



Information Report

To: ACRD Board of Directors

From: Douglas Holmes, CAO

Meeting Date: January 24, 2018

Subject: Strategic Priorities 2018 - 2022 - Approved by the ACRD Board - January 24, 2018

Recommendation: Motion to receive report for information.

Motion passed by the ACRD Board Jan.24/18: THAT the Alberni-Clayoquot Regional District Board of Directors:

- a. Confirm Appendix "A" as its Strategic Priorities to guide its budget deliberations and operations for 2018-2022
- b. Rise this report in open meeting, including adding the 2018 – 2022 Strategic Priorities to the regular Board agenda of February 14, 2018 as an information report.

Desired Outcome:

That the Alberni-Clayoquot Regional District (ACRD) Board articulate its Strategic Priorities for public service delivery to guide the 2018-2022 Financial Plan as well as the resources required to deliver those services mandated by the Board.

Background:

The ACRD Board sets its service levels to the public through the adoption of the Financial Plan Bylaw and through the adoption of bylaws and resolutions during the year. In order to guide staff on the preparation of the Financial Plan Bylaw, the Board conducted a session to prioritize initiatives and to consider the staffing levels necessary to deliver the services it selects in an efficient manner that is safe and to the public and ACRD employees.

As a starting point, the Board reviewed the ACRD Strategic Priorities (adopted January 15, 2017) and the Staff Action Items from the Board agenda of December 13, 2017. Additional initiatives were introduced by Directors and staff members and a priority rating was set by Directors on each one.

Appendix "A" to this report is the list of initiatives that garnered more than 50% of possible votes. This list is presented for Board consideration to confirm as the ACRD Strategic Priorities for 2018 in conjunction with the safe and efficient delivery of current ACRD services.

Appendix "B" to this report is the list of initiatives that garnered 50% or less than the possible votes. The rationale for delineating based on this percentage is that it is analogous to the voting rules at the Board table. The Board, however, may choose to include any of the items as part of its ACRD Strategic Priorities. Initiatives that do not appear on either list are those thought to be a step in a listed priority, duplicate activities, or those already completed.

The Board also discussed the staff resourcing currently in place and reviewed the history of the ACRD's ability to complete the initiatives and service delivery in a manner acceptable to the Board. The Board concluded that additional resources are required to complete initiatives and deliver services in a safe and efficient manner.

Appendix "C" to this report is a summary of the analysis presented to the Board to support its adoption of the following resolutions to address the gap between current staffing resources and that a minimum level required to deliver the services mandated by the Board in a safe and efficient manner:

THAT the Alberni-Clayoquot Regional District Board of Directors authorize the implementation the following positions:

- *Manager of Information Technology, (new position - replacing the current ¾ time IT Contractor position)*
- *Administrative Assistant (revised position - temporary part-time to permanent full-time)*
- *Protective Services Manager (new position - replaces 2 contractors - Emergency Preparedness Coordinator and Fire Services Coordinator)*
- *Manager of Environmental Services position (current - vacant position)*
- *Manager of Solid Waste and Utilities Operations (new position)*
- *Executive Assistant (new exempt position)*
- *Immediately activate an external consultant to update the ACRD's OHS Program and Safe Work Procedures for High Risk Elements (external resources)*

THAT the Board receive the report including acknowledging that:

- *External Resources to update OH&S Plan Program*
- *Review the staffing of airports comparable to those of the ACRD's and bring recommendation(s) to address the safety and servicing requirements of both ACRD airports, and*
- *Determine the most cost efficient way for the ACRD to be in compliance with the Emergency Services Act*

are under way and will result in further recommendations for Board consideration in the near future;

Conclusion

The Board mandates service levels in each year to serve the public needs. The financial plan must be drafted to ensure that those services can be delivered safely and efficiently. Staff will report back to the Board during the year to report on service delivery progress, to provide estimates of initiative completion and to respond to additional public service needs identified by the Board.

Time Requirements – Staff & Elected Officials:

The policy decision reflected in this report are foundational to and will be reflected in the entire Financial Plan process.

Financial:

Including in 2018 Financial Plan

Policy or Legislation:

ACRD Policies, *Local Government Act* and *Community Charter* applies.



Submitted by: _____
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer

APPENDIX "A"

Ref.	Description	Priority Rating	Max # of Votes	Votes as % of Max
SP 18.0	Asset Management: Policy & Strategy for Service and Asset Category	44	44	100%
SP 19.0	Occupational Health & Safety: Review Practices and Procedures for entire organization	44	44	100%
SP 24.3	AVLF: Gas Management	44	44	100%
SP 27.0	CYAZ Water Supply from Parks Canada: Connection, Agreements, Maintenance Contract	44	44	100%
SP 27.1	CYAZ Water Supply from Parks Canada: Mothball former Water Facility	44	44	100%
SP 27.2	CYAZ Water Supply from Parks Canada: Revise Capital Planning	44	44	100%
SP 30.0	Contractor Database/Policy: WCB, Insurance, Compliance Requirements met	44	44	100%
SP 35.0	Shared Services: Specific Services to Consider and Expectations	44	44	100%
SP 1.0	ACRD Committees: General Support & Follow Up	36	36	100%
SP 6.0	CYAZ: Naming and Marketing	43	44	98%
SP 6.1	CYAZ: Lease Agreements, New Lease opportunities	43	44	98%
SP 6.2	CYAZ: Operations & Maintenance, New Infrastructure	43	44	98%
SP 5.0	AVRA: Runway Expansion	42	44	95%
SP 5.1	AVRA: Crown Land Negotiations	42	44	95%
SP 5.2	AVRA: Forest Service Road	42	44	95%
SP 5.3	AVRA: Industrial Road	42	44	95%
SP 5.4	AVRA: OLS Clearing	42	44	95%
SP 5.5	AVRA: Lease Sites	42	44	95%
SP 5.6	AVRA: Lighting Project	42	44	95%
SP 5.7	AVRA: Operations & Maintenance, Policy and Procedures	42	44	95%
SP 5.8	AVRA: School District 70 Follow Up	42	44	95%
SP 21.0	AV Landfill: Tenure	40	44	91%
SA 9	Meet: ACRD and City of PA staff to develop action plan for development of aquatic center.	30	36	83%
SA 9.1	Investigate: Potential for the development and services of a new aquatic center in the AV during ACRD Budget discussions.	30	36	83%
PP 2	Sproat Lake: Water Quality	33	40	83%
SP 4.3	Pacific Traverse Trail Connections	35	44	80%
SP 2.3	Bylaw Update: Zoning	34	44	77%
SP 4.0	Regional Parks: Activate Committee to review service and participation	34	44	77%
SP 21.5	AV Landfill: Organics Infrastructure	33	44	75%
PP 1	Sproat Lake Level Management - Coordinate Discussion	30	40	75%
SP 7.0	Gas Tax Policy: Priorities, Policies, Outside Agencies	32	44	73%
SP 25.1	AV Regional Water: Catalyst Negotiations	32	44	73%
SP 38.0	Hospital District: Broader Health Care Lobbying Efforts	29	40	73%
SP 20.0	Reconciliation: Committee Initiatives/Develop Long Term Plan & Dissolve Committee	31	44	70%

Ref.	Description	Priority Rating	Max # of Votes	Votes as % of Max
SP 32.2	General Projects: General Review of Policies	31	44	70%
SP 16.0	Bell Road/Stuart Avenue Water: TFN Supply	29	44	66%
SP 16.1	Bell Road/Stuart Avenue Water: Community Consultation	29	44	66%
SP 33.0	Workshop Notes: Grants - [Retain Contractor]	28	44	64%
SP 4.1	Log Train Trail Management & Maintenance	27	44	61%
PP 10	Agricultural Initiatives: Grow Local	24	40	60%
SP 8.3	Fire Departments: Capital Planning - Training Center	25	44	57%
PP 4	AVRA: Advisory Committee/Commission	21	40	53%
PP 12	Bamfield: Community Park	21	40	53%

APPENDIX B

Ref.	Description	Priority Rating	Max # of Votes	Votes as % of Max
SP 2.0	Bylaw Update: Subdivision Service Standards	22	44	50%
SP 4.2	Regional Park - Inlet Trail Completion	22	44	50%
SP 37.0	Climate Change: Policy and Procedures Implementation [suggest report]	21	44	48%
SP 1.1	ACRD Committees: Terms of Reference	15	36	42%
SP 25.0	AV Regional Water Supply: Sproat Lake Study & Assessment, Water User Consultation	17	44	39%
PP 8	Agricultural Initiatives: Abattoir	15	40	38%
SP 21.3	AV Landfill: Illegal Dumping	16	44	36%
SP 39.0	Invasive Species: What is the Role of the ACRD and Resources to be Allocated	14	40	35%
PP 11	Salmon Beach: Governance Options	13	40	33%
SP 1.2	ACRD Committees: Training for Members	14	44	32%
SP 21.1	AV Landfill: 3rd Avenue Recycling Depot Improvements	11	44	25%
SP 28.1	Westcoast Multiplex: Fundraising & Grant Options	9	44	20%
SP 2.2	Bylaw Update: DCC's Bamfield	0	44	0%
SP 13.1	Cherry Creek Trail: Establish a Committee?	0	44	0%
SP 14.0	Evergreen Park: Maintenance, Public Safety - Trespass Issues	0	44	0%
SP 17.0	Great Central Lake: Private Water System - RD Service	0	44	0%
SP 32.1	General Projects: Beaver Creek Hall future	0	44	0%
PP 3	AVRA: Airports as Carbon Neutral	0	40	0%
PP 5	CYAZ: Airports as Carbon Neutral	0	40	0%

Summary of Staff Resource Analysis

We have evaluated our staff resources by functional area (i.e. Manager Portfolios). This analysis assumes the same or similar service levels will be mandated by the Board in 2018 and beyond.

Our summary on each area with comments related to the challenges is as follows:

Manager of Finance

- Majority (but not all) of workload relates to cyclical and routine operational requirements
- Experiences disruptions to regular work responsibilities during certain absences
- Historically insufficient capacity in department to make systematic improvements

CONCLUSION: Continue to monitor position and department

Manager of Planning and Building

- Workload is a combination of projects and application-based, transactional public service
- Experiences disruptions to regular workload for various public interface issues, often without services for which exist formal Service Establishing Bylaws.
- Historically insufficient capacity in department to complete some of the Board's longer term projects

CONCLUSION: Continue to monitor position and department

Manager of Administrative Services

- Workload is a combination of projects and cyclical, routine operational requirements
- Insufficient capacity and support such that Manager is performing clerical work (organizationally inefficient)
- Insufficient capacity and support such that Manager does not have time to perform fundamental duties required for proper Local Government operation (see List of Under-Resourced Activities below)

CONCLUSION: Provide clerical support to create capacity for under resourced activities and to pay clerical wages for clerical work.

Manager of Environmental Services

- Workload is a combination of projects and cyclical, routine operational requirements
- Quantity of work is completely and absolutely unachievable
- **CONCLUSION:** Add Manager of Solid Waste and Utilities to provide capacity for operational duties (see recommendations)

Chief Administrative Officer

- Workload has historically been a combination of projects (some large), cyclical, routine operational requirements, interfacing with the Board, committees and public and clerical
- Insufficient capacity and support such that CAO is performing clerical work (organizationally inefficient)
- Insufficient capacity and support such that CAO does not have capacity to dedicate to organizational leadership (e.g. monitoring workload)
- Insufficient capacity and support such that CAO does not have time to perform fundamental duties required for proper Local Government operation (e.g. act to ensure regulatory requirements met; act to fulfill Accountable Executive role for Long Beach Airport)
- Numerous and diverse direct reports
 - including:
 - Manager of Administrative Services

- Manager of Financial Services
- Manager of Planning and Development Services
 - Manager of Environmental Services
 - Fire Services Coordinator (contract)
 - Emergency Services Coordinator (contract)
- Fire Chief, Beaver Creek Volunteer Fire Department
 - Fire Chief, Sproat Lake Volunteer Fire Department
 - Fire Chief, Bamfield Volunteer Fire Department

CONCLUSION: Add Executive Assistant to CAO and reduce direct reports to create capacity to allow leadership element of the position (see recommendations).

List of Under-Resourced Activities whether or not under a Management Portfolio

Essential Activity	How Addressed (refer to Actions and Recommendations following the tables)
○ Occupational Health and Safety restoration and maintenance	Action 1 Recommendations 3 & 4
○ Airport operations (as compared to Transport Canada recommended FTE's for Long Beach Airport)	Action 1 Recommendation 2, 3, 4 & 8 (CAO is Accountable Executive for the Long Beach Airport)
○ Reconciliation with First Nations (treaty and non-treaty)	Recommendations 2, 3, 4 & 5
○ Human Resources (including Recruiting, Job descriptions, advertising, benefits, personnel records)	Action 1 Recommendations 2, 3, 4, 7 & 8
○ Electoral Area Director Support	Recommendations 2, 3, 4 & 7
○ Management contracts and officers/delegation bylaw	Recommendations 4 & 7
○ Board and Committee outcomes/follow up including some letters	Recommendations 2, 3, 4 & 7
○ Freedom of Information and Protection of Privacy Act (FOIPPA) requirements	Recommendations 4, 6 & 7
○ Clerical work performed by CAO (information management, schedule management, confidential document management)	Recommendation 4

Essential Activity	How Addressed (refer to Actions and Recommendations following the tables)
○ Clerical work performed by Manager of Administrative Services such as agenda and confidential filing	Recommendations 4, 6 & 7
○ preparation (open Board and Committees and In-Camera Board and Committees) maintaining confidential filing (HR)	Recommendations 4, 6 & 7
○ On-going centralized review of leases and agreements	Recommendations 4 & 7
<ul style="list-style-type: none"> ○ Risk Management <ul style="list-style-type: none"> ● Proactive processes and policies ● Periodic inspections ● education 	Recommendations 2, 3 & 7
○ IT management (policies, documentation, supervision)	Recommendations 4, 6 & 7
<ul style="list-style-type: none"> ○ Administrative Services <ul style="list-style-type: none"> ○ Agenda preparation ○ Records management / Filing ○ Build redundancy on records management 	Recommendations 4, 6 & 7
○ Periodic Service Feasibility and establishment	Recommendations 2, 3, 4 & 7
<ul style="list-style-type: none"> ○ Election 2018 <ul style="list-style-type: none"> ▪ LG Election Candidate orientation ▪ Board orientation 	Recommendations 4 & 7
○ Climate Action Charter	N/A. Will monitor with Manager of Finance workload
○ Policies update	Action 1 Recommendations 4, 6 & 7
<ul style="list-style-type: none"> ○ Procurement Policy update & administration ○ Disposition <ul style="list-style-type: none"> ▪ Real property including leases 	Recommendations 4, 6 & 7
○ Website maintenance	Recommendations 4, 6 & 7
○ Grant Writing	Recommendation 7

Essential Activity	How Addressed (refer to Actions and Recommendations following the tables)
<ul style="list-style-type: none"> ○ Human Resources <ul style="list-style-type: none"> ▪ Succession Planning 	Recommendations 4 & 7

Proposed Response to Close the Gap between Existing Work Plan and Current Resources

The following is premised on the current known service levels directed by the Board. The recommendations in this report are tied to staffs' understanding of the Board's objectives. Accordingly, if the Board plans to modify its public service objectives, some or all of the following would have to be re-evaluated.

ACTION 1: EXTERNAL RESOURCES TO UPDATE OCCUPATIONAL HEALTH AND SAFETY PROGRAM

- **Description:** Immediately activate an external consultant to update the ACRD's OHS Program and Safe Work Procedures for High Risk Elements.
- **Incremental Cost:** ~\$20,000 mostly charged to General Government and some specific services (e.g. Beaver Creek Water, Landfills and Airports)
- **Alternatives Considered:**
 - Develop program in-house (abandoned because of immediate need and inadequate expertise)
 - Use combination of external consultant and in-house resources (currently being evaluated for 2nd priority Safe Work Procedures)

RECOMMENDATION 2: GENERAL MANAGER OF ENVIRONMENTAL SERVICES (REPLACEMENT/REDEFINED POSITION)

- **Description:** Objectives include adding resources and introducing *some* segregation of policy and long-term service delivery from day-to-day service delivery. Job description would include:
 - Finalize implementation of gap analysis for Occupational Health and Safety/action & resource Joint Occupational Health and Safety directions
 - Salmon Beach Committee
 - Salmon Beach Contractor
 - AV Airport Capital Completion and Long Range Planning
 - West Coast Committee (reports on WC service issues; led by Admn. Mngr.)
 - AV Services (reports on AV service issues; led by Admn. Mngr.)
 - Bamfield Water Committee (lead with other mngt. Involvement)
 - Beaver Creek Water (lead with other mngt. Involvement)
 - Risk Management (Except insurance but including proactive processes and policies, inspections, education)
 - Parks and Trails
 - Direct reports
 - Manager Solid Waste and Utilities Operations (new position under recommendation 3)
 - Airport Services Manager
 - Lands and Resources Coordinator
 - Environmental Services Coordinator
- **Incremental Cost:** No incremental costs; may adjust which services pay for the position. Staffs' current expectation is that the Lands and Resources Coordinator will be required beyond the current 2 year

position (expires 2019 April).

- **Alternatives Considered:**
 - 5th management portfolio (abandoned to contain direct reports to CAO; to introduce some separation between long-term/strategic focus and operational focus; and to add a manager at a lower salary)

RECOMMENDATION 3: MANAGER of Solid Waste and Utilities Operations (NEW/ADDITIONAL POSITION)

- **Description: Objectives include adding resources and introducing some segregation of policy and long-term service delivery from day-to-day service delivery.** Job description would include:
 - Reports to GM of Environmental Services
 - AV Landfill (Operator Contract & Engineering Contract) ○ WC Landfill (Operator Contract & Engineering Contract)
 - Recycling AV (Operator Contract)
 - Recycling WC
 - Bamfield transfer station (Operator Contract)
 - Bamfield Water Operations (Operator Contract)
 - Bamfield Water Capital
 - Direct Reports:
 - Lead Hand (Water)
 - Water Technicians X2
 - Environmental Services Technician
- **Incremental Cost:** ~\$10,000 to set up; ~\$100,000 annually salary and benefits; Primarily charged to landfills with some to water utilities and recycling.
- **Alternatives Considered:** Numerous configurations tied to General Manager alternatives in Recommendation

RECOMMENDATION 4: EXECUTIVE ASSISTANT (NEW/ADDITIONAL POSITION)

- **Description: Objectives include enhance the capacity of the CAO and other managers by removing clerical work from CAO and other managers thereby creating opportunity to address essential services.** Job description would include:
 - CAO's clerical work (draft letters, manage schedule & calendar including appointments, manage email, manage paper flow)
 - Maintain project status document to assist CAO in cascading Board priorities to staff priorities;
 - Create In-Camera agendas, create/support In-Camera reports & support follow up of In-Camera actions (currently done primarily by Mngr. of Admin Serv.);
 - Support CAO and Manager of Admin Services with Human Resources activities (confidential items and processes)
 - Support Managers' meetings agendas and follow up
 - Maintain confidential files (Mngr. of Admin. Serv. responsible)
 - Research for and respond to Freedom of Information and Protection of Privacy (FOIPPA) applications
- **Incremental Cost:** ~\$10,000 to set up; ~\$78,000 annually salary and benefits; Primarily charged to general government.
- **Alternatives Considered:** Creating capacity for confidential information limits the alternatives. This position is common in the majority of local governments.

RECOMMENDATION 5: PROTECTIVE SERVICES MANAGER (NEW POSITION REPLACES 2 CONTRACTORS)

- **Description: Objectives include act as Emergency Services Coordinator for the Alberni Valley, liaise with coordinators from Bamfield, the West Coast and all First Nations communities. Position would also provide management support to the 3 ACRD fire halls and liaise with PAFD and CCFD.** Job description would include:
 - Maintain and exercise the Emergency Preparedness Plan, particularly coordinating the training, preparing and exercising of the positions of the AV EOC and liaising with and coordination of various groups supporting the EOC (e.g. Amateur Radio, ESS contracts);
 - Work with the ACRD and CPA CAO's to build a robust protocol in addressing both regional and City-only responses including the activation of the EOC;
 - Provide management support to the ACRD Volunteer Fire Hall Chiefs including ensuring compliance with OH&S and Fire Training requirements and documentation thereof;
 - Liaise with all fire hall chiefs in the ACRD to support coordination efforts for such endeavours as training and the excellent operation of the Automatic Mutual Aid agreements
 - Participate in the periodic recruitment of fire chiefs for the ACRD fire halls
 - Support the ACRD's participation in the 9-1-1 system
 - Would replace 4/5 direct reports to the CAO
 - Direct Reports:
 - Fire Chief, Beaver Creek Volunteer Fire Department
 - Fire Chief, Sproat Lake Volunteer Fire Department
 - Fire Chief, Bamfield Volunteer Fire Department
- **Incremental Cost:** Estimated salary and benefits of \$99,000 less current budgeted contracts of \$83,600 = \$15,400; Primarily charged to AV Emergency Planning and the fire departments (subject to review).

Alternatives Considered: Numerous models have been discussed with the fire chiefs, EA Directors, CPA CAO and Fire Chief and ACRD managers. Examples include maintaining two contracts or including some duties with new manager of engineering services. Every model is a compromise unless cost is ignored. For example, the Fire Chiefs were unanimous in wanting a higher profile position than a coordinator and were similarly thinking that a contractor does not have the same organizational buy-in as an employee but thought it would be difficult to get good skills in both Fire Services "Coordination" and Emergency Preparedness/Coordination. Additionally, we have discussed having the City of Port Alberni provide Emergency Preparedness/Coordination. However, in our view, that model would require the City to take the full leadership in this function for the Alberni Valley thereby matching governance with reporting.

RECOMMENDATION 6: MANAGER OF INFORMATION TECHNOLOGY (NEW POSITION REPLACES CONTRACTOR, ADDS HOURS)

- **Description: Objectives include reducing the risk exposures not having permanent person maintaining the ACRD's I.T. infrastructure and of Canada Revenue Agency's potential determination that the current contract would be deemed an employee. Reporting to Manager of Administrative Services, enhanced duties would include:**
 - Formalized electronic information management with support for and enforcement of same;
 - Completed documentation of systems (partial documentation exists now);
 - Maintain project status document to assist CAO in cascading Board priorities to staff priorities;
 - Appropriately manage electronic versions of confidential records with employee rather than contractor

- **Incremental Cost:** Estimated salary and benefits of \$99,000 less current budgeted contracts of \$85,000 = \$14,000; Primarily charged to general government.
- **Alternatives Considered:**
 - Continue with existing arrangement (see risks above);
 - Put services out to RFP (see risks above PLUS loss of continuity if different party successful);
 - Combine I.T. departments with City of Port Alberni (unlikely to experience savings because the scale would not yield a critical mass to gain efficiencies; Either the CPA OR the ACRD likely to lose responsiveness with no/minimal advantages)

RECOMMENDATION 7: ADMINISTRATIVE ASSISTANT (FULL TIME POSITION REPLACES 3 DAY/WEEK + SOME CASUAL HOURS)

- **Description: Objectives include enhance the capacity of Managers of Admin Services by removing clerical work create opportunity to address essential services.** Specifically:
 - Filing backlog;
 - Agenda preparation;
 - Redundancy on records management (currently parts of filing are known by only one person)
- **Incremental Cost:** would be managed as cost neutral by reducing casual administrative hours; Primarily charged to general government. May be implemented as a transition that includes the additional resources budgeted for the election.
- **Alternatives Considered:** Maintaining casual hours.

ACTION 8: REVIEW THE STAFFING OF AIRPORTS COMPARABLE TO THOSE OF THE ACRD'S AND BRING RECOMMENDATION(S) FOR RESOURCING TO MATCH THE SAFETY AND SERVICING REQUIREMENTS OF ACRD AIRPORTS.

- **Description: The Long Beach Airport is under an order from Transport Canada to bring the administration of its safety program up to an acceptable standard.** Job description options will be evaluated.
- **Incremental Cost:** not yet identified. **Current persons charged to the Long Beach Airport amount to 0.96 FTE.**
- **Alternatives Considered:**
 - Will evaluate underutilized staff resource;
 - Will evaluate existing and other potential combining of West Coast Duties
 - Suggest that the West Coast Communities discuss the matching of taxation and benefit of the Long Beach Airport to the participants

ACTION 9: DETERMINE THE MOST COST EFFICIENT WAY FOR THE ACRD TO BE IN COMPLIANCE WITH THE EMERGENCY SERVICES ACT

- **Description: Area "C" Long Beach has no emergency plan which puts the ACRD Board in violation of the Act.**

Job description and/or options are being evaluated.

- **Incremental Cost:** not yet identified (ACRD budgeted \$7,000 in 2017 to develop an Emergency Plan for Long Beach and ACRD pays \$2,000 annually to the District of Ucluelet for emergency services to a portion of Long Beach)

- **Alternatives Considered:**

- Have commenced evaluation with existing “agreement” with Ucluelet;
- Have commenced conversations with Tofino and its part-time Emergency Coordinator
- Will continue and embark upon conversations with proximate First Nations Governments and Non- Treaty Nations