



Alberni-Clayoquot Regional District

WEST COAST COMMITTEE MEETING
WEDNESDAY, FEBRUARY 1, 2017, 1:00 PM
Ucluelet Community Centre, Activity Room 1
500 Matterson Drive, Ucluelet, 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>ADOPTION OF MINUTES</u>	
a. West Coast Committee Meeting – January 12, 2017	4-6
<i>THAT the minutes of the West Coast Committee meeting held on January 12, 2017 be adopted.</i>	
b. West Coast Directors Meeting – January 26, 2017	7-9
<i>THAT the minutes of the West Coast Committee meeting held on January 26, 2017 be adopted.</i>	
4. <u>DELEGATION</u>	
a. Surfrider Pacific Rim, regarding introduction and information on their recycling and waste reduction education programs.	
b. Chris Bird, Long Beach Golf Course, regarding outstanding water charges.	
5. <u>REPORTS</u>	
a. Report - Strategic Planning for Alberni-Clayoquot Regional District Airports (P. Deakin)	10-28
<i>(Committee Direction Requested)</i>	
b. Discussion – Service Levels	

6. REQUEST FOR DECISIONS & BYLAWS

- a. REQUEST FOR DECISION 29-31**
Re: West Coast Assistant Position

THAT the West Coast Committee recommend the Board of Directors support the time allocations and additional hours required to bring the West Coast Environmental Assistant position up to fulltime hours for 2018 with provisions for increased hours in the second half of 2017.

- b. REQUEST FOR DECISION 32-37**
Re: Long Beach Airport – 2017-2021 Financial Plan

THAT the West Coast Committee recommend the Long Beach Airport proposed budget to be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan

- c. REQUEST FOR DECISION 38-43**
Re: West Coast Waste Management – 2017-2021 Financial Plan

THAT the West Coast Committee recommend West Coast Waste Management proposed budget be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.

- d. REQUEST FOR DECISION 44-45**
Re: West Coast Emergency Coordination – Proposed Service – 2017-2021 Financial Plan

THAT the West Coast Committee recommend the West Coast Emergency Coordination – Proposed Service draft budget be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.

- e. REQUEST FOR DECISION 46-47**
Re: Area “C” Long Beach Emergency Planning – 2017-2021 Financial Plan

THAT the West Coast Committee recommend the Area “C” Long Beach component of the West Coast Emergency Planning proposed budget be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.

- f. REQUEST FOR DECISION 48-51**
Re: West Coast Multiplex – 2017-2021 Financial Plan

THAT the West Coast Committee recommend the West Coast Multiplex proposed budget be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.

7. LATE BUSINESS

8. ADJOURN



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 Yuułu?it?atḥ 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



Alberni-Clayoquot Regional District

MINUTES OF THE WEST COAST COMMITTEE MEETING HELD ON THURSDAY, JANUARY 26, 2017, 3:00 PM UCLUELET COMMUNITY CENTER

500 Matterson Drive, Ucluelet, 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?i?at̓ Government
Kirsten Johnsen, Member of Council, Toquaht Nation

STAFF PRESENT:

Wendy Thomson, Manager of Administrative Services
Scott Kenny, Consultant

GUESTS:

Ted Adnitt, CEO, Tla-o-qui-aht First Nation
Samantha Hackett, WCMS
Randy Orr, WCMS
Geoff Lyons, WCMS
Riley Varns, WCMS
Suzan Payne, WCMS
Howie Hambleton, WCMS
Duncan McMaster, Councilor, District of Tofino
Marilyn McEwen, Councillor, District of Ucluelet

1. CALL TO ORDER

The Chairperson called the meeting to order at 3:00 pm.

The Chairperson recognized the meeting today being held in Yuułu?i?at̓ Government Traditional Territories.

2. APPROVAL OF AGENDA

MOVED: Director Bennett

SECONDED: Director McCarthy

THAT the agenda be approved as circulated with the addition of the following late items:

3 (a) West Coast Multiplex Society and Tla-o-qui-aht First Nation Letter

4 (c) West Coast Multiplex 2016 Expenditures

CARRIED

3. CORRESPONDENCE

a. West Coast Multiplex Society and Tla-o-qui-aht First Nation letter

MOVED: Director Johnsen

SECONDED: Director Osbone

THAT the West Coast Committee receive the correspondence from the West Coast Multiplex Society and Tla-o-qui-aht First Nation and that the survey be put on hold until the final phase 1 design and costing information is in place for the West Coast Multiplex Project.

CARRIED

4. REPORTS

a. West Coast Multiplex Business Case Review and Next Steps discussion with representatives of the West Coast Multi Plex Society and Tla-o-qui-aht First Nation

Mr. Kenny reported next steps in the final phase 1 design and costing portion of the West Coast Multiplex project.

MOVED: Director Johnsen

SECONDED: Director McArthy

THAT the West Coast Committee receive this report.

CARRIED

b. Report - West Coast Multiplex 2016 Expenditures

MOVED: Director Bennett

SECONDED: Director McCarthy

THAT the West Coast Committee receive the report on the West Coast Multiplex 2016 Expenditures.

CARRIED

5. LATE BUSINESS

6. ADJOURN

MOVED: Director Bennett

SECONDED: Director Johnsen

THAT this meeting be adjourned at 3:20 pm.

CARRIED

Certified Correct:

Dianne St. Jacques,
Chairperson

Wendy Thomson,
Manager of Administrative Services



CITY OF PORT ALBERNI

ECONOMIC DEVELOPMENT MANAGER REPORT

TO: ACRD West Coast Committee
ACRD Alberni Valley Committee
Long Beach Airport Advisory Committee

FROM: Pat Deakin, City of Port Alberni Economic Development Manager

DATE: January 27, 2017

SUBJECT: STRATEGIC PLANNING for ACRD AIRPORTS

Background:

For each of the last seven years, the City of Port Alberni's Economic Development Manager (EDM) has appeared before the Alberni-Clayoquot Regional District Board to make a request for a grant in aid of economic development work that benefits the ACRD.

The amount of the grant in aid in 2016 was \$28,833. The City's EDM invested that in work related to the Alberni Valley Regional Airport, the agriculture and aquaculture sectors, regional tourism destination development strategic planning, business retention and attraction and paid for workshops that are now being delivered on the West Coast by Innovation Island.

At the Regional District's Committee of the Whole Meeting on January 25, 2017, the EDM suggested that, in 2017, the ACRD invest all economic development funding that might be forthcoming in an Airport Strategic Development Plan for the Long Beach and Alberni Valley airports AND contract a specific company, Explorer Solutions, to do that work. A Phase 1 Service Offer from that company is attached.

After considerable discussion, the Committee of the Whole passed a resolution to refer the proposal for the development of an Airport Strategic Development Plan for the AVRA and LBA to the Alberni Valley Committee, West Coast Committee and Long Beach Airport Advisory Committee for consideration and report back to the ACRD Board of Directors with input/recommendations.

Discussion:

My rationale for suggesting that this be the Regional District's 2017 economic development focus is threefold:

1. The ACRD will have invested a total minimum of \$12.5 million in the airports within a very short period of time and should look to maximize the Return on Investment.
2. Airports are essential to a community's economic well-being and the competition among airports for attracting aerospace businesses is becoming increasingly stiff; in other words, I believe time is of the essence.
3. The 2005 InterVISTAS Strategic Business Plan for the two airports is dated.

My rationale for recommending Explorer Solutions is:

1. Their new VP of Airports was an InterVISTAS employee, knows our communities and has done a business plan for two prior Alberni Valley Regional Airport grant applications.



CITY OF PORT ALBERNI

2. Of the many consulting groups I have become familiar with in my years in the economic development field, this one has the most unique approach I have seen and seems to be having a great deal of success with that

The Committee of the Whole has many reservations about the suggestion including but not limited to:

1. Their experience with hundreds of consulting groups who rarely deliver exceptionally good products
2. Their contention that, as a community, we are totally capable of identifying what we want at each airport and landing it (no pun intended) with a budget less than what the consultants would charge
3. The cost of the work with this group is significant; Phase 1 alone would be about \$85,000 and the group normally takes an airport through a 3-phased process (phases 2 and 3 are less expensive)
4. \$85,000 is more than three times greater than they have invested in the economic development function in any one year over the last ten years
5. The cost exceeds local sole-source guidelines and the inter-provincial TILMA accord
6. No significant regional effort has been made to tap the interests, ideas, expertise and connections that some of our residents might have in the aerospace and air transportation industries
7. Our airports may not be amenable to the cluster approach that Explorer Solutions takes; accordingly we should only consider a contract after they have done an assessment of both airports and are certain they could do what they claim they can achieve.

With respect to costs, it was acknowledged a strategic plan would likely be eligible for some matching funding from elsewhere. As I was writing this report, the head of economic development for one of the Nuu-Chah-Nulth First Nations contacted me to ask if the time was right for a conversation about air transportation service to and from Port Alberni and the Barkley Sound and the potential in the aerospace industry. This would seem to support the Committee of the Whole's contention that the time may be right for a broader community conversation about our airports and efforts to attract businesses to them.

Some Options for Consideration by the 3 ACRD Committees This Has Been Referred To:

- A. Begin discussions with Explorer Solutions about a strategic plan for both airports
- B. Issue an RFP for a strategic plan for both airports
- C. Consult the community about airport and aerospace development
- D. Continue the approach to development that both airports are currently taking

As mentioned earlier, your input and recommendations to the ACRD Board are desired.

Pat Deakin, Economic Development Manager

**Service Offer
Airport Strategic Positioning Initiative
Phase 1**

**Alberni Valley Regional Airport (YPB) and
Tofino-Long Beach Airport (YAZ)**

January 25th, 2017



Sound advice, Real solutions

Notice of confidentiality

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The recipient also promises not to use, modify, translate, adapt, convert or exploit the content of the present service offer, and not to permit access to competitors of Explorer Solutions, without written consent from Explorer Solutions.

2000-1066 West Hastings Street
Vancouver, BC V6E 3X2

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1. Introduction and company overview

Explorer Solutions Inc. is a team of consultants specialized in airport planning & development, economic development and aviation & aerospace. We are pleased to have the opportunity to present our Phase 1 Airport Strategic Positioning Initiative services and solutions to the Alberni Valley Regional Airport (YPB) and Tofino-Long Beach Airport (YAZ) (the client).

For this project, we have assembled a team of experienced senior consultants with core competencies in economic development, airports, aerospace and aviation. This team will be supported by strong analysts and dedicated administrative personnel. Our expert consultants are very dedicated, and provide quality professional work in line with requirements, and can input their vision and strategic analysis to enhance the final product. Explorer Solutions has more than 150 years of combined experience in management and consulting services to airports and aerospace manufacturers.

Explorer Solutions was created in 1995, with two offices; one located in Montreal (Canada), the other in Toulouse (France). In 2009, we opened a US company “Explorer Solutions Inc.,” today headquartered in Plattsburg (NY). We have also added an office in Peterborough (ON) and Vancouver (BC). Explorer Solutions offers a range of consulting services tailored to meet your requirements. The added value of our services stems from our ability to develop and deliver real solutions adapted to your reality and objectives.

From our various mandates, we are in constant contact with a host of small to large aerospace manufacturers and services providers, aviation-related companies, as well as airports.

Our work is based upon business models that are viable, enduring, and profitable for our clients. We have built our reputation on the value and scope of our ideas and deliverables, as well as on the depth of our involvement. Not only will we provide you with the highest quality work, but we will present the results in a useable and easily understandable format. You will benefit from a series of down to earth business solutions that can be developed and implemented in the short term.

Over the years, Explorer Solutions has developed a unique methodology to improve and accelerate economic development, investment attraction and supply chain development at airports and within communities. We have branded this strategy our “Airport Strategic Positioning Initiative.” This methodology is presently being used to develop airparks and aerospace clusters at various airports in North America.

Our methodology covers the research and identification of aerospace niche projects and clusters that match airport and regional assets and infrastructure, recruitment of companies and investors interested in joining the cluster, and the development of marketing activities such as web site and marketing tool preparation as well as business development activities to help launch the cluster.



Award

In 2012, Explorer Solutions and its client, the “Upper Michigan Green Aviation Coalition” (UMGAC) were recognized by the International Economic Development Council (IEDC) during its Annual Conference Awards Ceremony. Under the leadership of senior partner Christian Perreault, Explorer Solutions was instrumental in the formation of UMGAC, a regional aerospace cluster that has joined industry partners to develop the green aviation supply chain in Michigan’s Upper Peninsula.

During the same ceremony, UMGAC and Explorer Solutions received two awards. First a Silver Award for the creation of the cluster under the “Regionalism and Cross-border Collaboration category” - Population 200,000-500,000, and a Gold Award for the “Michigan Green Aviation Conference Series” in the “Special Event category” - Population 200,000-500,000. The conference series hosted guest speakers from Boeing, Bombardier, Lockheed Martin, Northrup Grumman, Academia and a host of Tier 1 and Tier 2 companies. The conference was instrumental in developing business ties and contracts between Upper Peninsula companies and aerospace Tier-1 and OEMs.

Cluster development

Over the last ten years, our firm has been involved with the development of multiple aerospace and aviation clusters at local, regional and international airports. Explorer Solutions has been involved with clusters linked to aircraft maintenance (turbo prop, narrow body, wide-body), aircraft refinishing and interior manufacturing, aircraft dismantling & recycling, unmanned aerial systems, aircraft management, light weighting of military aircraft and ground vehicles, airport security, automation of airport ground handling services, green aircraft manufacturing and numerous others (see “Among our clients” section 6).

Aerospace manufacturing

Our firm also provides direct services and is closely networked with aerospace manufacturers throughout North America and Europe. We provide these manufacturers with business Intelligence & Networking services as well as business strategies and market development. Our team supports building the right relationships (identification of suppliers), business development and marketing, bid and proposal writing and coaching, contract negotiation and senior management coaching.

For Explorer Solutions,



Christian Perreault
Senior Partner

Date: January 25th, 2017



Sound advice, Real solutions

2. Our Vision

Explorer Solutions has been helping airport authorities create strategic positioning, niche industrial clusters and value added concepts for over 10 years. With airports in almost every provinces and US state trying to develop airparks and aviation related clusters, competition is fierce. Most airport and economic development executives are targeting the same companies and programs such as business aviation, MRO activities, cargo & logistics, defense programs and large manufacturers. To attract major aerospace and aviation industries, airport authorities need to create a strategic environment (facilities, incentives, R&D labs, networks) and work on targeted industry sub-sectors.

At Explorer Solutions, we have developed a unique expertise and methodology to address such mandates and objectives. We can access an international network of contacts and provide you with strategic business intelligence. We can create innovative niche clusters and airparks fostering business development strategies and attracting investors. We have teams of aerospace engineers, risk and finance managers and expert consultants who follow the daily developments in the aerospace/aviation industry and provide us with up-to-the-minute targeted and strategic business information and knowledge.

We feel our team is perfectly suited for this mandate. We fully understand the process and the methodology, and we have travelled down similar paths many times over the past ten years.

3. Scope of work

To reach and meet the objectives of this mandate, we suggest using Phase 1 of our Airport Strategic Positioning Initiative methodology. Phase 1 will focus on identifying potential, targeted and validated niche clusters, matching the strengths and weaknesses of YAZ-YPB, Vancouver Island and British Columbia. Multiple steps will lead to the identification of three such clusters; other steps will help Airport leaders to choose the most promising niche cluster. We will also validate the niche cluster with industry and academia to support the choice of the committee.

To achieve this phase, Explorer Solutions will devote its resources, and make use of its international network of aerospace contacts, in-depth research capabilities, cluster development skills and experience. More precisely, we will undertake the following tasks:

Our Phase 1 work is divided into (3) three main groups of activities. Each group will generate key deliverables and meetings with the client.

3.1. Group 1 - Research and identify innovative sustainable aerospace, aviation and defense concepts and niche projects.

3.1.1 The mandate will begin with a kick-off meeting with the client. The purpose for this first meeting is to discuss and ensure that both the client and Explorer Solutions fully understand the objectives of the mission, as well as the scope of the information and documents to be provided. We will also discuss the nature of the documents and tasks we will require from the client. The meeting will enable us to gain a better understanding of the strategic and political issues surrounding the airport/region, as well as to obtain additional relevant information.

3.1.2 Review strengths, weaknesses, opportunities and threats (SWOT) of YAZ-YPB and the region (this part of the mandate will be completed through interviews with pre-identified individuals and corporations, but also by reviewing/reading existing studies, reports and strategic plans prepared for either the airports, the local/regional economic development offices, labor organizations and/or the province of BC. Our review will be completed by web research.

3.1.3 We will organize a minimum of (2) two focus groups and (25-30) twenty-five to thirty private (one-on-one) interviews with local industry leaders, strategic partners (economic development agencies, venture capital, state or federal agencies), as well as with the airport and community leaders (these numbers can be increased if more people/companies need to be involved). The purpose of these focus groups and interviews is to help identify local and regional strategic activities, regional clusters and major economic assets.

3.1.4 Through our international network of contacts, we will research and validate world market trends, niche clusters and opportunities that match our analysis of the SWOT identified within the community, and at the airport. We will also consider niche clusters that are viable with current airport facilities, infrastructure and assets.

3.1.5 From the work already undertaken, we will identify and recommend three niche clusters. For each of these niche clusters, we will conduct a market analysis of each niche cluster offering background information to the client on why this niche cluster would have a chance to grow and succeed within the region and how it could impact local/regional companies. We will consider other clusters located in the province and region in an effort to not duplicate other existing clusters.

3.1.6 Our team will prepare a preliminary report (PowerPoint presentation) based on the (3) three niche clusters previously chosen and offering the best growth potential for the airports and the community.

Note: As discussed both Airports (YAZ-YPB) are considered to be one client. Our team will provide three niche clusters total not three per airport.

3.2 Group 2 - Presentation and selection of niche clusters

3.2.1 We will organize a draft report presentation meeting with our client to introduce the results. The presentation will include the (3) three niche clusters, the market analysis of each niche cluster, and the framework for the development of each cluster including the objectives of each, the assets and added value activities to the client and local companies, for the airports and communities, the targeted clientele and market of each cluster, as well as the proposed legal and business models.

3.2.2 We will help the client study the niche clusters through guidance and follow-up information. In the end, we will ask our client to list the (3) three niche clusters in order of preference.

3.3 Group 3 - Validation of the chosen niche cluster

3.3.1 Our team will perform a validation of the selected cluster with aerospace, aviation and defense industry leaders and strategic partners, at the provincial, national and international levels. Through meetings and conference calls held with at least (20) twenty pre-defined aerospace companies and/or strategic partners, we will introduce the niche cluster, and discuss with them the concept and assess their interest to follow and become involved with the development cluster.

3.3.2 We will collect the comments received from the companies and include them in the final version of the Phase 1 report. This final report will be presented and discussed with the client.

4. Phase 1 Deliverables, Milestones and work process

- a) Explorer Solutions will provide agendas and minutes for all meetings
- b) Our team will prepare for the launch meeting, a list of potential invitees and targeted executives for the focus groups and one-on-one interviews. This list will be discussed and validated with the client.
- c) The client will provide support toward the identification of companies to be invited to the focus groups and one-on-one meetings.
- d) The client will have the choice of sending the invitation letters or our team can do it.
- e) Explorer Solutions will provide a draft invitation letter for the focus groups to be discussed and validated by the client.
- f) Explorer Solutions will present a preliminary benchmarking report for discussion on week 7 plus a summary of the comments and ideas coming out of the focus groups and interviews.
- g) Our team will present a preliminary report with market analysis of (3) three identified niche clusters around week 12 of the work schedule, also including the final benchmarking report.
- h) Explorer Solutions will present a final report on/around Week 16 of the work schedule.

Four meetings between Explorer Solutions and the client are scheduled during Phase 1:

Activities	Location	Date
Kick-off meeting	At the client's office	Week 2
Focus groups and one-on-one interviews	At the Airport and visiting the companies	Week 7
Update meeting 1 with the client	At the client's office	Week 7
Draft Report Phase 1 Presentation meeting	At the client's office	Week 12
Final Report Phase 1 meeting	At the client's office	Week 16

5. Among our clients

The following are cluster projects we have worked on over the last few years in the US, Canada and Europe.

Clermont-Ferrand Airport (Auvergne Economic Development Agency (France))

Cluster name: AIRSET

Cluster focus: Aircraft Asset Management and Maintenance

Targeted clientele: Business jet and Regional jet owners

Contact: Ms Sarah Chatellier

Phone: 33 0 4 73 31 84 42

Duration of mandate: 2004 – 2006



Details:

The Agency was seeking help to attract investment to the airport. Our Airport Strategy Positioning Initiative was offered and retained with the purpose of identifying aerospace niche markets and attracting investors. The Clermont-Ferrand Airport (Auvergne) is a regional airport offering daily flights to ten destinations in France and Europe. The positioning adopted was aircraft asset management and associated services (maintenance, storage, paint, modification, completion, and certification). Project started full operations in 2006.

Alma Airport Authority (Quebec)

Cluster name: CED Alma (Drones Centre of Excellence)

Cluster focus: Unmanned Aerial Systems (drones)

Targeted clientele: Commercial UAS market

Contact: Mr. Nicol Minier or Mr. Marc Moffatt

Phone: 418 669-5104

Duration of mandate: 2008 – 2012



Details: The Alma Airport was seeking help to develop the airport. Our Airport Positioning Strategy Initiative was offered and retained with the purpose of identifying aerospace niche markets and attracting investors. Alma is a small local airport with general aviation and helicopter services provider. The final branding is an Unmanned Aerial System (UAS) Center of Excellence. The project encompasses flight testing activities, research and development on UVS, pilots and operation personnel training, aerial operations and a think tank on doctrine and future evolution of UVS. Project started full operations in 2011

Web site: <http://www.cedalma.com/en/>

Sawyer International Airport and Telkite Technology Park (Michigan, USA)

Cluster name: AEROTECH + UMGAC

Cluster focus: Aircraft Dismantling and Recycling

Targeted clientele: Commercial airlines & leasing companies

Contact: Ms Vikki Kulju, Executive Director

Phone: 906-346-3333 Ext 15

Duration of mandate: 2008 – 2011



Details: The Sawyer Airport Authority, Marquette County and the Telkite Technology Park were seeking help to develop the airport and adjacent technology park. Sawyer Airport is a former US air force strategic bomber command airport closed in 1995. The branding is AERO-TECH Recycling; the positioning is aircraft dismantling, recycling, maintenance of parts and components and sales and distribution of the recertified parts. The R & D side of the project is underway and the main dismantler never signed the leasing agreement and a new dismantler is on the verge of coming on board.

A spin-off of the AEROTECH work is the Upper Michigan Green Aviation Coalition (UMGAC). The Upper Michigan Green Aviation Coalition is a group of private and public sector stakeholder members of an industry cluster surrounding the concept of green aviation. The membership is comprised of companies and industry experts from around the world including Switzerland, France, Canada and the United States.

Web site: <http://www.migreenaviation.com/>

Houghton County Memorial Airport and MTEC Smart Zone (MI, USA)

Cluster name: GREENFORCES

Cluster focus: Greener aircraft (light & durable parts)

Targeted clientele: Military aircraft and ground vehicles

Contact: Mr Glen Simula

Phone: 906.482.1235

Duration of mandate: 2010 – 2013



Details:

Greenforces is an industry and academia cluster. The mission of the cluster is to support business development activities and find contracts for its members. The objective is to develop and manufacture durable, stronger, greener and lighter advanced materials, parts & components and technology solutions for the Aerospace and Defense industry. The cluster hired its CEO in October of 2013. **Web site:** <http://www.greenforcesllc.com/>

Michigan Advanced Aerial System Consortium (Alpena County Regional Airport, MI)

Cluster name: MIAASC

Cluster focus: Unmanned Aerial System

Targeted clientele: Military and Commercial UAS

Contact: Ms Billi McRoberts

Phone: (989) 354-2907 ext 221

Duration of mandate: 2011 – 2013



Details:

This mandate started for the Alpena County Regional Airport and expanded to the Michigan Advanced Aerial System Consortium (MIAASC), a Michigan state-wide Unmanned Aerial Systems (UAS) cluster grouping UAS manufacturers, training schools and colleges, R &D partners and academia, government agencies, maintenance groups and flight test activities. MIAASC drives two business units: a) the flight test center and b) an industry consortium. The cluster was officially launched on August 8th 2013.

Web site: <http://www.michiganuasflighttestcenter.com/>

Thunder Bay International Airport Authority (TBIAA) ON

Cluster name: Turbo Pro

Cluster focus: Aircraft Maintenance and Pilot Training

Targeted clientele: Turbo Prop aircraft operators

Contact: Mr Ed Schmidtke, Business Development Director

Phone: (807) 473-2602

Duration of mandate: 2011 – 2013



Details:

The project focused on the development of a turbo prop aircraft one stop shop for maintenance and pilot training (potentially also mechanics/technicians training). The project involved up to 15 companies but a leading group of 7 companies were to be involved in the launch. These companies were specialized in aircraft maintenance, painting, engine MRO, avionics, landing gears and training. The cluster was to set up a marketing office to promote the services of the cluster members and attract maintenance contracts to the airport. In June of 2013, TBIAA chose to halt the project due to in-feuding between two airport tenants over the control and leadership of the cluster.

6. Resources

The team for this project will be composed of (3) three senior consultants, a project manager and support staff. Rob Beynon will act as the lead.

Christian Perreault, MMI, BSc – Senior Partner, Airport Strategic Positioning and Development



Christian Perreault holds a Bachelor of Science and a Master's degree in International Management from the University of Québec, in Montreal. Christian has been involved with airport planning/marketing and economic development for over twenty years. He's been heading the Explorer Solutions' team since 2006, and is the founder of the company's unique methodology to support investment attraction at airports; branded the "Airport Strategic Positioning Initiative." He previously was Vice-President – International Business Development for the Longueuil Economic Development, and CEO of the Haut-Richelieu Economic Council.

Christian's work has led to the creation of many aerospace clusters, such as the Upper Michigan Green Aviation Coalition, the Unmanned Aerial System Center of Excellence - Alma (Qc), and the Green Military Aircraft and Vehicle Research and Test Center (Houghton, MI). He was the driving force behind many aerospace-related projects, such as the Canadian GNSS Institute, the Longueuil Innovation Alliance Technology Park, and is actively involved in the Canadian and US airport and aerospace scene. He's an active member of the Aerospace Industries Association of Canada, the Canadian Association of Defence and Security Industries, the Michigan Association of Airport Executives, the Wisconsin and Minnesota Airport Associations, the Association of Unmanned Vehicle Systems International, the Airport Management Council of Ontario, as well as the Quebec Airport Council.

Rob Beynon – Vice-President Airports



Rob Beynon is an Executive with 25 years of senior management consulting experience in Western Canada, North America, and internationally. He was a Vice President Planning with InterVISTAS Consulting Inc. for eight years before joining Explorer Solutions. He has worked on projects to support airports, municipalities, governments, First Nations and companies with analysis, and operations, program and infrastructure development. He has completed over 30 major business plans, and his analysis has supported hundreds of millions of dollars in infrastructure investment. He has also supported airport planning in Canada, the U.S. and Europe. This has included project managing master plans, land use plans, governance and specialty planning projects.

He has also supported airport planning in Canada, the U.S. and Europe. This has included project managing master plans, land use plans, and specialty planning projects. He was a Vice President Planning with InterVISTAS Consulting Inc. for eight years before setting up Operations Economics Inc. He has worked on numerous relevant projects in Northern B.C. Rob has focused on economic, planning and transportation analysis to develop plans into infrastructure and operations. This has included applying quantitative and qualitative methods,

and creating and managing interdisciplinary teams of professionals, including engineers, architects, HR specialists, economists, planners, accountants, and others.

Normand Landry – Vice-President Aerospace and Technology



Normand Landry is a leader and team builder, specializing in Project and Program Management, Business Planning, Business Development, Risk Management, Project Financing and government relations. He's a 28-year military veteran, with a Bachelor's degree in Engineering from the Royal Military College of Canada, and holds a Master's degree in Aeronautics, from Cranfield University, UK.

Normand has extensive knowledge and experience in the management of large-scale aviation programs. He has successfully managed multi-national programs over his career, both in the military and as a civilian. His experience includes technical, R&D and program partnerships with military and civilian organizations located in the United States, Australia, Finland, and Switzerland. The success of these partnerships rests clearly on his ability to bring together groups of people to work towards a common goal; recognizing the technical and project risks, and ensuring mitigation was put in place to proceed to a successful completion.

Alexandre-Thierry Girard – Director Project Management



Alexandre-Thierry holds a Master's degree in International Management from HEC Montréal. He is a passionate of innovation strategy, technological cluster creation, business development and management. Former sales and operations forecasting Leader at Aveos Fleet Performance, and commercial and business development Analyst at Skyservice Business Aviation, he managed several key business projects, developed new financial tools to assess the profitability, and improved the budget process and Key Performance Indicators of several business units. He also has a solid experience in sales and maintenance planning, FBO management, charter

operations and aircraft management solutions. His great leadership, analytical capacities and business acumen allow him to manage and deliver in timely manner complex projects with a high standard of quality while respecting scope, time and budget. He joined Explorer Solutions in 2011 as Director, Project Management.

Kevin Valdelièvre – Market Analyst



Kevin holds a master's degree in International Business from HEC Montréal and in Entrepreneurship from the University of Aberdeen, which allowed him to develop multidisciplinary skills. Passionate about innovation and technology, he has worked for several years in the aerospace sector, in companies such as Thales UK. More recently, he has worked at Mosaic - HEC Montréal in a project on intergenerational knowledge management in the aerospace sector, in partnership with Emploi-Québec and Aéro Montréal. Devoted to helping small and medium enterprises and being of an entrepreneurial spirit, Kevin has consulted with the city of Montreal's Parcours

PME and C2MTL to support companies and entrepreneurs in need of turning innovative and creative ideas into viable business propositions.

Within Explorer Solutions, Kevin is actively involved in developing multidisciplinary opportunities within organizations, through benchmarking and analysis of innovation trends in various industries.

Etienne Lemieux – Market Analyst



Etienne holds a master's degree in International Business from the University of Sherbrooke. He has developed multidisciplinary skills and knowledge regarding strategic planning, marketing and project management. Etienne is a member of the Project Management Institute (PMI) and a Certified Associate in Project Management (CAPM) since 2016. This certification allows Etienne to have a comprehensive understanding of the project management processes and businesses strategic alignment.

Recently, Etienne worked as an account manager in the IT sector with customers across Canada to promote document management and geomatics solutions. This job gave him the opportunity to develop great communication skills as well as the understanding of the entire sale process. As part of his Master degree, Etienne worked with Zodiac Aerospace France to develop a market study to prioritize their expansion in the African market. At Explorer Solutions, Etienne is actively involved in developing multidisciplinary opportunities within organizations, through benchmarking and analysis of innovation trends in various industries.

7. Implementation Period

See Annex A for the complete work plan and associated timeline and milestones.

8. Budget

8.1 Fixed price compensation:

Our professional fees for Step 1 are set at \$79,700 CDN plus applicable taxes. This amount includes all administration fees and travel expenses up to \$ 5,000 CDN. Any other travel costs/expenses, will be charged to the client at cost price and payable within the 30 days following receipt of the invoice.

8.2 Invoicing and payment:

The fixed professional fees are payable in five installments of \$15,940 CDN. The first installment is payable on Week 1 of the project. The second installment is payable on Week 5, the third installment on Week 9, the fourth one upon the delivery of the draft report, followed-by the final installment, payable upon the delivery of the Phase 1 final report; presented to the client.

9. Confidentiality

Explorer Solutions undertake to consider and treat as strictly confidential all information that will be communicated to it as such by the Client and Contracting Authority in the scope of executing the present Contract, particularly manufacturing or business secrets, industrial, commercial or financial specifications relating directly or indirectly to the Client of the services covered in the proposal.

We shall as a result refrain throughout the duration of the present Contract, and without limitation in duration after its termination, for whatever reason, unless the above mentioned information comes into common knowledge, from divulging the said information, in whatever form, for any reason and to any person whatsoever.

We shall make all efforts in relation to the Client and Contracting Authority of the services to ensure fulfilment of these confidential undertakings by the members of its personnel who will be involved with the Client in performance of the present contract. All parties shall make all efforts to protect each other's Intellectual Property which may be disclosed to each other directly, or indirectly, as a result of work performed under this contract.

10. Signature

For Explorer Solutions,



Christian Perreault
Senior Partner

Date: January 25th, 2017

11. ANNEX A

Phase 1 timetable and milestones (these dates can be changed to accommodate the client’s timeline)

Burgundy boxes represent on-going work – **Blue** boxes represent meetings and milestones

YAZ and YPB - Phase 1 Work Timetable																	
Tasks	February				March				April				May				
	6	13	20	27	6	13	20	27	3	10	17	24	1	8	15	22	29
Phase 1																	
Kick-off meeting	Burgundy	Blue															
Review strengths, weaknesses, opportunities and threats (SWOT) of the airport and the communities		Burgundy	Burgundy	Burgundy	Burgundy	Burgundy	Blue										
Identify local and regional priority strategic opportunities and assets through focus groups and one-on-one interviews		Burgundy	Burgundy	Burgundy	Burgundy	Burgundy	Blue										
Update report							Blue										
Research world market trends, niche projects and opportunities							Burgundy	Burgundy	Burgundy	Burgundy	Burgundy	Blue					
Market research on the targeted niche projects							Burgundy	Burgundy	Burgundy	Burgundy	Burgundy	Blue					
Prepare first draft of three (3) concepts/niche projects								Burgundy	Burgundy	Burgundy	Burgundy	Blue					
Present the concepts and niche projects for discussion and selection										Burgundy	Burgundy	Blue					
Validate the chosen project with industry leaders and strategic partners												Burgundy	Burgundy	Burgundy	Burgundy	Blue	
Prepare and present the full scope of the project													Burgundy	Burgundy	Burgundy	Blue	



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REQUEST FOR DECISION

To: West Coast Committee

From: Andrew McGifford, CPA, CGA, Manager of Environmental Services

Meeting Date: February 1, 2017

Subject: West Coast Assistant Position

Recommendation:

THAT the West Coast committee members support the time allocations and additional hours required to bring the West Coast Environmental Assistant position up to fulltime hours for 2018 with provisions for increased hours in the second half of 2017.

Desired Outcome:

To provide the required staff levels to enable the desired level of service on the West Coast in an efficient and effective manner. To continue to support Salmon Beach oversight of activities and contractor works. To provide modest increases to the Long Beach Airport staffing to meet possible new operating demands from site service improvements. Additional resources for both the Millstream and Long Beach Airport Water systems that historically supported with contracted resources. Provide a West Coast presence for the West Coast Waste Management Services and provide support to possible waste initiatives, education and monitoring duties. Finally, the administrative support when required for meetings and other activities.

Summary:

The ACRD West Coast Environmental Assistant position originally intended to provide the recreational village of Salmon Beach staff support two days per week to cover duties originally provided by a contract service. In addition, the position was to provide the Airport Superintendent support one day per week at the Long Beach Airport. The actual time spent on each service tracked specifically by service. The review of overall time splits was approximately 12.5 for Salmon Beach and 8.5 hours for Long Beach Airport a complete year.

The permanent employee has been on maternity leave since July of 2016 and the individual who was filling the position returned to school in January 2017. There was an attempt to fill the position for the period of January to June 2017, three applications were received and no applicant could effectively fill the position for the short the period required without training in airport operations. Staff reviewed options for the coverage and will resource with others within the organization and possible contract options that have been used in the past, an example is to use Randy Fraser for Salmon Beach issues or have casual/temporary staff support other work as required and where possible. The Airport Superintendent has investigated the use of a contract work thorough Tofino Air and will utilize if there is a need.

The needs of each service on the West Coast is evolving, the airport continues to see increased use and the improvements including the lighting project will have the possibility of further increased use. The Airport Superintendent cannot assume more time demands and the expectations of this position are greater than the one

fulltime position split between two airports. The 2016 budget included an allocation of 7 hours per week of the West Coast Assistant's time to the Long Beach Airport. Included in the wage allocations for 2017 is a 5.5-hour increase per week to the Long Beach Airport effective July 1, 2017 for the West Coast Environmental Assistant position.

Salmon Beach wage allocation will remain unchanged at 14 hours per week for 2017. During the first half of the year, temporary staff or the use of contracted service will be used to support the activities for the Salmon Beach services. Staffing costs will remain the same as incurred in 2016.

The West Coast Waste Management service requires a presence on the west coast to better handle the waste issues and the desired level of service, along with possible diversion initiatives, educational communication plans and work with local nonprofit groups in organizing diversion programs. The staffing resources will not be in place until the second half of 2017, therefore staff may consider the possibility of using nonprofit groups before the staffing levels increase to assist with programs. Allocations of funds can occur if there is a desire from the West Coast Committee to move on programs with nonprofits earlier in the year. Another benefit of having someone on the West Coast is to have the assistance in water monitoring at the landfill and provide backup for the task if current staff become unable to perform the work.

The water systems oversight currently performed by the contracted services provided by Joe Daley (Millstream Resident) on a month-to-month basis. When the prior contractor left there was an expression of interest put out to the public, limited interest was received (in part due to the limited opportunity of profit and time required for this water service). The prior contractor provided the service at a low cost and the contract price assumed by the current service provider. The intent was to have Joe Daley sign a contract and Mr. Daley reviewed a proposed contract after this Mr. Daley could not provide the service for a reasonable cost without increasing the contract rate substantially and more importantly did not want to assume liability as he felt it was a serious financial risk for him.

The ACRD requested that District of Ucluelet staff provide a possible solution; they stated that they could not provide the service at this time with their current staffing levels and time demands according to staff. The Toquaht Nation staff also was approached when the original contractor was leaving; at the time, it was not feasible to commit resources with their own projects underway. More recently, the potential operator voiced concerns over the age and lack of operational knowledge of the system. To provide this service, the time commitment would be difficult to identify to provide costing and the level of service may differ between the organizations. ACRD staff understand the first impressions of the Millstream Water system in the current state, it may seem antiquated but is an effective service that is currently being provided and improvements will be made to bring this system some improvement over time.

Considering all the issues presented above staff recommend that the West Coast Environmental Assistant position become full time. The normal days of work are planned to be Tuesday to Saturday and discussions with the CUPE 118 regarding the hours of work and the continued work on weekends will need to be undertaken once the committee supports staff recommendation.

Time Requirements – Staff & Elected Officials:

Time requirements as listed in the memo and additional staff time as required enabling new processes to be in place.

Financial:

The annual financial cost for each service would not be realized until 2018 when the position would be operating at a full time after the return of the employee from maternity leave.

The cost of operating the Millstream and Long Beach Airport Water systems will see modest increases to move to an employment situation versus contracted services. An increase in the first year will occur due to training requirements to receive certification. The cost of Salmon Beach labour will remain unchanged in 2018, slight increase in Long Beach Airport for this position but overall a reduction from 2016. The West Coast Waste management services budget will see an increase for this position with a modest overall increase to the wage budget; other employee allocations will be reduced with the addition of this position.



Submitted by: _____
Andrew McGifford, CPA, CGA, Manager of Environmental Services



Approved by: _____
Russell Dyson, Chief Administrative Officer



REQUEST FOR DECISION

To: West Coast Committee

From: Teri Fong, CPA, CGA, Manager of Finance
Andrew McGifford, CPA, CGA, Manager of Environmental Services

Meeting Date: February 1, 2017

Subject: Long Beach Airport – 2017-2021 Financial Plan

Recommendation:

THAT the West Coast Committee recommend the Long Beach Airport proposed budget to be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.

2016 Highlights:

The Long Beach Airport is a complex and expensive operation with many regulatory demands. The highlights of 2016 included:

- Medium Intensity LED runway, terminal, and maintenance apron LED flood light system installed for night operations with the help of grant funding from the BC Air Access Program (BCAAP).
- Runway 07-25 concrete panel repairs and Runway 11-29 strip rehabilitation completed (in conjunction with runway light installation).
- Airport Operations Manual (AOM) submitted to Transport Canada for approval containing runway night operations on runway 11-29, taxiway H and Apron III as well as upgrade of runway 11-29 strip from none instrument to none precision approach status. Note: The strip upgrade will allow Nav Canada to develop lower limits for the GPS approach and departure procedures at CYAZ. Transport Canada approved the AOM on January 9, 2017.
- New single axle dump/plow truck acquired with grant funding from Airport Capitalization Assistance Program (ACAP)
- Fire protection service agreement signed with the Tofino Volunteer Fire Department (March).
- Automatic aid agreements with Tofino and Ucluelet Fire Departments for services at CYAZ.
- Emergency Response Plan mass casualty exercise carried out Nov 2016, involving:
 - ACRD airport staff
 - Nav Canada Flight Service Station Nanaimo
 - Tofino and Ucluelet Fire departments
 - BC Ambulance stations Tofino and Ucluelet
 - RCMP and Parks Canada
- The aircraft activity stayed consistent from the prior year at 7,182 total movements.
- Prime Minister Trudeau and his family flew into the airport to vacation during the summer of 2016. There was logistical support provided for both arrival and departure during the visit. Staff stepped up to the challenge and provided the needed resources while having two large capital projects underway in Tofino and in the Alberni Valley.

Upcoming for 2017:

The following items are to be noted when reviewing the operating budget:

- Line 4 – Lease agreements – staff have adjusted the agreements that are currently open for renewal to attain the market rates for the leased land as provided through the market rate evaluation performed in mid-2016. Staff will advertise and update the committee as progress is made. Increases in revenue will be seen over the next three years once completed.
- Line 5 – Contracts with other governments - The anticipated revenue has been reduced to \$15,000 in 2017 in anticipation of Tla-o-qui-aht switching to Parks Canada as a water provider. It is projected that this could occur as soon as April and therefore the budget has been adjusted accordingly.
- Line 6 – Government grants - This amount is the remaining funds available from the BCAAP grant for the completion of the lighting project.
- Line 12 – Airport advisory initiatives - The Long Beach Airport Advisory Committee has contracted Primal Communications to promote and improve air services through a branding and marketing campaign. This work will commence after the committee agrees on potentially renaming the airport. The budget represents the remaining funds from 2016 plus \$10,000 for 2017.
- Line 18 – Emergency services training - Another exercise for the Ucluelet and Tofino Volunteer Fire Departments is planned for 2017 as part of the automatic aid agreements with the departments.
- Line 25 – Tractor lease – The Kubota tractor lease will expire mid-year this year!
- Lines 32 to 37 – Water system operation – There are many changes anticipated with this system in 2017. The maintenance of the system will move from contractor to employee mid-year and the largest user of the service is expected to stop utilizing the service. The impacts on the costs are hard to estimate as timing is unknown.
- Possible expense – the Economic Development representative from the City of Port Alberni will provide possible joint marketing plan for both the Long Beach Airport and the Alberni Valley Regional Airport for consideration.

The capital budget is getting increasingly more difficult to prioritize and keep within the budget, as there are many large projects that would increase the level of service at the airport. It took staff many revisions and discussions to create a plan that was within budget and as a result many important projects have been delayed or cancelled at this time including:

- Upgrading the cast iron water main and pump house \$700,000
- Expanding the existing parking lot \$165,000
- Paving the access road \$500,000

The development of an asset management plan will be helpful in identifying the funding shortfall and assist in prioritizing projects but it will be challenging to fund the gap without significantly increasing the tax requisition.

The capital projects to be noted when reviewing the budget include:

- Line 57 & 72 – Flightway clearing and vegetation management – Significant amounts of clearing is to be done in 2017 both within the airport footprint as well as on Parks Canada land.
- Line 58 – House renovation – The caretakers house is in need of some significant repairs including a new roof in order to remain habitable. Staff have reviewed the possibility of not making improvements to the building and possibility removing it. The presence of someone on site provides a passive site caretaker and serves the ACRD interests to remain.
- Line 62 – Navigational aids – Completion of this work is planned for early this year.
- Line 74 – Water system upgrades – A connection to the new Parks Canada source is planned for this year. \$154,140 of this project will be funding using the Gas Tax grant.

Time Requirements – Staff & Elected Officials:

The Long Beach Airport service includes not only the operation of the airside infrastructure but also a number of lease lots and a water system. In addition to these major components, staff time is also required for landing, parking and passenger fee management as well as grant applications and administration. Finally, staff also support the advisory committee, ensure adequate insurance coverage and provide mapping and GIS support.

Financial:

The residential tax rate has risen slightly to \$0.167 per \$1,000 of assessed value from \$0.166 in the previous year. The maximum requisition for 2017 is \$312,581.

Policy or Legislation:

Transport Canada sets the safety regulations for the airport.


Background:

This budget was developed with input from the following people:

- The Airport Superintendent, Manager of Environmental Services and the CAO
- Long Beach Airport engineer – McGill and Associates Engineering

Disclosure:

The prior year actual balances may yet change as 2016 invoices are still trickling in and year-end adjustments are still being completed.

Submitted by: 
Teri Fong, CPA, CGA, Manager of Finance

Submitted by: 
Andrew McGifford, CPA, CGA, Manager of Environmental Services

Approved by: 
Russell Dyson, Chief Administrative Officer



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 LONG BEACH AIRPORT
 PARTICIPANTS: TOFINO, UCLUELET, and ELECTORAL AREA 'C'

Line	History			Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
REVENUE									
1	\$ 139,801	\$ 139,921	Surplus (deficit) from prior years	\$ 112,329	\$ -	\$ -	\$ -	\$ -	1
2	10,000	10,000	Committed surplus from prior year	14,285	-	-	-	-	
3	289,080	289,079	Tax requisition	309,671	310,200	308,400	311,700	310,000	3
4	164,991	130,000	Sale of services	130,000	150,000	160,000	170,000	180,000	4
5	44,624	40,000	Contracts with other Governments	15,000	-	-	-	-	5
6	1,368,801	1,563,140	Government grants	208,302	160,000	250,000	100,000	100,000	6
7	9,299	1,000	Grant in lieu of taxes	1,000	1,000	1,000	1,000	1,000	7
8	2,710	-	Other revenue	-	-	-	-	-	8
9	-	154,140	Transfer of Gas Tax	154,140	-	-	-	-	9
10	\$ 2,029,306	\$ 2,327,280	TOTAL REVENUE	\$ 944,727	\$ 621,200	\$ 719,400	\$ 582,700	\$ 591,000	10
EXPENDITURES									
11	\$ 13,000	\$ 13,000	Administration charge	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	11
12	5,715	20,000	Airport advisory initiatives	24,285	10,000	10,000	10,000	10,000	12
13			Airport operation						13
14	-	5,000	Access road & parking lot maintenance	5,000	5,000	5,000	5,000	5,000	14
15	11,086	12,000	Building repair and maintenance	12,000	12,000	12,000	12,000	12,000	15
16	6,600	10,000	Consulting & legal	10,000	10,000	10,000	10,000	10,000	16
17	2,468	3,000	Convention/professional development	3,000	3,000	3,000	3,000	3,000	17
18	5,129	16,000	Emergency services training	10,000	5,000	5,000	5,000	5,000	18
19	1,179	5,000	Equipment	5,000	5,000	5,000	5,000	5,000	19
20	12,863	13,000	Insurance	13,000	13,000	13,000	13,000	13,000	20
21	96,782	101,000	Labour & related costs	89,000	90,800	92,600	94,500	96,400	21
22	3,749	4,000	Office operations	5,000	4,000	4,000	4,000	4,000	22
23	-	5,000	Operation contracts	5,000	-	-	-	-	23
24	17,155	32,000	Other operating	32,000	32,000	32,000	32,000	32,000	24
25	16,736	19,000	Tractor lease	12,000	-	-	-	-	25
26	10,137	11,000	Utilities	14,000	14,300	14,600	14,900	15,200	26
27	7,485	9,000	Vehicle operation	9,000	9,000	9,000	9,000	9,000	27
28	-	3,000	Weather station	3,000	3,000	3,000	3,000	3,000	28
29	191,369	248,000	Total airport operation	227,000	206,100	208,200	210,400	212,600	29



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 LONG BEACH AIRPORT (continued)
 PARTICIPANTS: TOFINO, UCLUELET, and ELECTORAL AREA 'C'

Line	History			Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
			EXPENDITURES (continued)						
30	\$ 267,710	\$ 265,000	Capital fund contribution from operating	\$ 255,000	\$ 180,000	\$ 185,000	\$ 195,000	\$ 200,000	30
31	1,368,801	1,717,280	Capital fund contribution from grants	362,442	160,000	250,000	100,000	100,000	31
32			Water system operation						32
33	12,983	18,000	Contractor	12,000	-	-	-	-	33
34	6,708	7,000	Labour & related costs	13,000	13,300	13,600	13,900	14,200	34
35	32,383	35,000	Operating	35,000	35,700	36,400	37,100	37,800	35
36	4,023	4,000	Utilities	5,000	5,100	5,200	5,300	5,400	36
37	56,097	64,000	Total water system operation	65,000	54,100	55,200	56,300	57,400	37
38	\$ 1,902,692	\$ 2,327,280	TOTAL EXPENDITURES	\$ 944,727	\$ 621,200	\$ 719,400	\$ 582,700	\$ 591,000	38
39	\$ 126,614	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	39
40	1,636,511	1,982,280	Add: Transfer to reserves	617,442	340,000	435,000	295,000	300,000	40
41		16,500	Principal debt payments	11,700	-	-	-	-	41
42		210,000	Deduct: Estimated amortization not included	210,000	210,000	210,000	210,000	210,000	42
43	139,801	139,921	Surplus from previous year	126,614	-	-	-	-	43
44	\$ 1,623,324	\$ 1,648,859	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	\$ 292,528	\$ 130,000	\$ 225,000	\$ 85,000	\$ 90,000	44
			CAPITAL FUND						
45	\$ 552,792	\$ 649,655	Balance, beginning of year	\$ 443,654	\$ 168,930	\$ 23,130	\$ 62,430	\$ 177,330	45
46	265,000	265,000	Contribution from operating fund	255,000	180,000	185,000	195,000	200,000	46
47	1,368,801	1,717,280	Grants & other contributions	362,442	160,000	250,000	100,000	100,000	47
48	2,709	2,500	Interest earnings	2,300	700	300	900	1,900	48
49			<i>Less - capital expenditures</i>						49
50	-	3,500	Access road signage	3,500	-	-	-	-	50
51	-	5,000	Access road upgrade	5,000	10,000	10,000	10,000	10,000	51
52	-	15,000	Apron II & taxiway foxtrot upgrade	-	-	-	-	-	52
53	9,623	30,000	Building assessment / abatement	30,000	-	-	-	-	53
54	-	-	Chemical applicator*	-	160,000	-	-	-	54
55	-	20,000	Drainage culvert repairs	30,000	20,000	20,000	10,000	5,000	55



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 LONG BEACH AIRPORT (continued)
 PARTICIPANTS: TOFINO, UCLUELET, and ELECTORAL AREA 'C'

Line	History			Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
CAPITAL FUND (continued)									
56	\$ -	\$ 70,000	Fire suppression upgrade	\$ 7,500	\$ 7,500	\$ 5,000	\$ 5,000	\$ 5,000	56
57	975	60,000	Flightway clearing	80,000	30,000	10,000	10,000	10,000	57
58	-	15,000	House renovation	25,000	10,000	10,000	-	-	58
59	5,150	10,000	Infrastructure report - obstacle limitations	12,000	12,000	-	10,000	-	59
60	11,367	15,000	LiDAR survey	-	-	-	-	-	60
61	-	7,000	Maintenance & terminal building upgrades	21,000	-	-	-	-	61
62	1,387,054	1,697,520	Navigational aids^	310,466	5,000	5,000	5,000	5,000	62
63	-	5,000	Parking lot upgrades	15,000	15,000	1,000	1,000	1,000	63
64	-	-	Perimeter fencing*	3,000	-	100,000	100,000	100,000	64
65	-	40,000	Runway 11/29 strip rehabilitation	-	-	-	-	-	65
66	-	45,000	Runway 16/34 cracksealing & panel repair	-	80,000	80,000	-	-	66
67	-	10,000	Runway painting & signs	20,000	-	-	25,000	-	67
68	289,165	290,000	Snow plough & plough truck setup*	-	-	-	-	-	68
69	-	6,000	Snow plough & plough truck	-	-	-	-	-	69
70	-	-	Taxiway H, C, F upgrade*	22,000	-	150,000	-	-	70
71	-	15,000	Urgent infrastructure repairs	15,000	-	-	-	-	71
72	17,065	70,000	Vegetation management - outside boundary	80,000	30,000	5,000	5,000	10,000	72
73	25,249	30,000	Water system - maintenance	-	-	-	-	-	73
74	-	154,140	Water - system upgrades	215,000	80,000	-	-	-	74
75	-	-	Weather station upgrades	-	27,000	-	-	-	75
76	1,745,648	2,613,160	Total capital expenditures	894,466	486,500	396,000	181,000	146,000	76
77	\$ 443,654	\$ 21,275	BALANCE, END OF YEAR	\$ 168,930	\$ 23,130	\$ 62,430	\$ 177,330	\$ 333,230	77

*eligible for 100% ACAP funding

^75% BCAAP funding confirmed



REQUEST FOR DECISION

To: West Coast Committee

From: Teri Fong, CPA, CGA, Manager of Finance
Andrew McGifford, CPA, CGA, Manager of Environmental Services

Meeting Date: February 1, 2017

Subject: West Coast Waste Management – 2017-2021 Financial Plan

Recommendation:

THAT the West Coast Committee recommend West Coast Waste Management proposed budget be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.

2016 Highlights:

The West Coast Waste Management service is well established and has relatively consistent operating expenses year after year. There were some initiatives planned for 2016 that staff were unable to action, such as an investigation of a cardboard ban. These projects have been carried forward to 2017 and staff time has been adjusted to provide time to action these initiatives.

Upcoming for 2017:

The following items are to be noted when reviewing the budget:

- Line 5 – Tipping fees – the fees need to be reviewed and the fee structure needs to support the diversion of certain waste. The fee structure will be reviewed in the spring of 2017 with the plan to have the changes in place by September 2017. Rate structure will provide incentives to divert materials where possible (such as Cardboard). Construction demo waste has seen a significant spike in the 2016 year and this is not a revenue that will be relied on to continue in 2017.
- Line 8 – MMBC revenue – there has been discussions with MMBC regarding the volume of materials that are associated with the short-term rentals on the West Coast. MMBC's position is that this is commercial activity and should not be within the MMBC collection stream. Staff do not agree and we are looking at possible reductions to this revenue.
- Line 12 – Contribution to capital – The tipping fees in 2016 were nearly \$160,000 over budget partially as a result of the amount of construction waste received during the year. This is not a trend that is anticipated to continue, therefore the amount contributed to capital has been increased by \$90,000 to offset the artificial decrease in the tax requisition. Many of the diversion techniques that are planned will have capital cost implications and this funding will be available to support those costs.
- Line 16 – Labour and benefits – in the allocation of staff resources the West Coast Environmental Assistant has been assigned one day per week starting in July to support education and diversion initiatives. This cost has been offset by the reallocation of other staff members who provided support to this service in the past.
- Line 21 – Illegal dumping – Central West Coast Forest Society has submitted a request (see attached) for \$3,500 plus the waiving of the tipping fees to address illegal dumping in the Kennedy Flats Watershed as in prior year.
- Line 24 to 30 – A focus will be made to divert all material types for and costing of each diversion stream is currently being undertaken. More information will be provided in the spring when the cost options are put into

an overall plan. The cardboard ban is an initiative that will start in July 2017. The six-month educational process will start July 1 and continue to December 31. The purpose of the education process is to help identify what is cardboard in the waste stream and assist the west coast users in finding solutions to remove this from the West Coast landfill. The process was effective in the Alberni Valley.

- Line 34 – Professional fees – the increased budget is to complete some regulatory reporting from prior years.
- Line 37 – Water monitoring – a slight increase as a new site will be added on Sandhill Creek.
- Line 52 – Leachate remediation – The geotechnical consultant has requested the installation of a flow monitoring station on Sand Hill Creek to enable the monitoring of the flows in the creek and determine the impact of dilution on the surface water flowing off the landfill into the creek.
- Line 55 – Pump station upgrade – The leachate pump system is experiencing a number of operational problems and therefore a replacement is planned for this year along with modifications to the pump electrical controls.

Time Requirements – Staff & Elected Officials:

Staff time is required to oversee both the landfill contractor as well as the garbage and recycling contractor. Staff regularly engage with the engineers regarding regulatory reporting, impacts of changes to the regulations, expansion plans and ensuring adequate treatment of the leachate. Environmental services staff also regularly respond to public inquiries regarding the service in the area and the Multi Material BC (MMBC) program along with performing quarterly water testing and monitoring. Accounting staff are responsible for the tipping fee billing and account management.

Financial:

The residential tax rate for 2017 is \$0.060 per \$1,000 of assessed value. This is a slight decrease from \$0.064 per \$1,000 of assessed value in 2016.

Background:

The budget was developed with input from the following people:

- The ACRD Environmental Services department and CAO
- West Coast Landfill contractor – Berry and Vale Contracting Ltd
- West Coast Landfill engineer – McGill and Associates Engineering

Policy or Legislation:

The Ministry of Environment sets the regulations for items such as closure/post closure plans, solid waste management plans, landfill criteria for municipal solid waste, operational certificates and annual reporting requirements.

Options Considered:

The prior year actual balances may still change as 2016 invoices are still trickling in and year-end adjustments are still being completed.



Submitted by: _____
Teri Fong, CPA, CGA, Manager of Finance



Submitted by: _____
Andrew McGifford, CPA, CGA, Manager of Environmental Services



Approved by: _____
Russell Dyson, Chief Administrative Officer



CENTRAL
WESTCOAST
FOREST
SOCIETY

1920 #2 Lyche Road
Po Box 641 Ucluelet BC, V0R 3A0
250-726-2424
info@clayoquot.org
clayoquot.org

January 22, 2017

Alberni-Clayoquot Regional District
3008 5th Ave
Port Alberni, B.C.
V9Y 2E3

Dear West Coast Committee,

Central Westcoast Forest Society (CWFS) is a local charitable non-profit based in Ucluelet on the west coast of Vancouver Island. CWFS focuses on salmon habitat restoration and enhancement, research and education and the development of recreational and educational opportunities and infrastructure on Vancouver Island.

For over 20 years CWFS has been working on ecological restoration in the Kennedy Flats Watershed, on the west coast of Vancouver Island. The watershed comprises 12,937 hectares of land and over 420 km of fish bearing streams. Bound by the Pacific Ocean to the west and Kennedy Lake to the east, the watershed supports chinook, chum, pink, coho, and sockeye salmon; rainbow, steelhead, and cutthroat trout. The watershed also supports a diversity of wildlife and focal species intrinsic to our area. Historical timber harvesting introduced an extensive network of roads, covering over 253 km in this watershed. Scattered throughout this road network are numerous illegal dumping sites. Every year, household garbage is illegally dumped in the Kennedy Flats Watershed. Illegally dumped materials can have serious effects on the environment, wildlife habitat and the ability of others to use and enjoy outdoor recreational areas. Harmful chemicals can be released and enter waterways and fish bearing streams. Wildlife can be injured, poisoned, or killed as a result of foraging through garbage. Illegal dumping sites can lead to the habituation of Black Bears and increase the likelihood of human-bear conflict.

In 2016, Central Westcoast Forest Society received \$3,500 from the ACRD's waste management budget to address illegal dumping in the Kennedy Flats Watershed. In August and September of 2016, this funding went towards two volunteer community clean up days, truck fees, and signage to mark fish bearing streams. In total 1645 kg of garbage were removed. We hope that ACRD will allocate \$3,500 in the waste management budget again for 2017 and waive the tipping fees at the West Coast Landfill for collected waste in order for CWFS to continue clean-up efforts within the Kennedy Flats.

CWFS has submitted an application to the Grant-in-Aid for the English Cove Restoration Project in order to replace a collapsed culvert on Creek 1 along the Pacific Rim Highway. We really appreciate the help that ACRD has provided in the past and hope to continue this partnership into the future.

Thank you for your support and consideration.

Sincerely,

Mandala Smulders
Project Manager



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 WEST COAST WASTE MANAGEMENT
 PARTICIPANTS: TOFINO, UCLUELET, and ELECTORAL AREA 'C'

Line	History			Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
REVENUE									
1	\$ 116,134	\$ 116,134	Surplus (deficit) from prior years	\$ 251,235	\$ -	\$ -	\$ -	\$ -	1
2	110,866	110,866	Tax requisition	111,765	133,700	146,600	159,700	173,200	2
3			<i>Fees & charges</i>						3
4	124,116	127,000	Curbside garbage	120,000	120,000	120,000	120,000	120,000	4
5	649,584	490,000	Tipping fees	490,000	595,000	595,000	595,000	595,000	5
6	773,700	617,000	Total fees & charges	610,000	715,000	715,000	715,000	715,000	6
7	4,484	2,000	Grant in lieu of taxes	2,000	2,000	2,000	2,000	2,000	7
8	50,730	50,000	Multi Materials BC funding	40,000	50,000	50,000	50,000	50,000	8
9	7,769	-	Other sources	-	-	-	-	-	9
10	\$ 1,063,683	\$ 896,000	TOTAL REVENUE	\$ 1,015,000	\$ 900,700	\$ 913,600	\$ 926,700	\$ 940,200	10
EXPENDITURES									
11	\$ 29,000	\$ 29,000	Administration charge	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	11
12	33,500	30,000	Capital fund contribution	110,000	30,000	30,000	30,000	30,000	12
13	74,269	70,000	Closure & post closure fund contribution	70,000	70,000	70,000	70,000	70,000	13
14			<i>Labour & related costs</i>						14
15	856	1,000	Convention/professional development	2,000	1,000	1,000	1,000	1,000	15
16	31,673	33,000	Labour & benefits	31,000	31,600	32,200	32,800	33,500	16
17	880	2,000	Vehicle operation	2,000	2,000	2,000	2,000	2,000	17
18	33,409	36,000	Total labour & related costs	35,000	34,600	35,200	35,800	36,500	18
19			<i>Promotion & education</i>						19
20	469	6,000	Advertising & public education	10,000	6,000	6,000	6,000	6,000	20
21	3,500	5,000	Illegal dumping prevention	5,000	5,000	5,000	5,000	5,000	21
22	-	5,000	School program	5,000	5,000	5,000	5,000	5,000	22
23	3,969	16,000	Total promotion & education	20,000	16,000	16,000	16,000	16,000	23



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 WEST COAST WASTE MANAGEMENT (continued)
 PARTICIPANTS: TOFINO, UCLUELET, and ELECTORAL AREA 'C'

Line	History		EXPENDITURES (continued)	Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
24			<i>Recycle, reduce, reuse</i>						24
25	\$ -	\$ 8,000	Disposal bans	\$ 8,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	25
26	-	15,000	Feasibility study - food waste composting	20,000	-	-	-	-	26
27	37,871	39,000	Residential recycling pickup	39,500	40,300	41,100	41,900	42,700	27
28	-	10,000	Share sheds	10,000	1,000	1,000	1,000	1,000	28
29	5,405	20,000	SWMP plan & implementation	20,000	20,000	20,000	20,000	20,000	29
30	43,276	92,000	Total recycle, reduce & reuse	97,500	66,300	67,100	67,900	68,700	30
31			<i>Residual waste management</i>						31
32	416,444	412,000	Operations contract	423,000	431,500	440,100	448,900	457,900	32
33	21,411	25,000	Other operating costs	25,000	25,000	25,000	25,000	25,000	33
34	3,287	12,000	Professional fees	22,000	12,000	12,000	12,000	12,000	34
35	116,618	117,000	Residential garbage pickup	120,500	122,900	125,400	127,900	130,500	35
36	6,300	10,000	Utilities	10,000	10,400	10,800	11,200	11,600	36
37	30,966	37,000	Water monitoring	40,000	40,000	40,000	40,000	40,000	37
38	-	10,000	Wood waste grinding	10,000	10,000	10,000	10,000	10,000	38
39	595,026	623,000	Total residual waste management	650,500	651,800	663,300	675,000	687,000	39
40	\$ 812,449	\$ 896,000	TOTAL EXPENDITURES	\$ 1,015,000	\$ 900,700	\$ 913,600	\$ 926,700	\$ 940,200	40
41	\$ 251,235	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	41
42	107,769	100,000	Add: Transfer to reserves	180,000	100,000	100,000	100,000	100,000	42
43		18,750	Deduct: Estimated amortization not included	18,750	18,750	18,750	18,750	18,750	43
44	116,134	116,134	Surplus from previous year	251,235	-	-	-	-	44
45	\$ 242,870	-\$ 34,884	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	-\$ 89,985	\$ 81,250	\$ 81,250	\$ 81,250	\$ 81,250	45



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 WEST COAST WASTE MANAGEMENT (continued)
 PARTICIPANTS: TOFINO, UCLUELET, and ELECTORAL AREA 'C'

Line	History			Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
CAPITAL FUND									
46	\$ 398,647	\$ 398,647	Balance, beginning of year	\$ 424,223	\$ 382,223	\$ 271,623	\$ 270,623	\$ 269,623	46
47	30,000	30,000	Contribution from operating fund	110,000	30,000	30,000	30,000	30,000	47
48	3,500	2,800	Interest earnings	3,000	2,400	2,000	2,000	2,000	48
49	<i>Less - capital expenditures</i>								
50	-	5,000	Clearing for fire set back	5,000	5,000	5,000	5,000	5,000	50
51	-	5,000	Design Criteria - MOE	5,000	100,000	-	-	-	51
52	555	32,000	Leachate remediation	45,000	10,000	10,000	10,000	10,000	52
53	-	-	Power line improvements	-	10,000	-	-	-	53
54	-	-	Landfill gas management plan	-	-	-	-	5,000	54
55	-	-	Pump station upgrade	70,000	-	-	-	-	55
56	7,369	10,000	Service improvements	10,000	10,000	10,000	10,000	10,000	56
57	-	20,000	Vegetation treatment & enhancement	20,000	8,000	8,000	8,000	8,000	57
58	7,924	72,000	Total capital expenditures	155,000	143,000	33,000	33,000	38,000	58
59	\$ 424,223	\$ 359,447	BALANCE, END OF YEAR	\$ 382,223	\$ 271,623	\$ 270,623	\$ 269,623	\$ 263,623	59
CLOSURE & POST CLOSURE FUND									
60	\$ 467,358	\$ 467,359	Balance, beginning of year	\$ 540,768	\$ 615,068	\$ 689,968	\$ 765,368	\$ 841,368	60
61	70,000	70,000	Contribution from operating fund	70,000	70,000	70,000	70,000	70,000	61
62	3,410	3,800	Interest earnings	4,300	4,900	5,400	6,000	6,600	62
63	-	-	Less - closure costs	-	-	-	-	-	63
64	\$ 540,768	\$ 541,159	BALANCE, END OF YEAR	\$ 615,068	\$ 689,968	\$ 765,368	\$ 841,368	\$ 917,968	64



REQUEST FOR DECISION

To: West Coast Committee

From: Teri Fong, CPA, CGA, Manager of Finance

Meeting Date: February 1, 2017

Subject: West Coast Emergency Coordination – Proposed Service – 2017-2021 Financial Plan

Recommendation:

THAT the West Coast Committee recommend the West Coast Emergency Coordination – Proposed Service draft budget be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.

Summary:

The local governments and Parks Canada on the West Coast desire a larger scale coordination of emergency planning. Each of the governments has their own emergency plan but it is felt that due to the close proximity of all of these small areas and the distance from outside assistance, that it would be beneficial to have a coordination plan in place in order to best communicate and assist each other.

The West Coast elected officials and emergency planning staff held meetings in 2016 and it was decided that each government would provide \$1,000 for a total of \$9,000 to coordinate efforts and develop an application to the Federal Government through Parks Canada for a coordination plan.

The Districts of Ucluelet and Tofino will directly provide their contributions and therefore Area "C" Long Beach is the only participant that is being tax requisitioned in this proposed service.

Time Requirements – Staff & Elected Officials:

Some staff time will be required to assist with this process.

Financial:

The 2017 residential tax rate for Area "C" Long Beach is \$0.004 per \$1,000 of assessed value.

Submitted by: _____
Teri Fong, CPA, CGA, Manager of Finance

Approved by: _____
Russell Dyson, Chief Administrative Officer



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 WEST COAST EMERGENCY COORDINATION - PROPOSED SERVICE
 PARTICIPANTS: ELECTORAL AREA 'C'

Line	History			Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
REVENUE									
1	\$ -	\$ -	Surplus (deficit) from prior years	\$ -	\$ -	\$ -	\$ -	\$ -	1
2	-	-	Tax requisition	1,000	-	-	-	-	2
3	-	-	Contributions from other governments	8,000	-	-	-	-	3
4	<u>\$ -</u>	<u>\$ -</u>	TOTAL REVENUE	<u>\$ 9,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	4
EXPENDITURES									
5	\$ -	\$ -	Administrative charge	\$ -	\$ -	\$ -	\$ -	\$ -	5
6	-	-	Operating costs	9,000	-	-	-	-	6
7	<u>\$ -</u>	<u>\$ -</u>	TOTAL EXPENDITURES	<u>\$ 9,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	7
8	\$ -	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	8
9	-	-	Deduct: Surplus from previous year	-	-	-	-	-	9
10	<u>\$ -</u>	<u>\$ -</u>	ANNUAL SURPLUS/(DEFICIT) (for Financial Reporting purposes)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	10



REQUEST FOR DECISION

To: West Coast Committee

From: Teri Fong, CPA, CGA, Manager of Finance

Meeting Date: February 1, 2017

Subject: Area "C" Long Beach Emergency Planning – 2017-2021 Financial Plan

Recommendation:

THAT the West Coast Committee recommend the Area "C" Long Beach component of the West Coast Emergency Planning proposed budget be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.

Summary:

The ACRD has an agreement with the District of Ucluelet to provide emergency planning services to a portion of Area "C" Long Beach and the cost of the agreement is \$2,000 per year.

In 2016 there was a budget established to develop a plan for all of Area "C". This project was not completed during the year and therefore is planned for 2017. The budget has been increased by \$3,000 to ensure adequate funding to complete the plan. The plan needs to cover all populated areas of Area "C" including Salmon Beach. Part of this process will be to work with all local governments and first nations to coordinate plans for the populated areas that are in proximity to their boundaries. The Emergency Program Act requires that the electoral area have an emergency plan and contract with Ucluelet does not satisfy this requirement.

The portion of this budget regarding Area "A" Bamfield will be reviewed with the Keith Wyton, area director prior to inclusion in the draft 2017-2021 Financial Plan.

Time Requirements – Staff & Elected Officials:

Some staff time will be required to hire a consultant to develop an emergency plan for Area "C" Long Beach.

Financial:

The 2017 residential tax rate is currently \$0.025 per \$1,000 of assessed value. This is a slight reduction from the prior year.

Submitted by: _____
Teri Fong, CPA, CGA, Manager of Finance

Approved by: _____
Russell Dyson, Chief Administrative Officer



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 WEST COAST EMERGENCY PLANNING
 PARTICIPANTS: PORTION OF ELECTORAL AREA 'A' & 'C'

Line	History			Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
REVENUE									
1			<i>Surplus (deficit) from prior years</i>						1
2	\$ 1,803	\$ 1,803	Area A - Bamfield	\$ 1,567	\$ -	\$ -	\$ -	\$ -	2
3	178	178	Area C - Long Beach	4,645	-	-	-	-	3
4			<i>Tax requisition</i>						4
5	16,012	16,012	Area A - Bamfield	17,433	7,500	7,500	7,500	7,500	5
6	6,322	6,322	Area C - Long Beach	5,855	2,500	2,500	2,500	2,500	6
7			<i>Grant in lieu of taxes</i>						7
8	764	-	Area A - Bamfield	-	-	-	-	-	8
9	645	-	Area C - Long Beach	-	-	-	-	-	9
10	-	-	<i>Other sources - Area A - Bamfield</i>	-	-	-	-	-	10
11	\$ 25,724	\$ 24,315	TOTAL REVENUE	\$ 29,500	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	11
EXPENDITURES									
12			<i>Administration charge</i>						12
13	\$ 1,500	\$ 1,500	Area A - Bamfield	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	13
14	500	500	Area C - Long Beach	1,500	500	500	500	500	14
15			<i>Emergency planning costs</i>						15
16	15,512	16,315	Area A - Bamfield	17,500	6,000	6,000	6,000	6,000	16
17	2,000	6,000	Area C - Long Beach	9,000	2,000	2,000	2,000	2,000	17
18	\$ 19,512	\$ 24,315	TOTAL EXPENDITURES	\$ 29,500	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	18
19	\$ 6,212	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	19
20	1,981	1,981	Deduct: Surplus from previous year	6,212	-	-	-	-	20
21	\$ 4,231	-\$ 1,981	ANNUAL SURPLUS/(DEFICIT)	-\$ 6,212	\$ -	\$ -	\$ -	\$ -	21

(for Financial Reporting purposes)



REQUEST FOR DECISION

To: West Coast Committee
From: Teri Fong, CPA, CGA, Manager of Finance
Meeting Date: February 1, 2017
Subject: West Coast Multiplex – 2017-2021 Financial Plan

Recommendation:

THAT the West Coast Committee recommend the West Coast Multiplex proposed budget be included in the first reading of the 2017-2021 Alberni-Clayoquot Regional District Financial Plan.

Summary:

The West Coast Multiplex service is still in the preliminary stages. During 2016 Tla-o-qui-aht First Nation provided a \$100,000 grant towards the project to update the feasibility plan and design. Recreation Excellence was contracted to prepare the arena feasibility study and it was presented to the West Coast Committee, Tla-o-qui-aht First Nation and the West Coast Multiplex Society in January 2017. There was also work performed to finalize the location of the proposed arena and determine costs to provide the necessary utilities and prepare the lot for construction.

In 2017 the plan is to use the grant funding to develop the detailed design and costing estimates. At that point it is the West Coast Committee's intention to conduct a survey of the area to ensure the residents continue to support this project.

Time Requirements – Staff & Elected Officials:

Staff time will be required in to assist in the process of hiring a contractor to develop the detailed design and costing estimates as well as to support the society. Scott Kenny will be utilized as a consultant on this project to reduce the amount of staff time required.

Financial:

There is \$81,563 remaining of the Tla-o-qui-aht First Nation grant funding which will be used to fund the detailed design and costing estimate. Any remaining funds will be returned to Tla-o-qui-aht. The residential tax rate for 2017 is \$0.008 per \$1,000 of assessed value. This is a reduction from \$0.012 per \$1,000 of assessed value in 2016.

Submitted by: _____
Teri Fong, CPA, CGA, Manager of Finance

Approved by: _____
Russell Dyson, Chief Administrative Officer



ALBERNI-CLAYOQUOT REGIONAL DISTRICT
 2017-2021 FINANCIAL PLAN
 WEST COAST MULTIPLEX SERVICE
 PARTICIPANTS: TOFINO, UCLUELET and ELECTORAL AREA 'C'

Line	History			Budget					Line
	2016 ACTUAL	2016 PLAN		2017	2018	2019	2020	2021	
REVENUE									
1	\$ -	\$ -	Surplus (deficit) from prior years	\$ 10,805	\$ -	\$ -	\$ -	\$ -	1
2	-	-	Committed surplus from prior years	81,563	-	-	-	-	2
3	20,000	20,000	Tax requisition	15,196	-	-	-	-	3
4	100,000	-	Conditional grant	-	-	-	-	-	4
5	628	-	Grant in lieu of taxes	-	-	-	-	-	5
6	\$ 120,628	\$ 20,000	TOTAL REVENUE	\$ 107,563	\$ -	\$ -	\$ -	\$ -	6
EXPENDITURES									
7	\$ -	\$ -	Administrative charge	\$ 6,000	\$ -	\$ -	\$ -	\$ -	7
8	18,438	-	Feasibility study & design	81,563	-	-	-	-	8
9	9,823	20,000	Operating costs	20,000	-	-	-	-	9
10	\$ 28,261	\$ 20,000	TOTAL EXPENDITURES	\$ 107,563	\$ -	\$ -	\$ -	\$ -	10
11	\$ 92,367	\$ -	FINANCIAL PLAN BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	11
12	-	-	Deduct: Surplus from previous year	92,367	-	-	-	-	12
13	\$ 92,367	\$ -	ANNUAL SURPLUS/(DEFICIT)	-\$ 92,367	\$ -	\$ -	\$ -	\$ -	13

(for Financial Reporting purposes)

fulltime position split between two airports. The 2016 budget included an allocation of 7 hours per week of the West Coast Assistant's time to the Long Beach Airport. Included in the wage allocations for 2017 is a 5.5-hour increase per week to the Long Beach Airport effective July 1, 2017 for the West Coast Environmental Assistant position.

Salmon Beach wage allocation will remain unchanged at 14 hours per week for 2017. During the first half of the year, temporary staff or the use of contracted service will be used to support the activities for the Salmon Beach services. Staffing costs will remain the same as incurred in 2016.

The West Coast Waste Management service requires a presence on the west coast to better handle the waste issues and the desired level of service, along with possible diversion initiatives, educational communication plans and work with local nonprofit groups in organizing diversion programs. The staffing resources will not be in place until the second half of 2017, therefore staff may consider the possibility of using nonprofit groups before the staffing levels increase to assist with programs. Allocations of funds can occur if there is a desire from the West Coast Committee to move on programs with nonprofits earlier in the year. Another benefit of having someone on the West Coast is to have the assistance in water monitoring at the landfill and provide backup for the task if current staff become unable to perform the work.

The water systems oversight currently performed by the contracted services provided by Joe Daley (Millstream Resident) on a month-to-month basis. When the prior contractor left there was an expression of interest put out to the public, limited interest was received (in part due to the limited opportunity of profit and time required for this water service). The prior contractor provided the service at a low cost and the contract price assumed by the current service provider. The intent was to have Joe Daley sign a contract and Mr. Daley reviewed a proposed contract after this Mr. Daley could not provide the service for a reasonable cost without increasing the contract rate substantially and more importantly did not want to assume liability as he felt it was a serious financial risk for him.

The ACRD requested that District of Ucluelet staff provide a possible solution; they stated that they could not provide the service at this time with their current staffing levels and time demands according to staff. The Toquaht Nation staff also was approached when the original contractor was leaving; at the time, it was not feasible to commit resources with their own projects underway. More recently, the potential operator voiced concerns over the age and lack of operational knowledge of the system. To provide this service, the time commitment would be difficult to identify to provide costing and the level of service may differ between the organizations. ACRD staff understand the first impressions of the Millstream Water system in the current state, it may seem antiquated but is an effective service that is currently being provided and improvements will be made to bring this system some improvement over time.

Considering all the issues presented above staff recommend that the West Coast Environmental Assistant position become full time. The normal days of work are planned to be Tuesday to Saturday and discussions with the CUPE 118 regarding the hours of work and the continued work on weekends will need to be undertaken once the committee supports staff recommendation.

Time Requirements – Staff & Elected Officials:

Time requirements as listed in the memo and additional staff time as required enabling new processes to be in place.

Financial:

The annual financial cost for each service would not be realized until 2018 when the position would be operating at a full time after the return of the employee from maternity leave.

The cost of operating the Millstream and Long Beach Airport Water systems will see modest increases to move to an employment situation versus contracted services. An increase in the first year will occur due to training requirements to receive certification. The cost of Salmon Beach labour will remain unchanged in 2018, slight increase in Long Beach Airport for this position but overall a reduction from 2016. The West Coast Waste management services budget will see an increase for this position with a modest overall increase to the wage budget; other employee allocations will be reduced with the addition of this position.



Submitted by: _____
Andrew McGifford, CPA, CGA, Manager of Environmental Services



Approved by: _____
Russell Dyson, Chief Administrative Officer