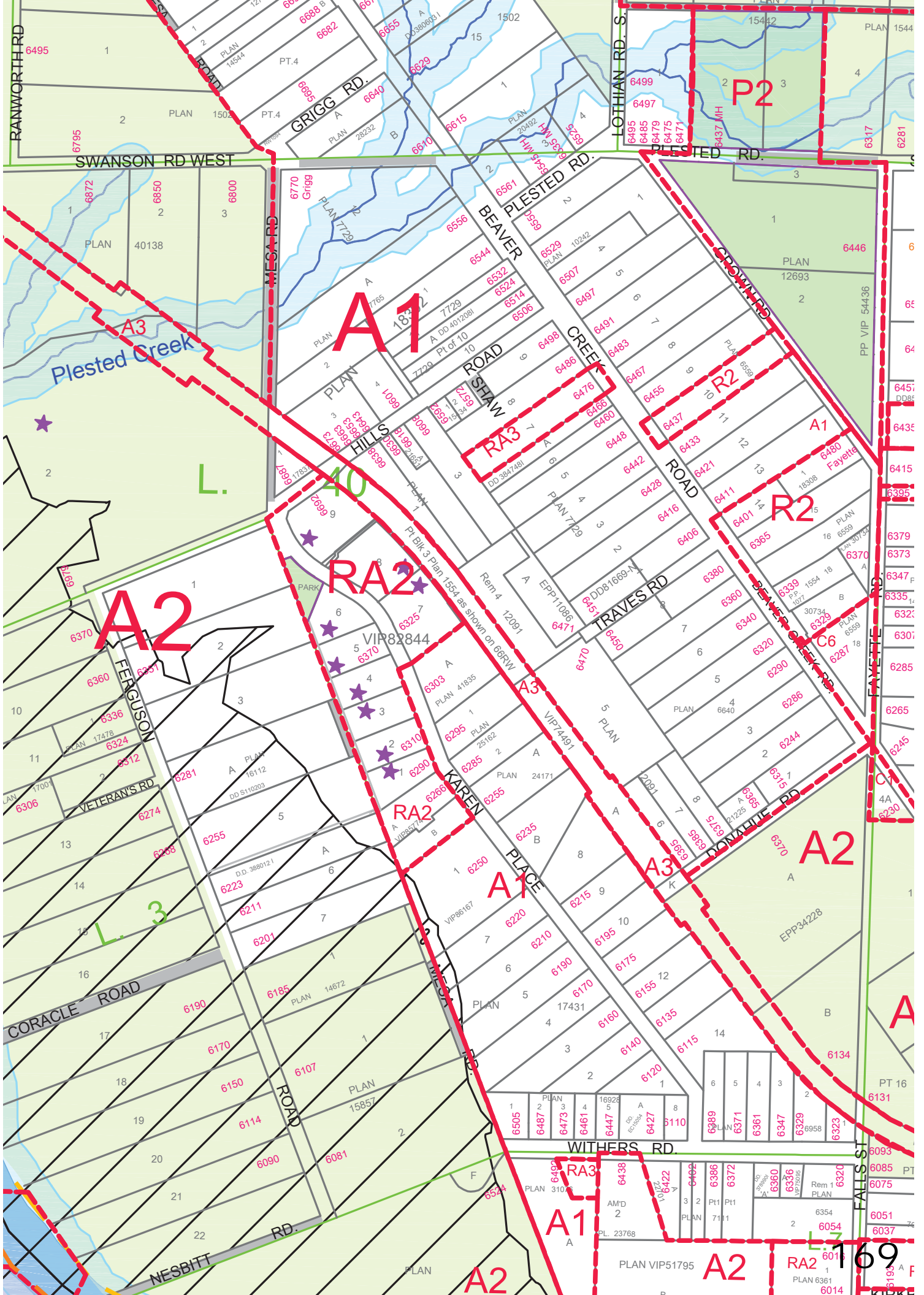
DATUM NAD83 (CSRS) 1997.0
UTM ZONE 10
NORTHING 5461862.05
EASTING 365025.80
POINT S.F. 0.99981889
THE ESTIMATED HORIZONTAL NETWORK ACCURACY IS 0.05 METRES

THIS PLAN LIES WITHIN THE ALBERNI-CLAYOQUOT REGIONAL DISTRICT.

THIS PLAN LIES WITHIN THE JURISDICTION OF THE APPROVING OFFICER FOR THE MINISTRY OF TRANSPORTATION AND INFRASTRUCTURE.
FILE 2016-02990

THE FIELD SURVEY REPRESENTED BY THIS PLAN WAS COMPLETED ON THE 9TH DAY OF NOVEMBER, 2016
STEVEN R. HOERBURGER, BCLS #709.

HOERBURGER LAND SURVEYORS
COMOX, B.C.
(250) 890-0100
FILE: 1884SUB FB. 73/100



A2

RA2

A1

A1

A3

RA3

RA3

R2

R2

A3

A1

A2

P2

R2

A2

RA2

169

Plested Creek

SWANSON RD WEST

GRIGG RD.

BEAVER PLESTED RD.

PLESTED RD.

LOTHIAN RD. S.

MESARD

HILL CREEK RD.

SHAW ROAD

TRAVES RD

TRAVES RD

TRAVES RD

FEEBRISSON

VETERAN'S RD

CORACLE ROAD

ROAD

NESBITT RD.

WITHERS RD.

FALLS ST

169

L. 3

L. 40

L. 3

L. 7

REQUEST FOR DECISION

To: Russell Dyson, CAO; and
Board of Directors, Alberni-Clayoquot Regional District

From: Mike Irg, Manager of Planning and Development

Date: December 1, 2016

Subject: Building Setbacks from Water Courses, Lakes and Ocean

Recommendation:

THAT the Board of Directors:

Instruct staff to prepare a Zoning Bylaw text amendment to amend Section 6.2: increasing the vertical setback to 4 metres from the natural boundary of a water course, water body, lake or ocean; increasing the horizontal setback to 15 metres from the natural boundary of a water body, lake or ocean; and limiting the ceiling height of any non-habitable space within the 4 metre vertical setback to 1.5 metres or less.

Desired Outcome:

Increase the minimum setback from natural boundary of water bodies and water courses in response to recurring high water events.

Summary:

Section 6.2 of the ACRD Zoning Bylaw regulates the location and siting of buildings, including vertical and horizontal setbacks from water courses, lakes and ocean. Recent heavy rain events have resulted in provincial flood warnings being issued. As a result, some directors have asked planning staff to look at the current setback requirements. The focus of this memorandum is on vertical and horizontal setbacks from the rivers, streams, lakes and ocean.

There are several options available to the ACRD listed below. Staff recommends amending the water setbacks in the current Zoning Bylaw and in the new draft Zoning Bylaw. The current vertical setback is 2 feet (0.61 metres) above the 200-year flood level or were it cannot be determined, 10 feet (3 metres) above the natural boundary for habitable space. The horizontal setback is 100 feet (30 metres) from streams and rivers and 25 feet (7.5 metres) from lakes and ocean. These regulations have been in place since the current Zoning Bylaw was adopted in the early 1970's.

Staff recommends three changes to the water setbacks; increasing vertical set back to 4 metres from 3 metres, increasing the horizontal setback from lakes and oceans to 15 metres from 7.5 meters, and limiting the height of any non-habitable story below the 4 metre vertical setback to 1.5 metres. There is limited flood level mapping in the ACRD. What is available is from 1997 and applies to the Somass River and some tributaries.

Background:

Our area is experiencing more frequent extreme rainfall events that result in high water, impacting both rivers and lakes. Section 6.2 of the current ACRD Zoning Bylaw regulates siting and location of buildings. These setback requirements are minimums, nothing prevents a property owner from building higher or farther back from the water.

While Sproat Lake has the highest concentration of homes in close proximity to water, this issue is not limited to Sproat Lake and impacts all Electoral Areas within the Regional District.

While flooding is an issue that crosses federal, provincial, and local government jurisdictions; building setbacks are regulated by local governments, through a Zoning Bylaw.

Time Requirements – Staff & Elected Officials:

This amendment requires staff time to prepare the bylaws, referrals and public hearing. An Electoral Area Director will be required to chair the public hearing.

Financial:

There are minimal financial impacts to the ACRD.

Policy or Legislation:

The *Local Government Act* sets the requirements for zoning and zoning amendments.

If the ACRD Board adopted new water setbacks, the new setback requirements would apply after the amending bylaw is adopted. Buildings and structures built prior to and conforming to all the zoning setbacks, would be considered legal non-conforming.

Options Considered:

There are four options available to the ACRD:

- 1) Amend the current Zoning Bylaw and include the new setbacks in the draft updated Zoning Bylaw;

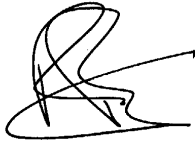
- 2) Include the new setbacks in the draft updated Zoning Bylaw.
- 3) Create Development Permit Areas.
- 4) Leave the current water setbacks in place.

Staff recommends option 1. The Zoning Bylaw applies to all electoral areas of the ACRD and allows for a consistent application of setbacks to all watercourses and water bodies. While development permits can be used, a development permit needs to be included in OCP, is not a setback, and OCPs do not apply to the entire Regional District.



Submitted by: _____

Mike Irg RPP, MCIP
Manager of Planning and Development



Approved by: _____

Russell Dyson, Chief Administrative Officer



ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3

Telephone (250) 720-2700 Fax (250) 723-1327

MEMORANDUM

TO: Russell Dyson, CAO and Regional Board of Directors

FROM: Charity Hallberg Dodds, Planning Assistant

DATE: January 18, 2017

RE: Public Hearing Report for Bylaws P1282 & P1283 (Long Beach Airport)

A Public Hearing for Bylaws P1282 and P1283 was held on Tuesday, January 17, 2017 at the Long Beach Airport terminal building. The hearing was attended by Director Bennett, ACRD planning staff Alex Dyer and Charity Hallberg Dodds, and no members of the public.

There was no correspondence received from the public. Referral agency responses were printed and made available for viewing at the public hearing.

Recommendation

THAT the Board of Directors receive the public hearing report.

THAT the Board of Directors receive the public hearing minutes.

THAT Regional District of Alberni-Clayoquot Zoning Text Amendment Bylaw P1282 be read a second time.

THAT Regional District of Alberni-Clayoquot Zoning Text Amendment Bylaw P1282 be read a third time.

THAT Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw P1283 be read a second time.

THAT Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw P1283 be read a third time.

Submitted by:

Charity Hallberg Dodds, Planning Assistant

Reviewed by:

Mike Irg, Manager of Planning and Development

Russell Dyson, Chief Administrative Officer

RT11006



REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT PUBLIC HEARING MINUTES JANUARY 17, 2017 - ELECTORAL AREA 'C'

Minutes of a Public Hearing held on Tuesday, January 17, 2017 at 3:00 pm in the Long Beach Airport Terminal Building, 188 Airport Road, Tofino BC.

Present: Tony Bennett, Electoral Area 'C' Director
Staff: Alex Dyer, Planner and Charity Hallberg Dodds, Planning Assistant
Members of the Public: 0

1. The meeting was called to order at 3:05 pm.
2. Director Bennett recognizes that we are within the Tla-o-qui-aht First Nations' traditional territory and introduces himself and planning staff. He explains the purpose of the public hearing and asks staff to read out the Notice of Public Hearing.
3. The notice is read by A. Dyer as follows:

A Public Hearing for residents and property owners within Electoral Area "C" will be held in the Long Beach Airport Terminal Building, 188 Airport Road, Tofino BC, at 3:00 pm on Tuesday, January 17, 2017 to consider the following bylaws:

Bylaw P1282 to amend the Alberni-Clayoquot Regional District Zoning Bylaw No. 15 by adding a new section titled "164 Airport (AP) District" and subsections "164.1 Long Beach Airport One (APLB1) District" and "164.2 Long Beach Airport Two (APLB2) District".

Bylaw P1283 to amend the Alberni-Clayoquot Regional District Zoning Bylaw No. 15 Atlas to rezone the Long Beach Airport, legally described as:

LOT 165, CLAYOQUOT DISTRICT, CONTAINING 152 ACRES, MORE OR LESS, EXCEPT PARTS IN PLANS 11182 AND 1417 RW. LOT 163, CLAYOQUOT DISTRICT, EXCEPT PART IN PLANS 1417RW, 11182 AND 32328. LOT 164, CLAYOQUOT DISTRICT, EXCEPT PARTS IN PLANS 11182 AND 1417RW. THAT PART OF DL 166, CLAYOQUOT DISTRICT, EXCEPT PART IN PLAN 1417 RW, LYING TO THE NORTH AND EAST OF PLAN 1417 RW. DL 167, CLAYOQUOT DISTRICT, CONTAINING 160 ACRES MORE OR LESS. THAT PART OF DL 192, CLAYOQUOT DISTRICT, EXCEPT PART RED ON PLAN 1417 RW, LYING TO THE NORTH AND EAST OF PLAN 1417 RW. THAT PART OF DL 113, CLAYOQUOT DISTRICT, LYING TO THE NORTH AND EAST OF PLAN 1417RW THAT PART OF DL 193, CLAYOQUOT DISTRICT, LYING TO THE EAST OF PLAN 1371RW. THAT PART OF DL 194, CLAYOQUOT DISTRICT, LYING EAST OF PLAN 1371 RW. DL 178, CLAYOQUOT DISTRICT. DL 168, CLAYOQUOT DISTRICT. DL 169, CLAYOQUOT DISTRICT. DL 170, CLAYOQUOT DISTRICT. THAT PART OF DL 196, CLAYOQUOT DISTRICT, EXCEPT PART IN PLAN 1371 RW LYING TO THE EAST OF PLAN 1371 RW. DL 193, CLAYOQUOT DISTRICT, EXCEPT THAT PART LYING TO THE WEST OF PLAN 1371 RW. THAT PART OF DL 195, CLAYOQUOT DISTRICT, EXCEPT PART IN PLAN 1371 RW LYING TO THE EAST OF PLAN 1371 RW.

from Park and Public Use (P2) District to Long Beach Airport One (APLB1) District and Long Beach Airport Two (APLB2) District as shown on Schedule 'A' which is attached to and forms part of Bylaw P1283.

All persons who consider their interest in property affected by the proposed bylaws will be given an opportunity to be heard in matters contained in the bylaws.



REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT PUBLIC HEARING MINUTES JANUARY 17, 2017 - ELECTORAL AREA 'C'

The Public Hearing for Bylaws P1282 and P1283 will be held by the Director for Electoral Area 'C', the Alternate Director, or the Chairperson of the Regional Board, as a delegate of the Regional Board. A copy of the Board resolution making this delegation is available for public inspection along with copies of the bylaws as set out in this notice.

Interested persons may inspect the bylaws and relevant background documents at the Regional District of Alberni-Clayoquot office during normal office hours, 8:00 am to 4:30 pm, Monday through Friday, from January 6, 2017 to January 16, 2017 inclusive. Any correspondence submitted prior to the Public Hearing should be directed to the undersigned.

Mike Irg, Manager of Planning and Development

4. Director Bennett asks staff to read out any correspondence received ahead of the public hearing.
5. A. Dyer states that no correspondence was received and copies of agency referral comments (Appendix 'A') are available.
6. A. Dyer explains the proposal.
7. Director Bennett asks if anyone has any questions. Hearing none, he explains that no new information can be received by the Board members between the end of the hearing and the meeting where they make a decision on the bylaw. He calls three times for further representation. Hearing none, Director Bennett declares the hearing terminated.
8. The hearing is terminated at 3:10 pm.

Certified Correct:

Tony Bennett, Director for Long Beach

Minutes Prepared by:

Charity Hallberg Dodds, Planning Assistant



Alberni Clayoquot Regional District
Port Alberni, BC
3008-5th Avenue
V9Y-2E3

Sept. 19th, 2016

Re: Tofino Airport Zoning

Dear ACRD Chairperson,

On behalf of Tla-o-qui-aht First Nation, this letter is to provide support to the rezoning of the Tofino Airport. Whilst this letter provides support for the ongoing enhancement and viability of the Airport Lands, it is important that TFN obtain further consultation on development and uses of the airport.

This letter is not a blanket letter of support to implement development that fits in a designated zone. Tla-o-qui-aht needs to be consulted and accommodated on each new use and development on site. We remind the Regional District that our members have a strong aboriginal title to the lands within the airport. Furthermore, Tla-o-qui-aht members bear the burden of an operating airport and footprint as a neighbour.

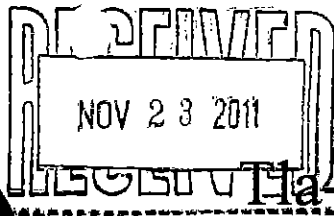
Therefore, we write this letter to support the rezoning, but request from the district/airport management that Tla-o-qui-aht be more intimately involved in any plans or changes to the airport.

Warm regards,

Elmer Frank
Tla-o-qui-aht Chief Councillor

P. 250.725.3350 F. 250.725.3352
www.tla-o-qui-aht.org

TLA-O-QUI-AHT FIRST NATION
PO Box 18 #1119 Pacific Rim Hwy . Tofino , BC , V0R 2Z0



Tla-o-qui-aht First Nation

P.o. Box 18
Tofino, BC
V0R-2Z0

Fax: (250) 725-3352 Ph: (250) 725-3350

Alberni-Clayoquot Regional District
3008-Fifth Avenue
Port Alberni, BC
V9Y-2E3
Via fax: (250) 723-1327

November 22, 2011

Re: Long Beach Airport Zoning Bylaw p1282 & P1283 - APLB1, APLB2

This letter is to respond to your letter dated August 18, 2011. We thank you for your request for input and consultation regarding the proposed zoning change within our Haahuulthii (~lands, resources, songs, names, animals, rivers, waters, medicines, minerals...) of the Tla-o-qui-aht Hawiith (Chiefs). Under the proposal, it is indicated that the management area would change from Public Park designation to Airport zone 1 & 2.

While the act of rezoning the lands may seem like a minor task; the resolution to aboriginal rights, title and interest can be complex and multi-tiered. On the outset, zoning can impact hunting and medicinal gathering, and can also eventually lead to developments impacting burial remains, etc. Developments approved from Zoning can lead to alienation of lands and opportunities, and in some cases create developments that infringe and alienate Aboriginal title and interests.

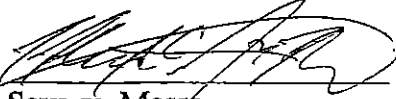
Tla-o-qui-aht has not yet received a copy of previously described, (November 30, 2010-ACRD letterhead) *Long Beach Airport Authority* document, which is intended to include Representation on the Authority for our Nation.

Having our Nation represented on the Management Authority is an innovative, interim solution to creating dialogue and relationship with our Nation. As an interim solution, it acknowledges the historic connection that our Peoples have to the 'airport lands', and may provide a reasonable means to advancing outstanding issues of aboriginal rights, title and interest. Our citizens currently access airport lands for traditional uses and therefore, any process being pursued needs to have our explicit involvement to minimize impacts on our Aboriginal rights and interests.

With the amount of uncertainty to some of the outstanding issues, it is difficult to endorse the zoning application. Therefore, Tla-o-qui-aht formally opposes this Zoning decision until a proper understanding of its impact on our Rights and interests.. Tla-o-qui-aht First Nation needs to be involved in every aspect of this significant piece of our Haahuulthii.

We thank you for the work that you have done to incorporate TFN concerns. If you any questions with regards to this letter, please call me at (250) 726-5076 or respond to this letter for follow up.

Tleko-Tleko, (respectfully, Thank you)



Saya m. Masso

Natural Resources Dir.

Cel:(250) 726-5076

saya@tla-o-qui-aht.org



Tla-o-qui-aht First Nation

P.o. Box 18

Tofino, BC

V0R-2Z0

Fax: (250) 725-4233 Ph: (250) 725-3233

Mike Irg - M.C.I.P.
CC: ACRD Board of Directors
3008 - Fifth Avenue
Port Alberni, BC
Via FAX: (250) 723-1327

September 15, 2011

Re:Tofino Airport Rezoning Bylaw - referral.

This letter is to respond to your letter dated September 01, 2011, referencing Zoning Application RT11006, to rezone the airport from 'Park and Public use (P2) District' to 'Long Beach Airport One (APLB1) District.

While the act of rezoning the lands may seem like a simple task; the resolution to aboriginal rights, title and interest can be complex and multi-tiered. On the outset, zoning can impact hunting and medicinal gathering, and can also eventually lead to developments impacting burial remains, etc. Developments approved from Zoning can lead to alienation of lands and opportunities, and in some cases create developments that infringe and alienate Aboriginal title and interests.

Tla-o-qui-aht has not yet received a copy of previously described, (November 30, 2010-ACRD letterhead) *Long Beach Airport Authority* document, which is intended to include Representation on the Authority for our Nation.

Having our Nation represented on the Management Authority is an innovative, interim solution to creating dialogue and relationship with our Nation. As an interim solution, it acknowledges the historic connection that our Peoples have to the 'airport lands', and may provide a reasonable means to resolving outstanding issues of aboriginal rights, title and interest. Our citizens currently access airport lands for traditional uses and therefore, any process being pursued needs to have our explicit involvement to minimize impacts on our Aboriginal rights and interests.

With the amount of uncertainty to some of the outstanding issues, it is difficult to endorse the zoning application. However, in good faith, and in keeping in the spirit of cooperation with the establishment of the *Long Beach Airport Authority*, Tla-o-qui-aht is prepared to offer interim support for the rezoning, subject to TFN being sufficiently accommodated in the Management Authority, and to allow for a forum to advance solutions to Aboriginal Title. Tla-o-qui-aht First Nation needs to be involved in every aspect of this significant piece of our Haahualthii.

Without Prejudice

We thank you for the work that you have done to incorporate TFN concerns. If you any questions with regards to this letter, please call me at (250) 726-5076 or respond to this letter for follow up.

Saya m, Masso



Tia-o-qui-aht Natural Resources Dir.
Band Council

Without Prejudice

Carla Connolly

From: Gibson, Glen [Glen.Gibson@viha.ca]
Sent: September 7, 2011 8:18 AM
To: Carla Connolly
Subject: RE: Long Beach Airport Rezoning Referral Request

Same. = interests unaffected - see previous email.

Carla

Glenn J. Gibson

Land Development
Environmental Health Officer
250 947 8222 ext.39186
fax 250 947 8223
glen.gibson@viha.ca

From: Carla Connolly [<mailto:carla.connolly@acrd.bc.ca>]
Sent: Friday, September 02, 2011 10:54 AM
To: Gibson, Glen; Brenda.Barr@gov.bc.ca; frontcounterbc@gov.bc.ca; 'Jerry Linning'; Jill.Hatfield@gov.bc.ca; 'Silbernagel, Tim TRAN:EX'; Urszula.Mezynska@gov.bc.ca; pabdulla@ucluelet.ca; arodgers@tofino.ca; Rob Gaudreault; dave.mcvetty@pc.gc.ca; saya@tla-o-qui-aht.org
Cc: Mike Irg; Charity Hallberg
Subject: Long Beach Airport Rezoning Referral Request

Good morning,

Attached is a referral request for Rezoning application RT11006 at the Long Beach Airport. The proposed rezoning will create two (2) new zones for the LB Airport (APLB1 and APLB2).

Please review the attached report and bylaws and complete the attached referral form. The referral form can be filled out electronically and emailed back to me or you may print it and mail or fax it back to me – your choice.

Thank you for your attention to this matter. If no response is received within 14 days of receiving this email, it will be assumed that your department/agency's interests are unaffected.

If you have any questions at all please contact me.

Thank you.

Carla

Carla Connolly, MCIP

Planner

Alberni-Clayoquot Regional District
3008 Fifth Avenue
Port Alberni, BC V9Y 2E3
www.acrd.bc.ca

250.720.2712 (direct)
250.723.1327 (fax)

Carla Connolly

From: Gibson, Glen [Glen.Gibson@viha.ca]
Sent: September 7, 2011 8:17 AM
To: Carla Connolly
Subject: RE: Alberni Valley Airport Rezoning Referral Request

No concerns

Glenn J. Gibson

Land Development
Environmental Health Officer
250 947 8222 ext.39186
fax 250 947 8223
glen.gibson@viha.ca

From: Carla Connolly [<mailto:carla.connolly@acrd.bc.ca>]
Sent: Friday, September 02, 2011 9:50 AM
To: Gibson, Glen; 'Silbernagel, Tim TRAN:EX'; Brenda.Barr@gov.bc.ca; Urszula.Mezynska@gov.bc.ca; Jill.Hatfield@gov.bc.ca; frontcounterbc@gov.bc.ca; 'Cheetham, Roger ALC:EX'; pklaver@sd70.bc.ca; 'Jerry Linning'; Rob Gaudreault; steve@hupacasath.ca; 'Darrell Ross'; scott_smith@portalberni.ca
Cc: Mike Irg; Charity Hallberg
Subject: Alberni Valley Airport Rezoning Referral Request

Good morning,

Attached is a referral request for Rezoning application RT11006 at the Alberni Valley Airport. The proposed rezoning will create two (2) new zones for the AV Airport (APAV1 and APAV2).

Please review the attached report and bylaws and complete the attached referral form. The referral form can be filled out electronically and emailed back to me or you may print it and mail or fax it back to me – your choice.

Thank you for your attention to this matter. If no response is received within 14 days of receiving this email, it will be assumed that your department/agency's interests are unaffected.

If you have any questions at all please contact me.

Thank you.

Carla

Carla Connolly, MCIP
Planner

Alberni-Clayoquot Regional District
3008 Fifth Avenue
Port Alberni, BC V9Y 2E3
www.acrd.bc.ca

250.720.2712 (direct)
250.723.1327 (fax)

Carla Connolly

From: Wallace, Bonita FLNR:EX [Bonita.Wallace@gov.bc.ca]
Sent: September 8, 2011 4:23 PM
To: Carla Connolly
Subject: RE: Rezoning for Long Beach Airport Bylaw Referral No: P1282 & P1283 and Alberni Valley Airport Bylaw Referral No: P120 & P1281 both on ACRD FILE RT1106

Hi Carla:

As both of these referrals refer to zoning changes for lands owned by the ACRD, and there is no Crown Land component our interests are unaffected.

Bonita Wallace
Land Technical Officer

Ministry of Forests, Lands and Natural Resource Operations
Crown Land Resources
West Coast Region

2080 Labieux Rd
Nanaimo BC V9T 6J9

Phone: (250) 751-7266
Fax: (250) 751-7224

Carla Connolly


From: Patricia Abdulla [pabdulla@ucluelet.ca]
Sent: September 21, 2011 9:49 AM
To: Carla Connolly
Subject: RE: Long Beach Airport Rezoning Referral Request

Carla:

I realize we are past the date for response and indeed we have reviewed this as staff/management and would have no formal response or concerns.



Patricia Abdulla
Manager of Planning
PO Box 999, 200 Main Street
Ucluelet, BC V0R 3A0
Phone: 250-726-7744
pabdulla@ucluelet.ca

 Please don't print this e-mail unless you really need to

From: Carla Connolly [<mailto:carla.connolly@acrd.bc.ca>]
Sent: September-02-11 11:34 AM
To: glen.gibson@viha.ca; Brenda.Barr@gov.bc.ca; frontcounterbc@gov.bc.ca; 'Jerry Linning'; Jill.Hatfield@gov.bc.ca; 'Silbernagel, Tim TRAN:EX'; Urszula.Mezynska@gov.bc.ca; Patricia Abdulla; arodgers@tofino.ca; Rob Gaudreault; dave.mcvetty@pc.gc.ca; saya@tia-o-qui-aht.org
Cc: Mike Irg; Charity Hallberg
Subject: RE: Long Beach Airport Rezoning Referral Request

Hello all.

See attached Schedule A for BylawP1283, which is the zoning map for the Long Beach Airport.

Apologies.

Carla Connolly, MCIP
Planner

Alberni-Clayoquot Regional District
3008 Fifth Avenue
Port Alberni, BC V9Y 2E3
www.acrd.bc.ca

250.720.2712 (direct)
250.723.1327 (fax)



ALBERNI-CLAY QUOT REGIONAL DISTRICT

3008 Fifth Avenue

Port Alberni, BC V9Y 2E3

Phone: (250) 720-2700 Fax: (250) 723-1327

BYLAW RESPONSE SUMMARY

BYLAW NO.: P1282 & P1283 ACRD FILE NO.: RT11006

APPLICANT NAME: Alberni Clayoquot Regional District

ACRD CONTACT: Mike Irg, Manager of Planning & Development

Date of Referral: September 1, 2011

Approval Recommended for Reasons
Outlined Below

Interests Unaffected by Bylaw

Approval Recommended Subject to
Conditions Below

Approval NOT Recommended Due to
Reasons Outlined Below

- The Ministry of Transportation and Infrastructure has no concerns with the text amendment of the zoning bylaw.

**"THIS IS THE ONLY COPY YOU
WILL RECEIVE UNLESS YOU
REQUEST THE ORIGINAL."**

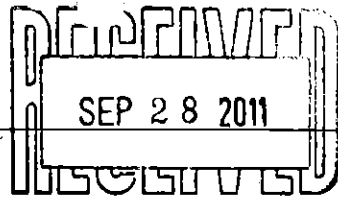
Agency (please print): TRANSPORTATION & INFRASTRUCTURE

Name (please print): TIM SILBERNAGEL

Title: D.A. TECH.

Signature:

Date: SEPT 23, 2011



BYLAW RESPONSE SUMMARY

BYLAW NO.: P1282 & P1283 ACRD FILE NO.: RT11006

APPLICANT NAME: Alberni Clayoquot Regional District

ACRD CONTACT: Mike Irg, Manager of Planning & Development

Date of Referral: September 1, 2011

Approval Recommended for Reasons
Outlined Below

Interests Unaffected by Bylaw

Approval Recommended Subject to
Conditions Below

Approval NOT Recommended Due to
Reasons Outlined Below

Similar to the Alberni Valley Airport rezone I can see there are several streams in the general area of the APLB2 zone which may well be fish bearing. To better inform future development (permit) approval processes we strongly recommend that ACRD conduct a survey of fish presence and distribution. Although the Riparian Areas Regulation does not apply to this area we would hope that ACRD will provide equivalent protection to the streams, riparian zones and any rare or endangered species and ecosystems affected by those proposals.

Agency (please print): FLNRO

Name (please print): Margaret Henigman

Title: Ecosystems Biologist

Signature: *Margaret Henigman*

Date: Sept 22 2011



ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue

Port Alberni, BC V9Y 2E3

Phone: (250) 720-2700 Fax: (250) 723-1327

BYLAW RESPONSE SUMMARY

BYLAW NO.: P1282 & P1283 ACRD FILE NO.: RT11006

APPLICANT NAME: Alberni Clayoquot Regional District

ACRD CONTACT: Mike Irg, Manager of Planning & Development

Date of Referral: September 1, 2011

Approval Recommended for Reasons
Outlined Below

X

Interests Unaffected by Bylaw

Approval Recommended Subject to
Conditions Below

Approval NOT Recommended Due to
Reasons Outlined Below

[Empty rectangular box for detailed response or comments]

Agency (please print): BC Ministry of Agriculture

Name (please print): Jill Hatfield

Title: Regional Agrologist

Signature:

Date: September 26, 2011



ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue

Port Alberni, BC V9Y 2E3

Phone: (250) 720-2700 Fax: (250) 723-1327

BYLAW RESPONSE SUMMARY

BYLAW NO.: P1282 & P1283 ACRD FILE NO.: RT11006

APPLICANT NAME: Alberni Clayoquot Regional District

ACRD CONTACT: Mike Irg, Manager of Planning & Development

Date of Referral: September 1, 2011

Approval Recommended for Reasons
Outlined Below

x

Interests Unaffected by Bylaw

Approval Recommended Subject to
Conditions Below

Approval NOT Recommended Due to
Reasons Outlined Below

[Empty rectangular box for additional information or comments]

Agency (please print): District of Tofino

Name (please print): Aaron Rodgers

Title: Mgr of Community
Sustainability

Signature: _____

Date: September 2, 2011

Carla Connolly

From: Mezynska, Urszula CSCD:EX [Urszula.Mezynska@gov.bc.ca]
Sent: September 16, 2011 3:39 PM
To: Carla Connolly
Subject: RE: Long Beach Airport Rezoning Referral Request

Hi Carla:

Thank you also for referring bylaws 1282 and 1283 to the Ministry of Community, Sport and Cultural Development (MCSCD) for comment. Please consider this email as MCSCD's response to your referral.

Due to our role in the bylaw approval process, MCSCD does not generally offer comments at the referral stage. However, we would like to provide you with some of the current processing considerations.

- Please ensure that you have referred this bylaw to the appropriate ministries and agencies and that you provide a record of the results of your referral efforts with your bylaw submission (i.e. no comment received, resolution of concerns/objections).
- The Ministry expects you to follow the actions for First Nations consultation as outlined in the *Interim Guide to First Nations Engagement on Local Government Statutory Approvals* (Guide). The information you provide with your bylaw approval request will be reviewed for First Nations consultation. Please complete and initial Appendix F of the Guide and include as part of your bylaw submission. Here is the link to the Guide. http://www.cscd.gov.bc.ca/lgd/library/First_Nations_Engagement_Guide.pdf
 - To help identify First Nations who have/may have rights or title on the land base, the provincial Consultative Areas Database (CAD) now has a public map service component for use by local government. The CAD Public Map Service is an interactive mapping tool. Please be sure to check the CAD and to keep a record of your findings. Here is the link to the CAD. <http://webmaps.gov.bc.ca/imfx/imf.jsp?session=673103456444&sessionName=Consultative%20Areas%20Database%20Public>
- You may also wish to consider the commitment your regional district has made by signing the Climate Action Charter, specifically in the area of developing compact, complete communities. If this is an Official Community Plan update or amendment, please ensure that the bylaw meets the requirements of *Local Government Act* Section 877(3) - targets, policies and actions for the reduction of greenhouse gas emissions.

If you are aware of conflicts or concerns that may arise with other provincial agencies or First Nations because of this bylaw application, please feel free to contact me to discuss in further detail.

Regards,
Urszula

Urszula Mezynska
Senior Policy Analyst
Intergovernmental Relations and Planning Division
Ministry of Community, Sport and Cultural Development
Phone: 250 952-6582

REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT

BYLAW NO. P1282

OFFICIAL ZONING TEXT AMENDMENT

A bylaw of the Regional District of Alberni-Clayoquot to amend Bylaw No. 15, being the “Regional District of Alberni-Clayoquot Zoning By-law No. 15, 1971”.

WHEREAS the *Local Government Act* authorizes the Regional Board to amend a zoning bylaw upon the affirmative vote of the directors in accordance with Sections 890 and 894 of the *Local Government Act*;

AND WHEREAS the Board of Directors of the Regional District of Alberni-Clayoquot, in open meeting assembled, enacts the following amendment to the text of the Regional District of Alberni-Clayoquot Zoning By-law No. 15, 1971:

1. TITLE

This bylaw may be cited as the Regional District of Alberni-Clayoquot Zoning Text Amendment Bylaw No. P1282.

2. Bylaw No. 15 of the Regional District of Alberni-Clayoquot is hereby amended by:

- a. Adding a new section “164 Airport (AP) District” and subsections “164.1 Long Beach Airport One (APLB1) District” and “164.2 Long Beach Airport Two (APLB2) District” to read as follows:

164 Airport (AP) District

This district provides for airport, airport related and other compatible uses. The district will be developed as sub areas APLB1 and APLB2.

164.1 Long Beach Airport One (APLB1) District

This district is to provide for aviation-related and compatible community activities on publicly-owned land for uses associated with airport operations such as light industrial, commercial and recreational uses.

164.1.1 Permitted Uses

Lands, buildings and structures in APLB1 District may be used for the following purposes only:

- a) airport base

- b) heliport
- c) airport service facilities
- d) passenger terminal
- e) aircraft fuel depot
- f) aircraft hangars
- g) aircraft sales
- h) aircraft servicing and maintenance
- i) utilities and communication facilities
- j) emergency services
- k) hospital and health facilities
- l) aviation training, trade schools, high school and biosphere-related schools
- m) scientific, electronic and technological research
- n) taxi dispatchers, bus depots
- o) storage yard, cold storage, warehousing
- p) aviation-related light industrial
- q) National and Provincial Parks offices and support facilities
- r) Department of National Defence uses
- s) meteorological station and metrological facilities
- t) manufacturing, assembly, disassembly, processing or packaging of materials and goods
- u) vehicle rental and ancillary servicing
- v) marine value-added facilities
- w) vehicle and equipment repairs and maintenance
- x) hotel, motel
- y) conference centre
- z) residential use, including staff rental housing
- aa) caretaker accommodation
- bb) offices
- cc) restaurants, cafes and pubs
- dd) retail store not exceeding 125 square metres
- ee) commercial laundry
- ff) agriculture, market gardening, community gardening
- gg) forestry and silviculture
- hh) forestry value-added facilities
 - ii) vegetative-waste (brush, etc.) composting site
- jj) recycling facilities
- kk) golf course and clubhouse
 - ll) camping and parking for recreational vehicles
- mm) arena, swimming pool, curling rink
- nn) seasonal exhibition use
- oo) surfboard and/or bicycle rentals, sales and repairs
- pp) natural resource extraction
- qq) museum

164.1.2 Lot Size

For the purpose of a lease, land within this district must not be divided into parcels of less than 500 square metres.

164.1.3 Lot Coverage

The maximum lot coverage of the leased lot for all buildings and structures is 65%.

164.1.4 Minimum Dimensions Required for Yards

Yard and lease area setback requirements will be in accordance with Transport Canada Airport Regulations and spatial separation requirements of the BC Building Code.

164.1.5 Building Height

The height of all buildings and structures will be limited to the requirements of Transport Canada Airport (TCA) Zoning Regulations.

164.1.6 Setbacks

The setbacks for any building will be as follows:

from Pacific Rim Park Reserve boundary	not less than 30 m
from the Pacific Rim Highway	not less than 60 m
from the edge of a runway or taxiway	per TCA Regulations
from another building	not less than 5 m
from an internal lot line	not less than 3 m
from the top of band of a ravine	not less than 30 m without an environmental assessment
from the natural boundary of a wetland or watercourse	not less than 15 m without an environmental assessment

164.1.7 Off-Street Parking

Off-street parking spaces will be required as per Schedule III of the Alberni-Clayoquot Regional District Zoning Bylaw.

164.1.8 Off-Street Loading

Off-street loading spaces will be required as per Schedule IV of the Alberni-Clayoquot Regional District Zoning Bylaw.

164.1.9 Conditions of Use

- a) All development must be in conformance with the requirements of the airport operations manual or, in the absence of an operations manual, with Transport Canada's publication TP312, *Aerodromes Standards and Recommended Practices*.
- b) All development must be planned, designed and constructed to avoid creating a hazard to flights, such as attracting birds, rodents or other animals to the property.
- c) All illuminated storage and parking areas must have lighting placed in such a manner that all direct rays of light are limited to the storage or parking areas by using full cut-off lighting fixtures which reduce the amount of light escaping above the plane of horizontal or similar lights that achieve the same result in order to reduce light pollution.

164.2 Long Beach Airport Two (APLB2) District

This zone is intended for less intensive uses.

164.2.1 The only uses permitted in this district are the following:

- a) passive recreation such as walking trails
- b) agriculture
- c) forestry, silviculture
- d) transportation of natural resources

3. This bylaw shall come into force and take effect upon the adoption thereof.

Read a first time this 24th day of August, 2011
Public hearing held this 17th day of January, 2017
Read a second time this XXX day of XXX, 2017
Read a third time this XXX day of XXX, 2017

Adopted this XXX day of XXX, 2017

Russell Dyson, CAO

Chair of the Regional Board

REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT
BYLAW NO. P1283
OFFICIAL ZONING ATLAS AMENDMENT NO. 653

A bylaw of the Regional District of Alberni-Clayoquot to amend Bylaw No. 15, being the “Regional District of Alberni-Clayoquot Zoning By-law No. 15, 1971”.

WHEREAS the *Local Government Act* authorizes the Regional Board to amend a zoning bylaw after a public hearing and upon the affirmative vote of the directors in accordance with Sections 890 and 894 of the *Local Government Act*;

AND WHEREAS an application has been made to rezone a property;

AND WHEREAS the Board of Directors of the Regional District of Alberni-Clayoquot, in open meeting assembled, enacts the following amendment to the Official Zoning Atlas of the Regional District of Alberni-Clayoquot Zoning By-law No. 15, 1971:

1. TITLE

This bylaw may be cited as the Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw No. 653.

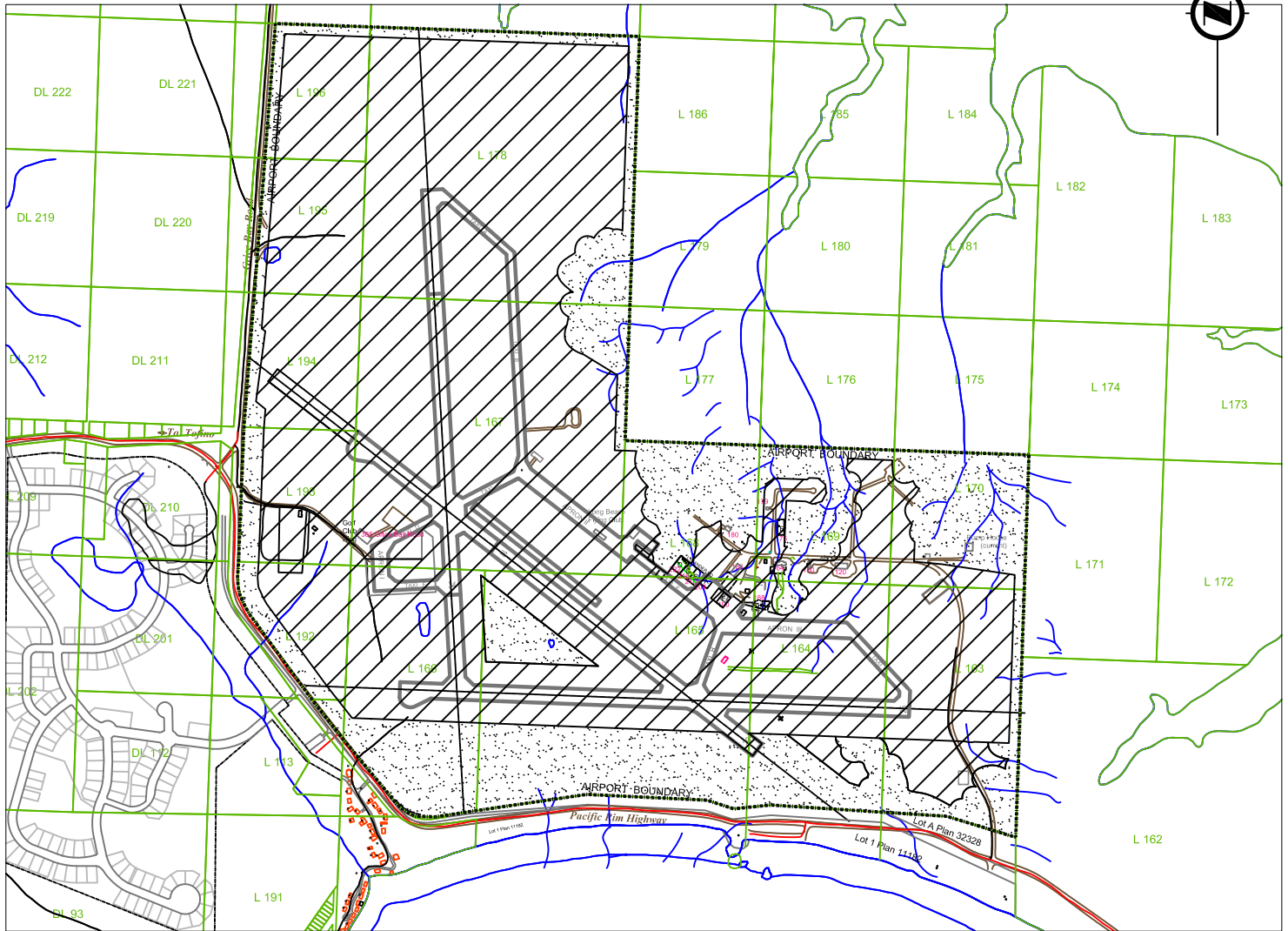
2. Bylaw No. 15 of the Regional District of Alberni-Clayoquot is hereby amended by rezoning: Lot 165, Clayoquot District, containing 152 acres, more or less, except parts in Plans 11182 and 1417 RW. Lot 163, Clayoquot District, except part in Plans 1417RW, 11182 and 32328. Lot 164, Clayoquot District, except parts in Plans 11182 and 1417RW. That Part of DL 166, Clayoquot District, except part in Plan 1417 RW, lying to the north and east of Plan 1417 RW. DL 167, Clayoquot District, containing 160 acres more or less. That part of DL 192, Clayoquot District, except part red on Plan 1417 RW, lying to the north and east of Plan 1417 RW. That part of DL 113, Clayoquot District, lying to the north and east of Plan 1417RW That part of DL 193, Clayoquot District, lying to the east of Plan 1371RW. That part of DL 194, Clayoquot District, lying east of Plan 1371 RW. DL 178, Clayoquot District. DL 168, Clayoquot District. DL 169, Clayoquot District. DL 170, Clayoquot District. That part of DL 196, Clayoquot District, except part in Plan 1371 RW lying to the east of Plan 1371 RW. DL 193, Clayoquot District, except that part lying to the west of Plan 1371 RW. That part of DL 195, Clayoquot District, except part in Plan 1371 RW lying to the east of Plan 1371 RW. from Park and Public Use (P2) District to Long Beach Airport One (APLB1) District and Long Beach Airport Two (APLB2) District as shown on Schedule ‘A’ which is attached to and forms part of this bylaw.

3. This bylaw shall come into force and take effect upon the adoption thereof.

Read a first time this 24th day of August, 2011
Public hearing held this 17th day of January, 2017
Read a second time this day of , 2017
Read a third time this day of , 2017
Adopted this day of , 2017

Schedule 'A'

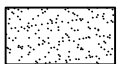
This schedule is attached to and forms part of Bylaw P1283



Legal Description: Lot 165, Clayoquot District, containing 152 acres, more or less, except parts in Plans 11182 and 1417 RW. Lot 163, Clayoquot District, except part in Plans 1417RW, 11182 and 32328. Lot 164, Clayoquot District, except parts in Plans 11182 and 1417RW. That Part of DL 166, Clayoquot District, except part in Plan 1417 RW, lying to the north and east of Plan 1417 RW. DL 167, Clayoquot District, containing 160 acres more or less. That part of DL 192, Clayoquot District, except part red on Plan 1417 RW, lying to the north and east of Plan 1417 RW. That part of DL 113, Clayoquot District, lying to the north and east of Plan 1417RW That part of DL 193, Clayoquot District, lying to the east of Plan 1371RW. That part of DL 194, Clayoquot District, lying east of Plan 1371 RW. DL 178, Clayoquot District. DL 168, Clayoquot District. DL 169, Clayoquot District. DL 170, Clayoquot District. That part of DL 196, Clayoquot District, except part in Plan 1371 RW lying to the east of Plan 1371 RW. DL 193, Clayoquot District, except that part lying to the west of Plan 1371 RW. That part of DL 195, Clayoquot District, except part in Plan 1371 RW lying to the east of Plan 1371 RW.



To be rezoned from Park and Public Use (P2) District to Long Beach Airport One (APLB1) District



To be rezoned from Park and Public Use (P2) District to Long Beach Airport Two (APLB2) District



ALBERNI-CLAYOQUOT
REGIONAL DISTRICT





ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3

Telephone (250) 720-2700 Fax (250) 723-1327

MEMORANDUM

To: Russell Dyson, Chief Administrative Officer; and
Regional Board of Directors

From: Heather Zenner, Planner

Date: January 17, 2017

Subject: Review of Proposed Replacement Areas for Greenmax Woodlot W1479

Recommendation:

THAT the Board of Directors direct staff to provide a response to the Ministry of Forests, Lands and Natural Resource Operations stating that the proposed Woodlot W1479 replacement lands and/or Forestry Licence to Cut lands do not impact the Regional District's interests subject to consideration of the comments outlined in this report.

Background:

Pursuant to Section 60 of the *Forest Act*, the Ministry of Forests, Lands and Natural Resources Operations (FLNRO) has given notice to Island-Roots Forestry Services Ltd., the owner of Greenmax Woodlot W1479 that approximately 86 hectares will be deleted from this woodlot. The 86 ha's are being deleted as this landbase is adjacent to the Alberni Valley Regional Airport and is height restricted, therefore cannot grow mature timber without compromising the Obstacle Limitation Surface.

FLNRO has proposed to replace the deleted woodlot lands with other suitable forested Crown land as additions to the woodlot and/or by issuing a direct award non-replaceable Forestry Licence to Cut (FLTC) as shown in Appendix A.

Comments:

Parcel	Location	Area (ha's)	Tenure	Electoral Area	Zoning	ALR
A	Kitsuksis	104.2	Woodlot	Beaufort & Cherry Creek	A3	Portion w/in ALR
B	Block 209, NW of AVRA	38.7	Forestry Licence to Cut	Sproat Lake	A4	Portion w/in ALR
C	DL 195, High Valley Road	14.6	Woodlot	Beaufort	A3	ALR
D	DL 164	15.0	Forestry Licence to Cut	Beaufort	A3	ALR
E	DL 290	16.8	Woodlot	Beaufort	A4	No

MISC16020

Members: City of Port Alberni, District of Ucluelet, District of Tofino, Yuułu?if?ath Government, Huu-ay-aht First Nations, Uchucklesaht Tribe, Toquaht Nation
Electoral Areas "A" (Bamfield), "B" (Beaufort), "C" (Long Beach), "D" (Sproat Lake), "E" (Beaver Creek) and "F" (Cherry Creek)

Parcel A - Kitsuksis

Parcel A is adjacent to several rural residential properties and is zoned Forest Rural (A3) District, which permits harvesting, transport, and storage of forest resources. The eastern side of this parcel is partially within the Agriculture Land Reserve.

Maplehurst trail and Maplehurst Park located in District Lots 144 and 146 as shown on Appendix B, have important recreational values in this area. An area south of parcel A (Crown land District Lot 145, and Lot 1, Plan 23818) has several Garry Oak trees as shown on Appendix C. There is also a walking trail noted on the map in Plan VIP23818, Lot 1 which was utilized when the Garry Oaks were GPS'd approximately 12 years ago by the ACRD staff and volunteers. ACRD encourages the Crown and tenure holder to allow the Maplehurst trail to be maintained and protected. The Crown has indicated that a previous *Land Act* Section 16 Reserve for Treaty on this parcel is no longer in effect.

Parcel B – Block 209 NW of AVRA

Parcel B is located NW of the Alberni Valley Regional Airport (AVRA) and is zoned Forest Reserve (A4) District, which permits harvesting, transport, and storage of forest resources. A portion of this parcel on the northern edge is within the Agriculture Land Reserve.

This parcel is located within a height restricted area which is not suitable for long term timber production. The ACRD supports full stem removal in this area by a short term Forestry Licence to Cut and not as an addition to a Woodlot. ACRD is aware that the Western Painted Turtle is present in Parcel B and this information has been previously shared with the province. Any future crop on this parcel must not impact the Obstacle Limitation Surface of the AVRA. ACRD has requested that a *Land Act* Section 17 Conditional Withdrawal on Parcel B and other Crown lands surrounding the airport be implemented to formally height restrict these lands. ACRD has also requested a *Forest Act* Map Notation to be placed on Crown lands surrounding the airport. The purpose of these two designations is to prevent Crown land dispositions that are not compatible with the Obstacle Limitation Surface of the Alberni Valley Regional Airport.

Parcel C – District Lot 195, High Valley Road

Parcel C is north of High Valley Road and is zoned Forest Rural (A3) District, which permits harvesting, transport, and storage of forest resources. This parcel is entirely within the Agriculture Reserve.

Parcel D – District Lot 164

Parcel D is located in District Lot 164, a mainly forested area. This parcel is zoned Forest Rural (A3) District, which permits harvesting, transport, and storage of forest resources. This parcel is entirely within the Agriculture Reserve.

Parcel E – District Lot 290

Parcel E is located in District Lot 209 and is zoned Forest Reserve (A4) District, which permits harvesting, transport, and storage of forest resources.

Staff have determined that ACRD’s interests are unaffected by the proposed replacement lands and Forestry Licence to Cut Opportunities for W1479 subject to consideration of the comments outlined in this report.

Submitted by:



Heather Zenner, Planner

Reviewed by:



Mike Irg, Manager of Planning and Development



Russell Dyson, Chief Administrative Officer



File: 19720-20/W1479

December 14, 2016

Email: mirg@acrd.bc.ca

Mike Irg, Manager
Planning and Development
Alberni-Clayoquot Regional District
3008 5th Avenue
Port Alberni, British Columbia
V9Y 2E3

Dear Mike Irg:

In order to manage for the safe take-off and landing of aircraft at the newly expanded Alberni Valley Regional Airport, approximately 86 ha of crown land is proposed to be deleted from Woodlot Licence W1479. Please see attached map for location of the area to be deleted. Going forward, this area will no longer be suitable for timber production because this use is incompatible with the obstacle limitation surface requirements associated with the airport. Pursuant to Section 60 of the *Forest Act*, Forests, Lands and Natural Resource Operations (FLRNO) proposes to replace the deleted woodlot lands with other suitable forested Crown land nearby as additions to the woodlot and/or by issuing a direct award non-replaceable Forestry Licence to Cut (FLTC) for the harvest of timber, or a combination thereof. FLNRO has identified five crown parcels in the Alberni Valley for consideration. One or more of these parcels may be considered, but not all of them. The parcels are described in further detail below and are shown in red on the attached maps.

Information about the Proponent and Application is noted below:

Island-Roots Forestry Services Ltd.
10059 Blower Road
Port Alberni, British Columbia
V9Y 9B2
250-720-1156
islandroots@shaw.ca

Island Roots Forestry Services Ltd. has been managing Crown lands under WL W1479 since 1996.

General geographic location: Arrowsmith TSA, Alberni Valley

Ministry of Forests, Lands and
Natural Resource Operations

South Island Natural
Resource District

Location:
4885 Cherry Creek Road
Port Alberni BC

Mailing Address:
4885 Cherry Creek Road
Port Alberni BC V9Y 8E9

Tel: (250) 731-3000
Fax: (250) 731-3010r

Parcel	Specific Location	BCGS (1:20,000) map sheet	Approximate Size (ha)	Possible form of tenure	
				W1479 Addition	FLTC
A	Kitsuksis Creek, Kitsuksis Road	092F026	104.2	Yes	
B	Block 209, Northwest of Alberni Valley Regional Airport	092F036	38.7		Yes
C	DL 195, High Valley Road, Beaver Creek	092F036	14.6	Yes	Yes
D	DL 165, Beaver Creek	092F036	15.0		Yes
E	DL 290, Beaver Creek	092F036	16.8	Yes	

Proposed length of tenure term: For parcels under consideration as W1479 replacement lands, the term would be the same as the woodlot which is 20 years, replaceable every 10 years. For parcels under consideration as a non-replaceable FLTC, the maximum term would be 10 years.

A Woodlot Licence is a legal agreement between a licensee and the Province which allows the licensee to manage Crown land. While a Woodlot Licence provides the licensee with harvesting rights to the timber and the legal obligation to regenerate a new forest, operations are generally small scale in nature and the licensee must manage for other values such as wildlife, biodiversity, recreation and visuals as well. A non-replaceable FLTC is a short term harvesting opportunity. The licensee is responsible for establishing a free growing stand post-harvest. The *Land Act* Section 16 Reserve for Treaty on the Kitsuksis Road parcel is no longer in effect.

If you have any comments regarding this proposal, please provide them to us in writing within 60 days of the date of this letter.

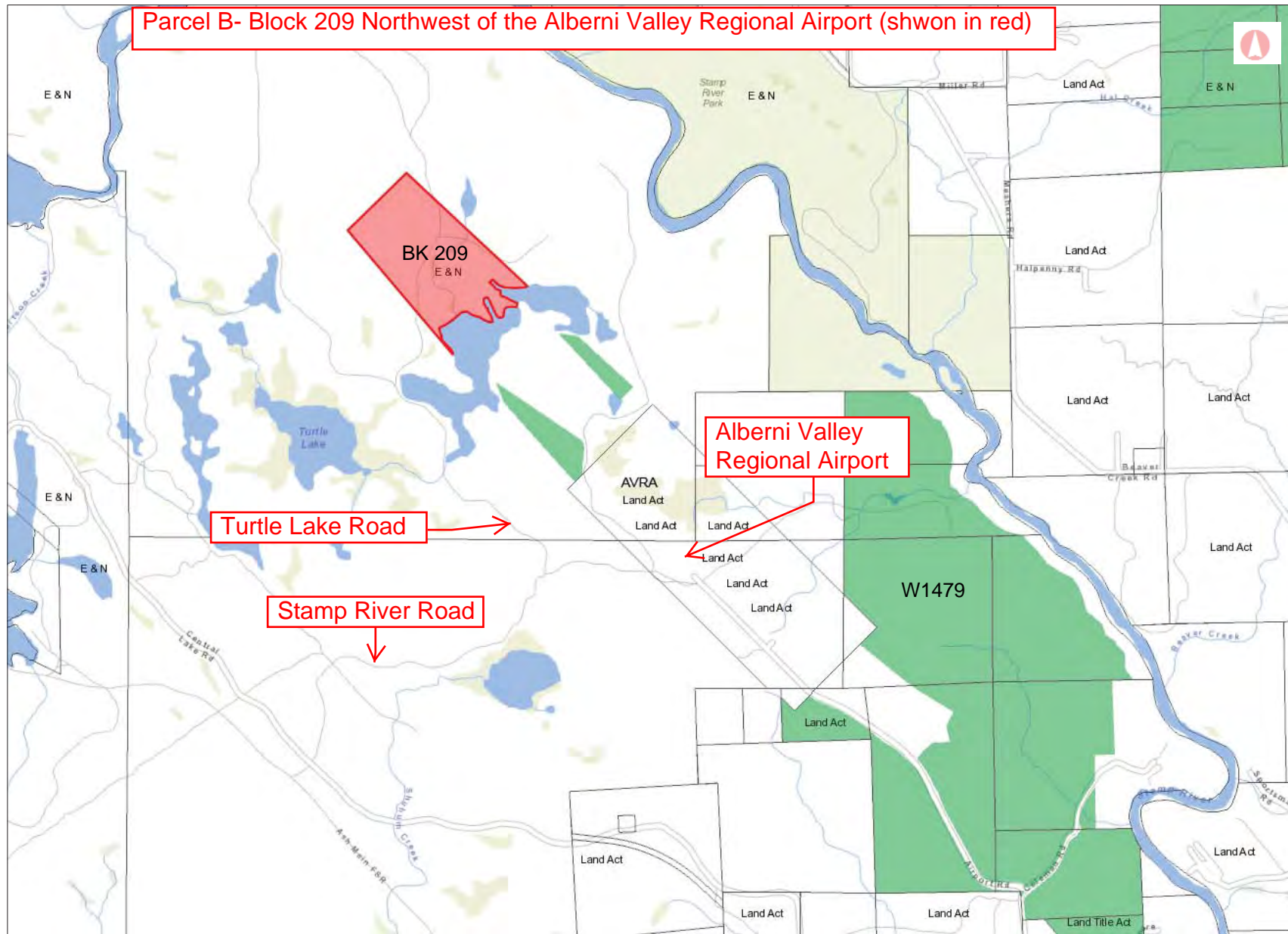
If you have any questions please contact Dave Cruickshank, RPF, Resource Forester David.Cruickshank@gov.bc.ca or by phone at 250-724-3065.

Yours truly,

Mary Bauto
Acting District Manager
South Island Natural Resource District

Attachment(s): Maps

Parcel B- Block 209 Northwest of the Alberni Valley Regional Airport (shwon in red)



iMapBC Mapping

Legend

- Land Act Survey Parcels - T
- Managed Licence Poly - Act Themed
- TileCache



1: 20,000

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Datum: NAD83
Projection: NAD_1983_BC_Environment_Albers

Key Map of British Columbia

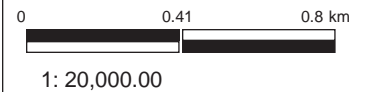
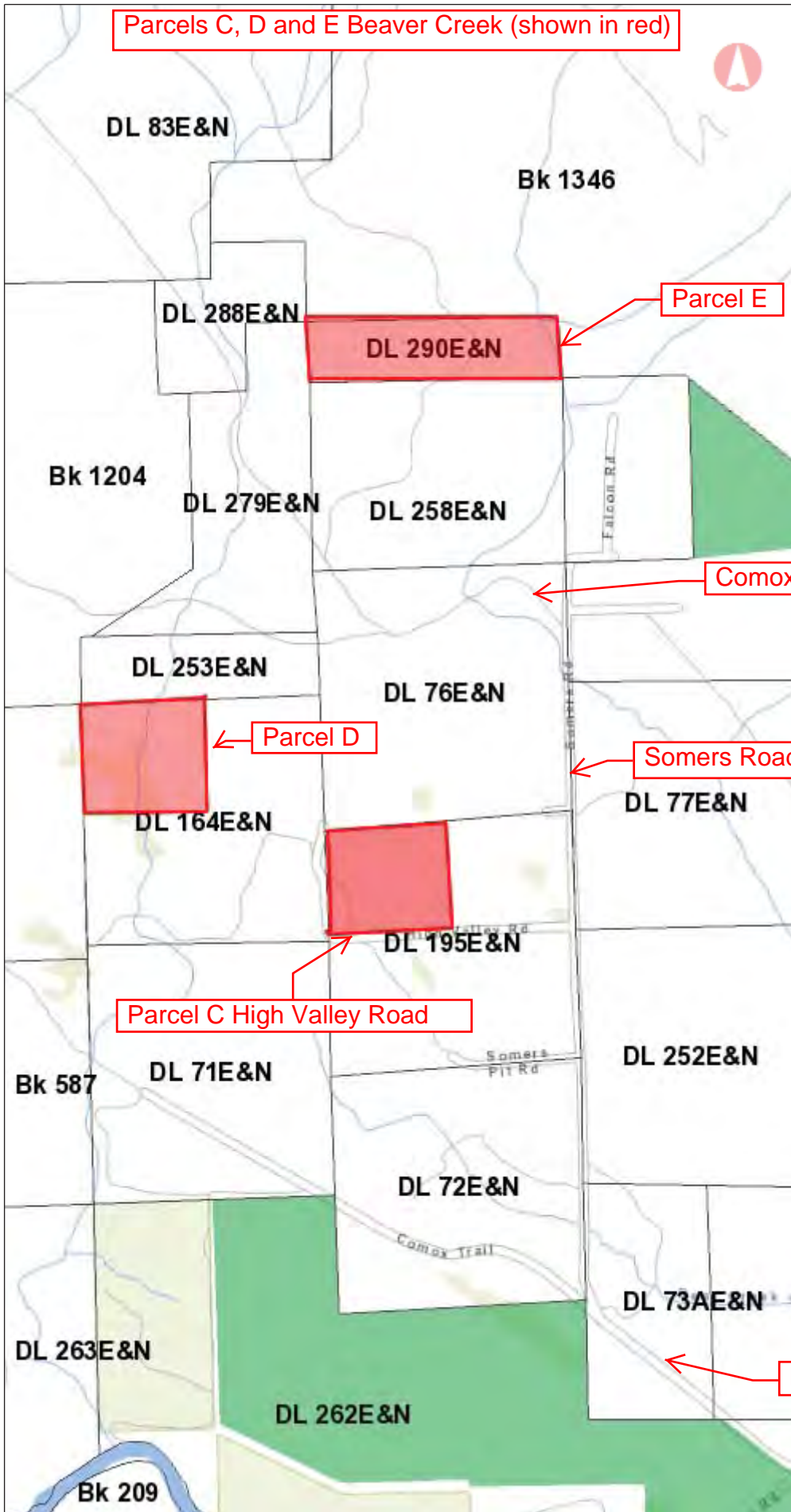




iMapBC Mapping

Legend

- Land Act Survey Parcels - T Descriptions
- Land Act Survey Parcels - T
- Managed Licence Poly - Act Themed
- TileCache



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Key Map of British Columbia





iMapBC Mapping

Legend

- Land Act Survey Parcels - T Descriptions
- Land Act Survey Parcels - T
- Managed Licence Poly - Act Themed
- Land Act Surveyed Rights of Tantis - Legal Descriptions
- TileCache



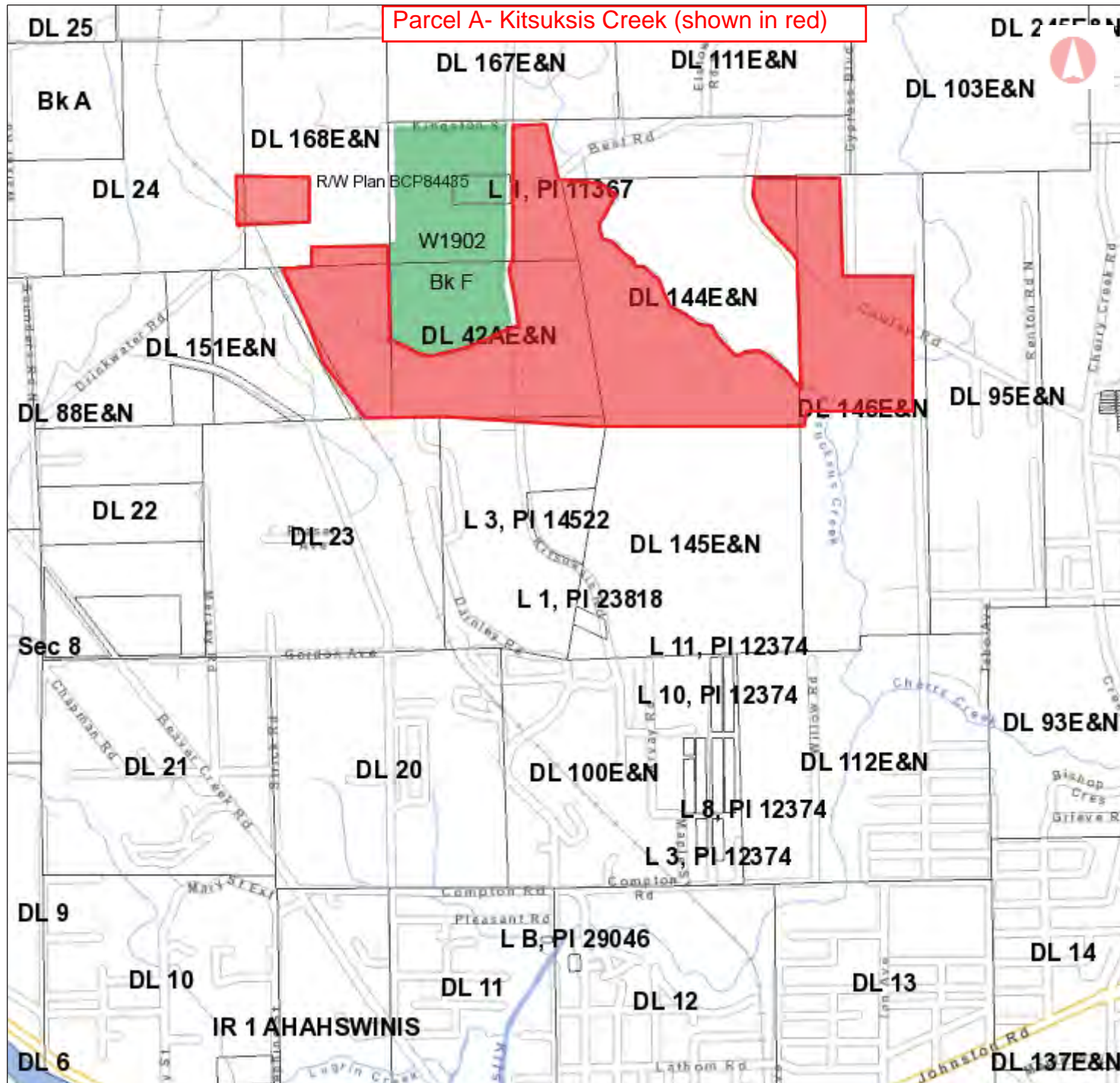
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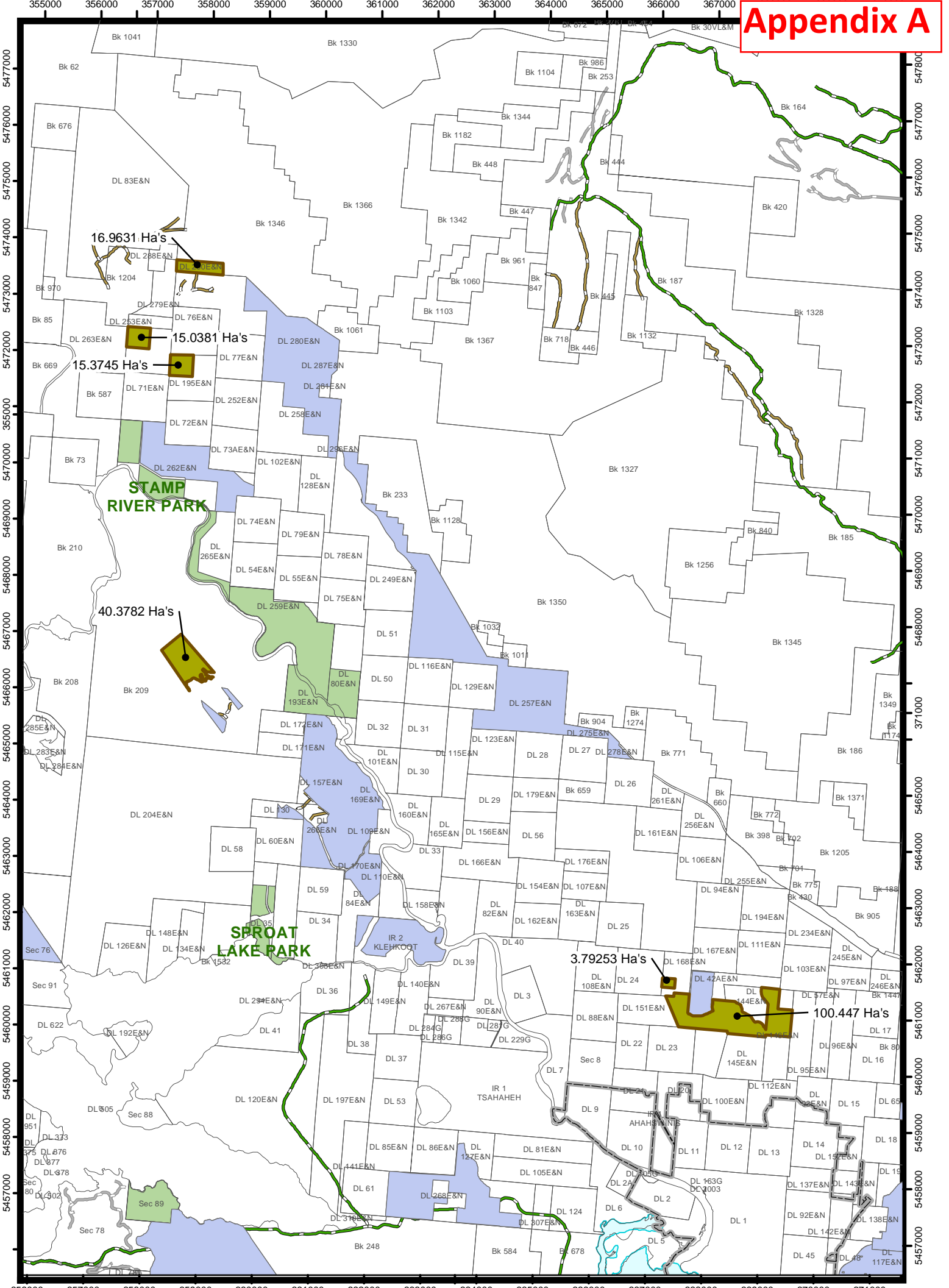
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Datum: NAD83
Projection: NAD_1983_BC_Environment_Albers

Key Map of British Columbia





16.9631 Ha's

15.0381 Ha's

15.3745 Ha's

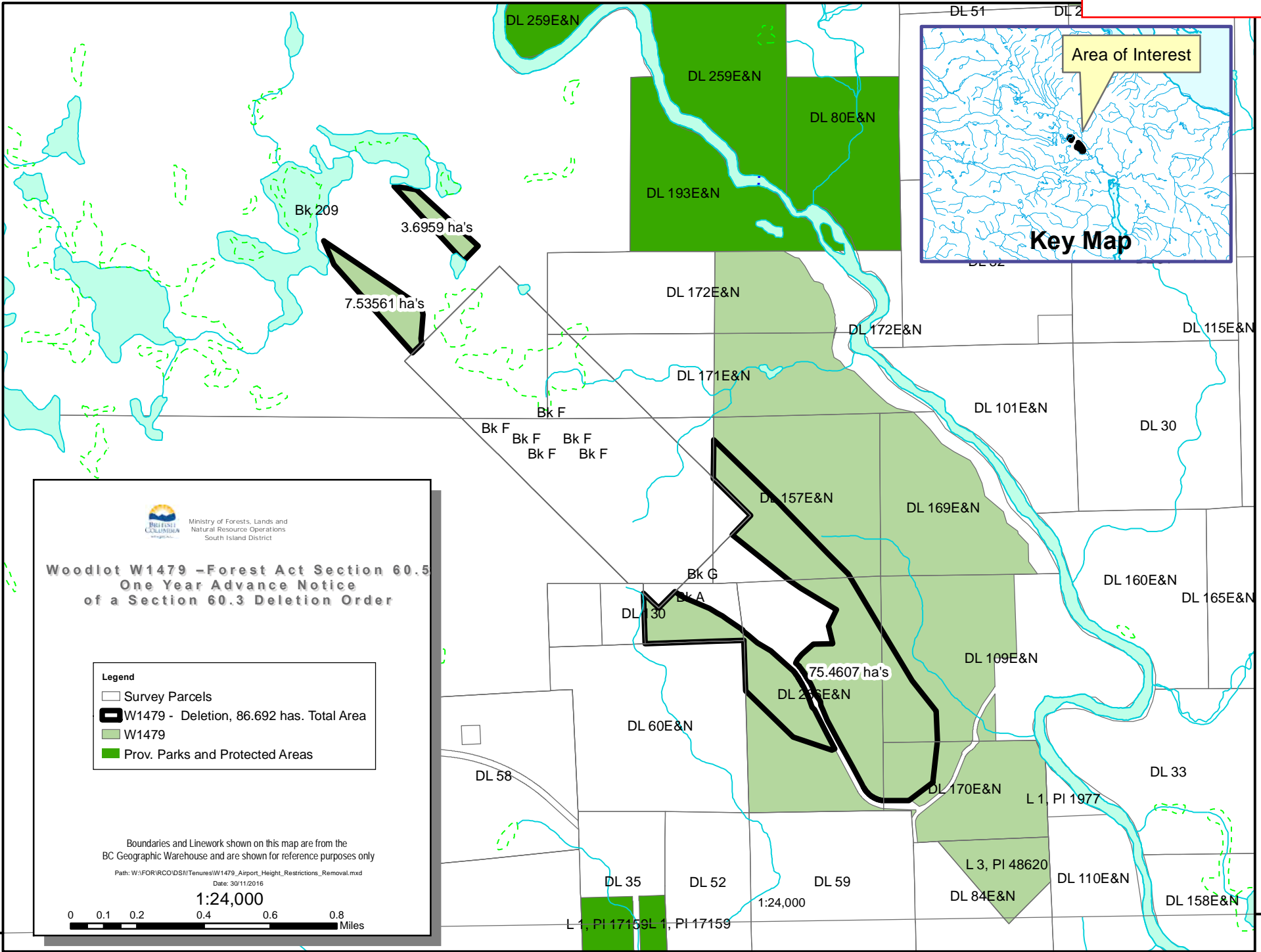
40.3782 Ha's

3.79253 Ha's

100.447 Ha's

STAMP RIVER PARK

SPROAT LAKE PARK

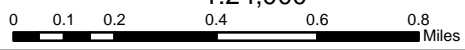


Woodlot W1479 – Forest Act Section 60.5
 One Year Advance Notice
 of a Section 60.3 Deletion Order

Legend	
	Survey Parcels
	W1479 - Deletion, 86.692 has. Total Area
	W1479
	Prov. Parks and Protected Areas

Boundaries and Linework shown on this map are from the BC Geographic Warehouse and are shown for reference purposes only
 Path: W:\FOR\RCO\DSI\Tenures\W1479_Airport_Height_Restrictions_Removal.mxd
 Date: 30/11/2016

1:24,000



Maplehurst Trails and Park

CHERRY CREEK

MAPLEHURST PARK

STRATHCONA

CITY OF PORT ALBERNI

MOORE RD

SPFLD

WILLOW RD

KITSUKSIS ST.

POPLAR RD

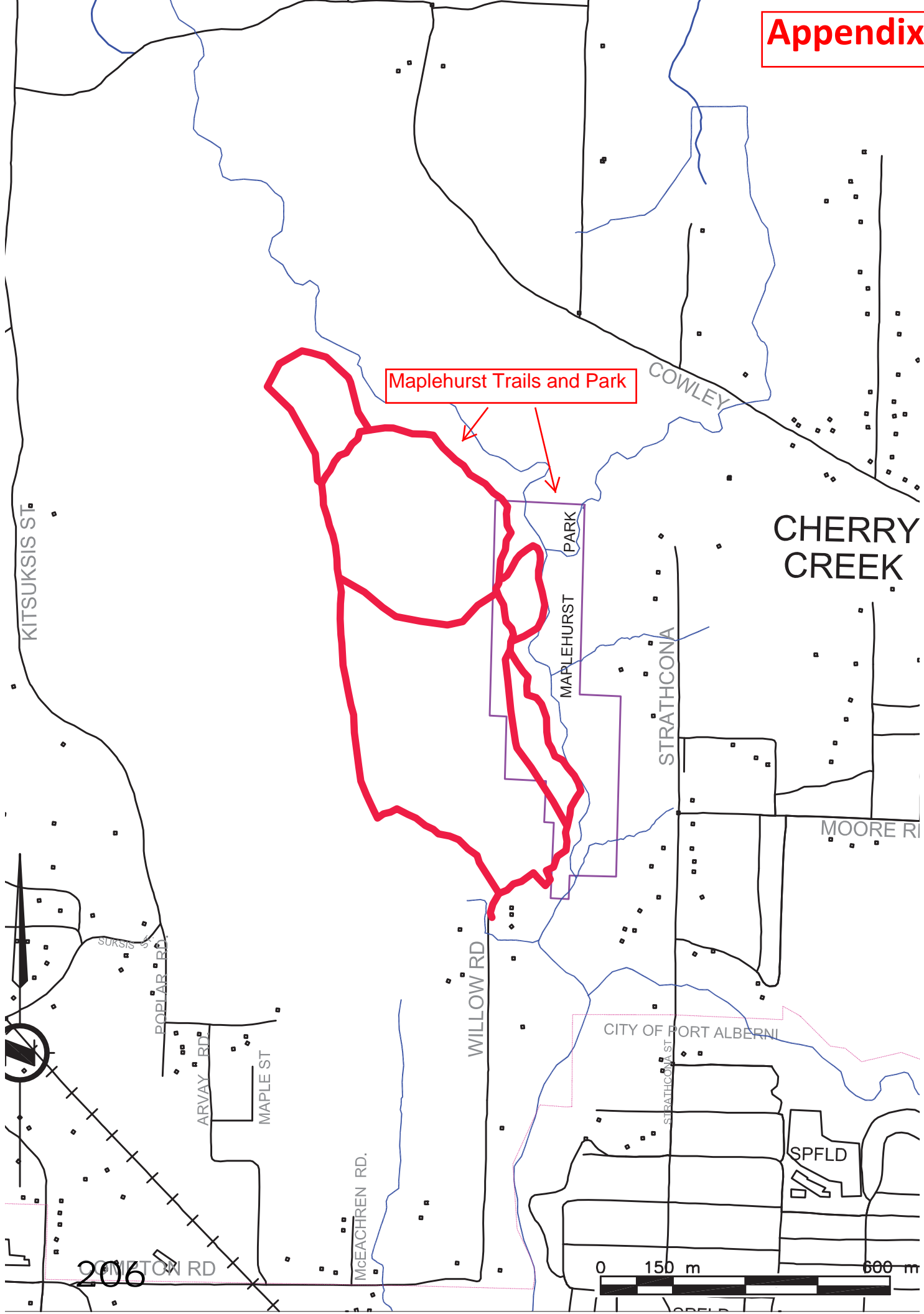
ARVAY RD

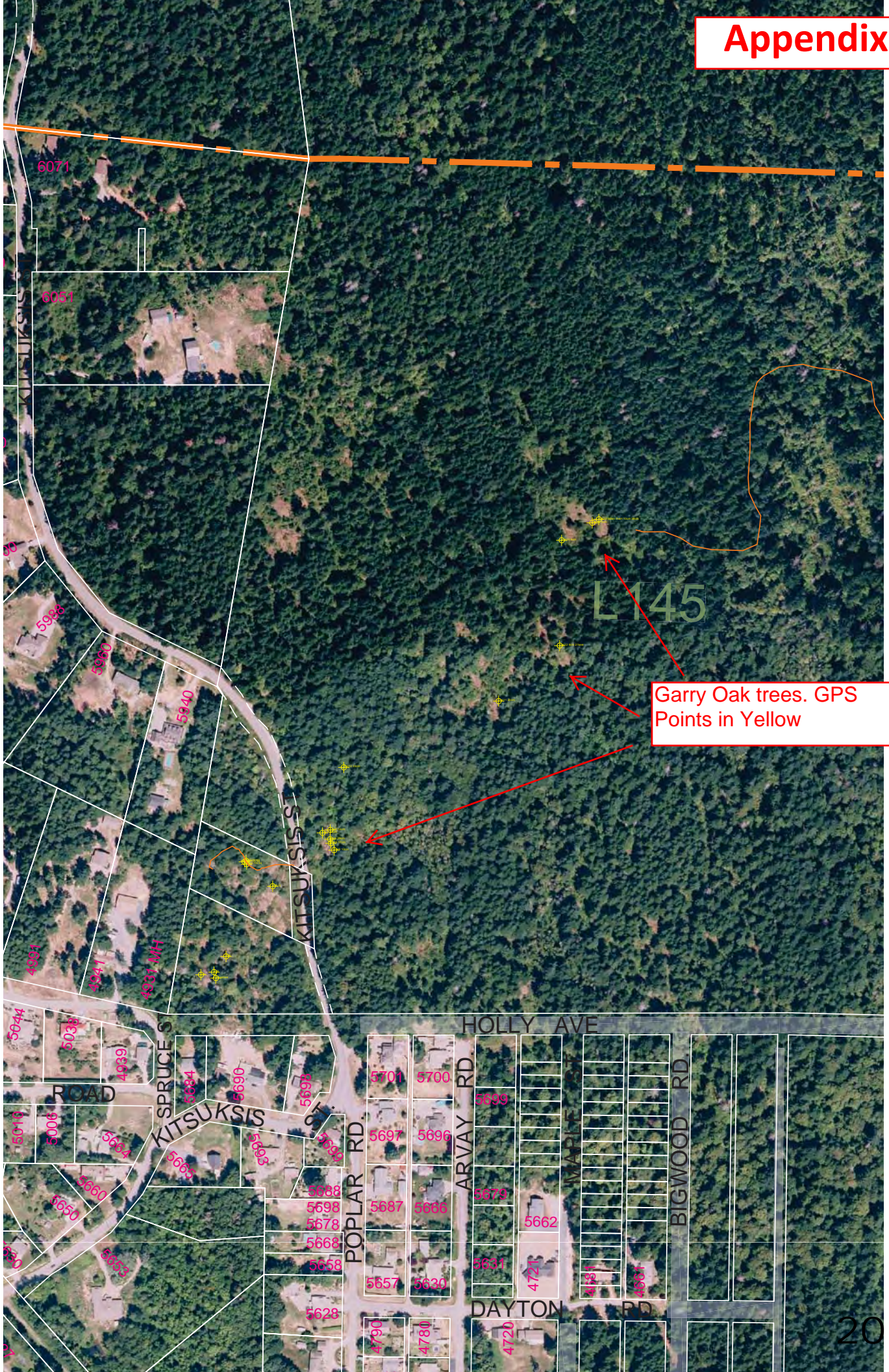
MAPLE ST

McEACHREN RD.

206

0 150 m 600 m





L145

Garry Oak trees. GPS Points in Yellow

Alberni-Clayoquot Regional District
Staff Action Items by Department and Date
Update to the Board of Directors as of January 20, 2017

#	Date	Action Item	Assigned to	Target Date/Update
Administration Department				
1.	Jan. 23/13 WC Comm	Explore with the Yuułuʔiłʔatḥ Government possible participation in the South Long Beach Multi-Purpose Bike Path in the future	Russell	Request made of Yuułuʔiłʔatḥ
2.	July 10/15 Board	Contact and work with the Nuu-chah-nulth Tribal Council and the Port Alberni Friendship Centre to develop a long term plan for reconciliation.	Reconcil. Committee	Ongoing
3.	April 9/15 Recon. Comm.	C2C recommend contacting the President NTC Deb Foxcroft and request an observer from the ACRD at the NTC meetings.	Reconcil. Committee	Committee to review status
4.	May 27/15 Board	Assessment of Tseshaht First Nation water system expansion to Bell & Stuart roads waiting further information from the Tseshaht First Nation.	Russell	Met Nov 28, Ongoing TFN to report
5.	Sept. 16/15 AV & Bamfield Services Comm.	A 3-person committee made up of the CAO, Chairperson Osborne and Director McNabb was established to continue to meet with the Tseshaht First Nation to discuss tenure at the AV Landfill.	Russell	Landfill tour planned for January
6.	March 22/16 EA Directors Comm.	Dialogue with the City of Port Alberni to discuss a possible future funding contribution from the Gas Tax Allocation for the Alberni Valley Regional Airport improvements.	Russell	Letter sent to the City of PA
7.	May 31/16 West Coast Comm.	Proceed with Phase 1 of the business plan for the proposed multiplex facility on the West Coast which includes the long term viability of the project and a pre-design plan for the proposed facility. Receive input on the process from the Tla-o-qui-aht First Nation, West Coast Multiplex Society and West Coast Committee.	Russell	Jan 26 Meeting TFN & Society
8.	June 22/16 Board	The Board requested staff review the implications of the Fire Safety Act regulations coming into effect.	Dan Holder	Report Forthcoming
9.	Oct. 26/16 Board	A special committee was formed for the purpose of bringing forward recommendations to the Board regarding the appointment of the Fire Chiefs and officers of the Regional Districts Fire Departments, the committee to consist of the Directors of Bamfield, Sproat Lake and Beaver Creek, the current Fire Chief and Deputy of each department and the Fire Services Coordinator.	Dan/ Wendy	Initial meetings held – ongoing
10.	Nov. 9/16 Board	The Board of Directors passed a resolution to conduct a one-day strategic planning session on December 15,	Russell/ Wendy	Report to Board Jan. 25 th

#	Date	Action Item	Assigned to	Target Date/Update
		2016 for the purpose of defining priorities for the five-year financial plan – Arrange session.		
11.	Dec. 9 th Board	The Board instructed the CAOs of the ACRD and CPA meet on a regular basis to review opportunities for sharing resources at the time of hiring and/or contracts for services in consideration of the potential for shared efficiencies and for the purpose of fostering information sharing and problem solving among like departments with an annual report to the board / council to describe realized opportunities.	Russell	Met Jan. 19 to discuss options
12.	Dec. 9 th Board	Arrange a joint meeting between the Alberni Valley & Bamfield Services Committee and Port Alberni City Council to identify specific services the ACRD and CPA wish to explore, and develop an action plan to assess and implement practical solutions in a timely manner.	Wendy	CPA postponed
13.	Jan. 11/17 Board	Contact the new South Coastal Regional Director, Ministry of Transportation and Infrastructure regarding issues with road maintenance in the region (ie Sproat Lake) prior to the Ministry meeting with the contract service providers.	Russell	Meeting being arranged
14.	Jan. 11/17 Board	Draft a letter to the District of Kitimat supporting their initiative to add value to natural resources in Canada and invite the District of Kitimat to join the ACRD in putting forward a resolution for consideration at the 2017 UBCM Convention with respect to this issue.	Wendy	Done
15.	Jan. 11/17 Board	Write to Minister Thomson to thank him for his support in the AVRA runway expansion project, specifically the deletion of the lands from Woodlot 1479 asked to continued support to the completion of this project.	Russell	
16.	Jan. 11/17 RHD Board	Draft a letter to Island Health requesting they provide their technical expertise to evaluate the floating dock and private airport site for the Bamfield helipad.	Russell	
Finance Department				
17.	March 9/16 Board	Create an Emergency Plan 5 year Budget in 2017.	Teri	Presented to AV/Bamfield Comm Feb. 15
18.	Sept. 21/16 WC Committee	The WC Committee instructed staff to meet with the Long Beach Recreation Cooperative to discuss the lease at the Long Beach Airport and outstanding water fees.	Teri/Wendy Andrew	Arranging
19.	Nov. 9/16 Hospital Board	The ACRHD Board of Directors passed a resolution to request a meeting between the Regional Hospital District Chair, Penny Cote now Josie Osborne, and	Teri/Shelli	Arranging

#	Date	Action Item	Assigned to	Target Date/Update
		Island Health representative, Dr. Wendy Johnsen, Medical Director, regarding the End of Life Program in our region – Arrange the meeting.		
20.	Jan. 11/17 Board	Renew membership in the Federation of Canadian Municipalities for 2017 in the amount of \$4,541.75 plus GST	Teri	Done
21.	Jan. 11/17 Board	The Board adopted “Bamfield Water System Treatment Plant – Temporary Borrowing Bylaw No. F1129, 2017” – prepare for signatures and borrowing	Teri	Done
22.	Jan. 11/17 Board	The Board of Directors adopted “Revenue Anticipation Borrowing Bylaw No. F1128, 2017” – prepare for signatures	Teri	Done
23.	Jan. 11/17	The Board authorized signatories for banking purposes for the Alberni-Clayoquot Regional District and Alberni-Clayoquot Regional Hospital District – Advise bank	Teri	Done
Environmental Services Department				
24.	May 11/11 AV Comm.	Investigate with the Tseshah First Nation possible resource recovery at the AV Landfill.	Russell	In progress
25.	June 13/12 BD	Develop a plan for appropriate use of the funds on the Log Train Trail from the Arrowsmith Radical Runners for signage.	Andrew	Report in 2017 Financial Plan
26.	Oct. 10/12 Board	Work with the Air Quality Council to develop a draft valley wide woodstove bylaw based on the City of Port Alberni’s bylaw following receipt by the Board of Directors a joint APC meeting will be called to review the proposal.	Russell/ Andrew	Report to Board with options & inclusion of backyard burning Feb.8
27.	Sept. 9/15 Board	Refer the correspondence from the District of Tofino regarding working with Eco West on green infrastructure to staff for consideration and report back to the West Coast Committee and then the Board of Directors – Prepare a report for consideration at the October 7 West Coast Committee Meeting.	Andrew	In Progress
28.	March 16/16 Special Board	The Board of Directors directed staff to complete waste reduction strategies as presented in the March 16 th Report at a cost of \$95,000.	Andrew/ Janice	In Progress Report forthcoming
29.	April 13/16 Board	Work with the Huu-ay-aht First Nation and Bamfield Marine Science Centre to develop a plan to combine waste services for the Bamfield Area.	Andrew/ Janice	Meeting Jan. 31

#	Date	Action Item	Assigned to	Target Date/Update
30.	May 11/16 Board	Invite Island Health, Island Timberlands, Huu-ay-aht First Nations and the Ministry of Forests, Land and Natural Resource Operations to a future meeting to discuss watershed management in the interests of water quality.	Andrew/ Heather	In Progress
31.	Sept. 21/16 WC Committee	The WC Committee recommends the ACRD Board include the purchase of 77 litre garbage containers up to a maximum of \$20,000 in 2017 for the West Coast Waste Service. Include in 2017 Budget.	Andrew/ Janice	Feb 2017
32.	Sept. 21/16 WC Committee	The WC Committee recommends the ACRD Board amend "Bylaw No. R1021-4, Garbage and Recyclable Materials Collection Amendment, 2014" to include a charge of \$15 for recycling fees in 2017. Prepare RFD and amendment bylaw for consideration of the Board.	Andrew/ Janice	Prepare for Board Feb. 8 meeting
33.	Sept. 21/16 WC Committee	The West Coast Committee directs staff to proceed with a Request for Proposals to lease a 2-acre section of land at the Long Beach Airport at the corner of Lysander and Airport Road. Amending bylaw for consideration by the ACRD Board following zoning bylaw changes.	Andrew/ Janice	Awaiting zoning bylaw changes
34.	Sept. 21/16 WC Committee	The WC Committee directs staff to proceed with Steller Management's letter of intent for the development plan for Lots C & D at the Long Beach Airport.	Andrew/ Janice	In Progress – In combination with zoning changes
35.	Sept. 21/16 WC Committee	The WC Committee instruct staff to develop a strategy to move towards increasing lease rates to match the market values developed by Pacific Rim appraisals with timelines of expiration of leases where possible.	Andrew/ Janice	In Progress
36.	Oct. 5/16 AV & Bamfield Services Committee	The AV and Bamfield Services Committee received the 3 rd Avenue Depot report and confirmed support for capital expenditures at the Depot to be completed within the \$160,000 budget in 2016 and allocate \$140,000 for further capital upgrades in the 2017-2021 Financial plan.	Andrew/ Janice	Completing in 2016 and move to 2017 Financial Plan Process AV Com tour planned
37.	Oct. 12/16 Board	The ACRD Board passed a resolution to request the Air Quality Council to develop an education bulletin on effectively burning organic waste & the ACRD will distribute – Contact Air Quality Council.	Janice/ Andrew	AQQ Developing bulletin with Island Health & Min. Enviro.
38.	Nov. 9/16 Board	The Board of Directors approved submitting an application to the Clean Water and Wastewater Fund to help fund a water treatment plant to address the high levels of Trihalomethanes (THMs) in the Bamfield	Andrew/ Janice	Submitted grant application – awaiting notification

#	Date	Action Item	Assigned to	Target Date/Update
		Water System that currently exceed the Canadian Drinking Water Guidelines – Submit application.		
39.	Nov. 9/16 Board	The Board of Directors passed a resolution to sign onto the British Columbia Climate Action Charter – Commence process to sign onto the Climate Action Charter.	Andrew	Will investigate staffing impacts & include in 2017 budget plan
40.	Dec. 9/16 Board	The Board of Directors directed staff to proceed with the tendering of the Northwest Road relocation as outlined in the December 2, 2016 report of the Airport Superintendent, subject to approval to proceed from the Ministry of Forests, Lands and Natural Resource Operations – Proceed with tendering.	Andrew/ Mark	In progress
41.	Dec. 9/16 Board	The Board of Directors awarded the South Bamfield Road Hydrant Installation tender to Bowerman Excavating Ltd. in the amount of \$67,829.73 including GST – Award contract.	Andrew	Work starting Jan. 23
42.	Dec. 9/16 Board	The Board of Directors awarded the Bamfield Water System Treatment Plant Project to ADI Water Solutions for a total cost of \$551,250 including taxes and authorize the Chief Administrative Officer and Chairperson to enter into the contract subject to the Alberni-Clayoquot Regional District receiving the Certificate of Approval for Borrowing from the Ministry of Community, Sport and Cultural Development.	Andrew/ Russell	Notice to proceed, building design underway
43.	Dec. 9/16 Board	Draft a letter to the Ministry of Transportation and Infrastructure regarding maintenance of the entrance to Toquaht Main Road.	Andrew	Response from MOTI
44.	Dec. 9/16 Board	Request for Decision regarding Alberni Valley Landfill Operations – Refer to the Alberni Valley Committee and Bamfield Services Committee.	Andrew	Feb. 15 th AV/Bamfield Committee Mtg.
45.	Jan. 11/17 Board	Apply for a \$10,000 Infrastructure Planning Grant from the Ministry of Community, Sport, and Cultural Development for the Millstream Water System.	Andrew/ Janice	In Progress filled by Feb.1
46.	Jan. 11/17 Board	The Board accepted the bid of \$69,999 before tax from Viking Fire Protection Inc. for a fully monitored automatic sprinkler system at the 3rd Avenue Recycling Depot – proceed with project.	Andrew	In Progress
47.	Jan. 11/17 Board	The Board accepted the quotation of \$12,350 before tax from Viking Fire Protection Inc. for electrical supervision of an automatic sprinkler	Andrew	In Progress

#	Date	Action Item	Assigned to	Target Date/Update
		system at the 3rd Avenue Recycling Depot – proceed with project.		
Planning Department				
48.	May 13/10 WC	Planning Staff proceed with subdivision process on the Long Beach Airport lands for the WC Multiplex Society and Long Beach Golf Course following Airport rezoning.	Mike	Public Hearing held January 17 th
49.	Nov. 14/12 Board	The Board referred the Bamfield Community Hall Society's request to approve & support their proposal to build a new hall to staff to review & provide a recommendation, following consultation with the Society, on the role of the ACRD.	Mike	Contacted Hall Society – Society working on options
50.	May 27/15 EA Directors	Zoning Bylaw Text Amendment for Riparian Setbacks within all Electoral Area Official Community Plan Areas - The EA Directors passed a resolution instructing planning staff to re-designate major and minor streams within all electoral area official community plan areas.	Mike	Planning staff to review
51.	May 27/15 Board	The Board approved the plan for a communal meeting place for Salmon Beach owners to be located on ACRD owned 10, Block 63, Section 49, Clayoquot District, Plan VIP510. This will be in accordance with: <ol style="list-style-type: none"> 1. All structures to meet BC Building Code; 2. "Use at own risk" signage is provided; 3. Material and construction costs are not from public funds; 4. Future Maintenance and Inspection to be performed by ACRD; As outlined in the staff report dated November 20, 2014 – Proceed with the project.	Luc	In progress
52.	April 13/16 Board	Review ACRD Fire Department recent truck repairs and investigate Fire Departments use of maintenance contract for light vehicles.	Luc	Investigating
53.	Oct. 5/16 EA Committee	The EA Committee directed staff to conduct public input sessions to garner community input into options for dealing with short term vacation rentals.	Mike	In Progress
54.	Oct. 12/16 Board	Invite wireless communication providers in the region to meet with the ACRD Board of Directors and provide an update on their plans in the region.	Alex	Invitations sent
55.	Nov. 16 th West Coast Committee	Forward the Pacific Rim National Park Traverse Trail plan to the Regional Districts Regional Parks and Trail Advisory Committee for a discussion regarding links from the trail to Ucluelet and Tofino	Mike	Winter 2017

Note: A new format for the Board Action List will be presented at the January 25th Meeting



Alberni-Clayoquot Regional District
Board of Directors Meeting Schedule
FEBRUARY 2017

DATE	MEETING	TIME & LOCATION	ATTENDEES
Wednesday, February 1 st	West Coast Committee Financial Planning Meeting	1:00 pm – Ucluelet Community Centre	Committee, Staff
Wednesday, February 8 th	Committee-of-the- Whole GIA Applications	9:00 am – Regional District Board Room	Directors, Staff
	Board of Directors Meeting	1:30 pm - Regional District Board Room	Directors, Staff
	Hospital District Meeting	Immediately Following Above	Directors, Staff
Tuesday, February 14 th	Beaver Creek Water Services Committee Meeting	10:30 am – Regional District Board Room	Committee, Staff
Wednesday, February 15 th	Alberni Valley & Bamfield Services Committee Financial Planning Meeting	10:00 am – Regional District Board Room	Committee, Staff
	Electoral Area Directors Committee Financial Planning Meeting	1:30 pm – Regional District Board Room	Committee, Staff
Monday, February 20 th	Financial Plan Presentation Bamfield Community Affairs Meeting	7:30 pm – Bamfield Community School	Public, Area Director, ACRD Sr. Staff
Wednesday, February 22 nd	Board of Directors Meeting	1:30 pm - Regional District Board Room	Directors, Staff,
	Financial Plan Presentation Beaver Creek Public Meeting	7:00 pm – Beaver Creek Fire Hall	Public, Area Director, ACRD Sr. Staff

Thursday, February 23 rd	Salmon Beach Committee Meeting	2:00 pm – Regional District Board Room	Committee, Staff
Monday, February 27 th	Financial Plan Presentation Sproat Lake Community Association Meeting	7:00 pm – Sproat Lake Community Hall	Public, Area Director, ACRD Sr. Staff

Issued: January 20, 2017

**REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT BUILDING INSPECTOR'S REPORT
DECEMBER, 2016**

BUILDING TYPE	BAMFIELD		BEAUFORT		LONG BEACH		SPROAT LAKE		BEAVER CREEK		CHERRY CREEK		TOTALS	
	#	VALUE	#	VALUE	#	VALUE	#	VALUE	#	VALUE	#	VALUE	#	VALUE
Single Family			1	256,517									1	256,517
Mobile Homes									3	148,116			3	148,116
Multi-Family													0	0
Adds&Rens													0	0
Commercial													0	0
Institutional													0	0
Industrial													0	0
Miscellenaous							1	24,819	1	1,000	1	1,000	3	26,819
Totals	0	0	1	256,517	0	0	1	24,819	4	149,116	1	1,000	7	431,452

	BAMFIELD	BEAUFORT/ BEAVER CREEK	LONG BEACH	SPROAT LAKE	CHERRY CREEK	TOTAL	YTD TOTAL
WOODSTOVE INSPECTIONS	1	6			2	9	54

**REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT BUILDING INSPECTOR'S REPORT
DECEMBER, 2016 TO DATE**

BUILDING TYPE	BAMFIELD		BEAUFORT		LONG BEACH		SPROAT LAKE		BEAVER CREEK		CHERRY CREEK		TOTALS	
	#	VALUE	#	VALUE	#	VALUE	#	VALUE	#	VALUE	#	VALUE	#	VALUE
Single Family	0	0	2	569,802	3	946,880	8	3,303,970	7	2,061,345	4	1,158,849	24	8,040,846
Mobile Homes	0	0	0	0	0	0	4	166,273	9	373,953	0	0	13	540,226
Multi-Family	0	0	0	0	0	0	1	41,695	0	0	0	0	1	41,695
Adds&Rens	0	0	0	0	0	0	3	451,897	2	295,000	1	60,000	6	806,897
Commercial	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Institutional	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Industrial	0	0	0	0	0	0	0	0	0	0	1	66,000	1	66,000
Miscellenaous	1	20,713	0	0	0	0	17	520,655	12	343,662	7	164,369	37	1,049,399
Totals	1	20,713	2	569,802	3	946,880	33	4,484,490	30	3,073,960	13	1,449,218	82	10,545,063

	YEAR TO DATE		TOTAL YEAR			YEAR TO DATE		TOTAL YEAR	
2015	89	8,577,170	89	8,577,170					
2014	73	7,121,200	73	7,121,200					
2013	81	8,208,948	81	8,208,948					
2012	92	9,011,700	92	9,011,700					
2011	120	9,221,498	120	9,221,498					
2010	149	21,524,170	149	21,524,170					
2009	123	11,302,380	123	11,302,380	1999	80	3,348,092	80	3,348,092
2008	147	22,682,130	147	22,682,130	1998	75	3,320,890	75	3,320,890
2007	163	15,007,877	163	15,007,877	1997	104	10,025,166	104	10,025,166
2006	161	15,909,705	161	15,909,705	1996	128	9,050,554	128	9,050,554
2005	138	12,962,379	138	12,962,379	1995	116	9,641,300	116	9,641,300
2004	133	11,036,854	133	11,036,854	1994	151	7,915,500	151	7,915,500
2003	97	6,925,356	97	6,925,356	1993	167	10,864,000	167	10,864,000
2002	76	2,986,134	76	2,986,134	1992	173	11,192,500	173	11,192,500
2001	89	5,790,126	89	5,790,126	1991	126	7,155,120	126	7,155,120
2000	88	4,095,339	88	4,095,339	1990	118	6,323,900	118	6,323,900



MEMORANDUM

To: Board of Directors

From: Andrew McGifford, CPA, CGA, Manager of Environmental Services

Meeting Date: January 25, 2017

Subject: 3rd Avenue – Sprinkler operational costs – follow up information request

Background

A request made at the January 11 Board meeting to provide the annual cost of operation to the board for the new system install. Building Maintenance staff have received quotations for the required cost annual and are below.

Fire inspection services companies were contacted regarding total maintenance costs for the automatic fire alarm system to be installed at the recycling depot. NFPA 25 is the baseline for inspection, testing, and maintenance of water-based fire protection systems. Compliance helps maximize system integrity to avoid failure and ensure fast, effective response in a fire emergency. To satisfy local requirements and NFPA 25, only annual inspections are required for this system. The estimates received range from \$500 to \$800 annually.

Offsite monitoring of the fire alarm panel is required. A signalling device is installed into the panel towards completion of the project that allows a third party company to remotely monitor the system. In the event of system activation, the company will notify appropriate local first responders. A service provider such as Prices Alarms monitors currently monitors other ACRD facilities. Costs associated with this monitoring have been quoted at a \$720 annually.

Using the above information obtained from qualified companies, the maximum testing and monitoring costs add total \$1,520 annually. Repair costs are negligible as system components are designed to remain functional for very long durations.

Submitted by: _____
Andrew McGifford, CPA, CGA, Manager of Environmental Services

Approved by: _____
Russell Dyson, Chief Administrative Officer