



Committee-of-the-Whole Meeting
Wednesday, December 10, 2025

Zoom/Board Room (Hybrid) – 3008 Fifth Avenue, Port Alberni, BC
10:00 am

Regular Agenda

Watch the meeting live at: <https://www.acrd.bc.ca/events/10-12-2025/>

Register to participate via Zoom Webinar at:

https://acrd-bc-ca.zoom.us/webinar/register/WN_vz6rpDHMT-KgHbCt1B-4IQ#/registration

- | | PAGE # |
|---|---------------|
| 1. <u>CALL TO ORDER</u> | |
| Recognition of Territories. | |
| Notice to attendees and delegates that this meeting is being recorded and livestreamed to YouTube on the Regional District Website. | |
| Introductions – Directors and Staff present in the Boardroom and via Zoom. | |
| 2. <u>APPROVAL OF AGENDA</u>
<i>(motion to approve, including late items required ALL VOTE 2/3 majority vote)</i> | |
| 3. <u>DECLARATIONS</u>
<i>(conflict of interest)</i> | |
| 4. <u>MINUTES</u> | |
| a. Committee-of-the-Whole Meeting – October 22, 2025 | 4-6 |
| <i>THAT the minutes of the Committee-of-the-Whole meeting held on October 22, 2025 be adopted.</i> | |
| 5. <u>PETITIONS, DELEGATIONS & PRESENTATIONS (10 minute maximum)</u> | |
| a. Mike Youds, President, Peter Kaegi, Director, Alberni Valley Transition Town Society, Support in advocating for improved bus service connecting to Port Alberni and Nanaimo | 7-8 |

6. **CORRESPONDENCE**

7. **REQUEST FOR DECISIONS**

a. **REQUEST FOR DECISION REGARDING PROPOSED INITIATIVE CASES (PIC'S) 9-44**

THAT the Committee of the Whole direct staff to include Proposed Initiative Case 01, Regional GIS Strategy, in the 2026-2030 Draft ACRD Financial Plan.

THAT the Committee of the Whole direct staff to include Proposed Initiative Case 02, Development Review Process Update, in the 2026-2030 Draft ACRD Financial Plan.

THAT the Committee of the Whole direct staff to include Proposed Initiative Case 03, Building Bylaw and Communication Review, in the 2026-2030 Draft ACRD Financial Plan.

THAT the Committee of the Whole direct staff to include Proposed Initiative Case 04, Sproat Lake Community Parks Lot 950 Crown land Acquisition, in the 2026-2030 Draft ACRD Financial Plan.

THAT the Committee of the Whole direct staff to include Proposed Initiative Case 05, Sproat Lake Marine Patrol use of Reserve Funds to Maintain Operations, in the 2026-2030 Draft ACRD Financial Plan.

THAT the Committee of the Whole direct staff to include Proposed Initiative Case 06, Cherry Creek Community Parks or Regional Parks Historic Horne Lake Trail Planning Project, in the 2026-2030 Draft ACRD Financial Plan.

THAT the Committee of the Whole direct staff to include Proposed Initiative Case 07, Beaver Creek Fire Department Sea Can for Storage, in the 2026-2030 Draft ACRD Financial Plan.

THAT the Committee of the Whole direct staff to include Proposed Initiative Case 08, Sproat Lake Fire Department Fire Boat, in the 2026-2030 Draft ACRD Financial Plan.

THAT the Committee of the Whole direct staff to include Proposed Initiative Case 09, General Government IT Overhead Allocation, in the 2026-2030 Draft ACRD Financial Plan.

THAT the Committee of the Whole direct staff to include Proposed Initiative Case 10, General Government Boardroom Microphone/Audio System Upgrade, in the 2026-2030 Draft ACRD Financial Plan.

THAT the Committee of the Whole direct staff to include Proposed Initiative Case 11, General Government Reconciliation Events, in the 2026-2030 Draft ACRD Financial Plan.

8. **REPORTS**

9. **LATE BUSINESS**

10. **QUESTION PERIOD**

Questions/Comments from the public:

- Participating in Person in the Board Room
- Participating in the Zoom meeting

11. **ADJOURN**



Alberni-Clayoquot Regional District

MINUTES OF THE COMMITTEE-OF-THE-WHOLE MEETING HELD ON WEDNESDAY, OCTOBER 22, 2025 10:00 AM

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

DIRECTORS

PRESENT:

Debbie Haggard, Vice-Chair, Councillor, City of Port Alberni
Bob Beckett, Director, Electoral Area "A" (Bamfield)
Fred Boyko, Director, Electoral Area "B" (Beaufort)
Vaida Siga, Director, Electoral Area "C" (Long Beach)
Penny Cote, Director, Electoral Area "D" (Sproat Lake)
Mike Sparrow, Director, Electoral Area "F" (Cherry Creek)
Marilyn McEwen, Mayor, District of Ucluelet
Moriah Cootes, Councillor, Uchucklesaht Tribe Government
Sharie Minions, Mayor, City of Port Alberni

REGRETS:

John Jack, Chairperson, Huu-ay-aht First Nation
Kirsten Johnsen, Member of Council, Toquaht Nation
Susan Roth, Director, Electoral Area "E" (Beaver Creek)
Tom Stere, Councillor, District of Tofino
Levana Mastrangelo, Executive Legislator, Yuułu?if?ath Government

STAFF PRESENT:

Daniel Sailland, Chief Administrative Officer
Cynthia Dick, General Manager of Administrative Services
Alex Dyer, General Manager of Planning and Development
Jenny Brunn, General Manager of Community Services
Brett Mortlock, Building Bylaw Enforcement
Janice Hill, Executive Assistant
Charlie Starratt, Regional Fire Services Manager

The meeting can be viewed on the Alberni-Clayoquot Regional District website at:

<https://www.acrd.bc.ca/events/22-10-2025/7738/?catid=0>

1. CALL TO ORDER

The Chairperson called the meeting to order at 10:00am.

The Chairperson recognized the meeting this afternoon is being held throughout the Nuu-chah-nulth territories.

2. APPROVAL OF AGENDA

MOVED: Director Cote

SECONDED: Director Sparrow

THAT the agenda be approved as circulated.

CARRIED

3. DECLARATIONS

4. ADOPTION OF MINUTES

a. Committee-of-the-Whole Meeting – October 8, 2025

MOVED: Director Cote

SECONDED: Director Sparrow

THAT the minutes of the Committee-of-the-Whole meeting held on October 8, 2025 be adopted.

CARRIED

5. PETITIONS, DELEGATIONS & PRESENTATIONS

**a. Corey Cooper, Planner, Caelen Middleton, Planner, McElhanny –
Development Procedures Project Update**

6. CORRESPONDENCE

7. REQUEST FOR DECISIONS & BYLAWS

**a. Request for Decision regarding Development Approvals Program
Review – Final Report**

MOVED: Director Cote

SECONDED: Director McEwen

THAT the Committee of the Whole receive the Development Approvals Program Review Report and recommend that the Alberni-Clayoquot Regional District Board of Directors direct staff to report back to the Board on an implementation strategy as part of the 2026 workplan.

CARRIED

b. Request for Decision regarding Log Train Trail Allowable Uses

MOVED: Director Sparrow

SECONDED: Director Cote

THAT the Committee of the Whole recommend that the Alberni-Clayoquot Regional District Board of Directors direct staff to proceed with option 5 – split-use model with a northern motorized section and a southern non-motorized section and develop the appropriate enforcement management plan, as required by the Ministry of Transportation and Transit.

CARRIED

8. REPORTS

9. LATE BUSINESS

10. QUESTION PERIOD

Questions/Comments from the public.

The General Manager of Administrative Services read out comments received in Zoom from Mike Lesosky regarding the Development Approvals Program Review and the Log Train Trail.

The General Manager of Administrative Services advised there were no questions or comments respecting an agenda topic from public:

- Participating in Person in the ACRD Board Room
- Submissions received by email at responses@acrd.bc.ca.

11. ADJOURN

MOVED: Director Cote

SECONDED: Director Boyko

THAT this meeting be adjourned at 11:38am.

CARRIED

Certified Correct:

Debbie Haggard,
Chairperson

Cynthia Dick,
General Manager of Administrative Services



**WE USED TO HAVE
RELIABLE, AFFORDABLE
INTERCITY TRANSIT.
WHAT HAPPENED?**



A century ago, you could catch the E&N train from Port Alberni to points east. Fifty years ago, passengers could climb aboard an air-conditioned VI Coachlines Bus connecting with other Island centres.



In 2006 Greyhound bowed to the competition and asked Tofino Bus to become its interline carrier for freight and passengers, which meant expanding service to Port Alberni and Parksville.



IslandLink Bus Services operates the Tofino Express Bus, linking Island centres including Port Alberni since 2008.

WHY TRANSIT EQUITY?

We pay 15 times more for a bus to Nanaimo than our neighbouring community to the east. Alberni Valley is the “missing link” in recent improvements to both public transit and privately run transit services on Vancouver Island. A population of 25,000 is served by two privately run buses daily to Nanaimo offering a \$90 round trip fare. Qualicum residents pay \$5.50 for the same round trip into Nanaimo with many more buses scheduled daily. About 30 percent of residents on this side of the hump do not have access to a private vehicle.

WE ARE NOT ALONE

All over B.C., people are seeking improved intercity transit but change has been slow. Nanaimo, Comox Valley and Capital regional districts have asked the provincial government for improvements: *“Vancouver Island has infrequent and expensive intercity public transit that serves a tiny portion of demand for a few communities. This is inconvenient for both Islanders and tourists, dealing with increased traffic, roadway congestion, accidents, and pollution ... Better Island Transit is lobbying governments to implement frequent and affordable bus service with low fares throughout the Island.”*



Port Alberni

**Deserves
Fair Transit**

Alberni Valley Transition Town seeks your support as we build the case for more affordable and accessible intercity transit



AV TRANSITION TOWN'S FOCUS ON TRANSIT

We are launching a campaign to build a consensus of support for affordable and accessible intercity bus services connecting Port Alberni with Nanaimo. This would ensure transportation is available to all west coast/central Island residents while reducing traffic and emissions.



People in Port Alberni must pay 15 times more for a bus to Nanaimo than people in Qualicum. Is that fair?



Residents must turn to friends and relatives, social media or even hitchhiking to travel to essential health services.



Intercity transit service is available to cancer patients and others receiving hospital care but not to the population as a whole.



BC Transit operates the local city bus and the Port Alberni HandyDART. The city bus provides regular routes, while HandyDART is a specialized, door-to-door service for those with disabilities.

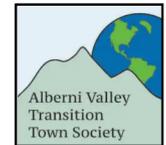
LET'S STAND UP

Port Alberni deserves better. We are a central hub for services for people travelling up and down the Island's west coast. We want to grow tourism. We need more affordable and accessible transit.

HOW TO REACH US

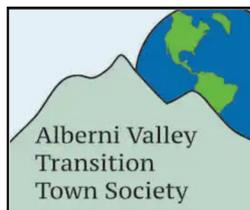
@ avtransition@gmail.com

www.avtransitiontown.org



ABOUT US

Alberni Valley Transition Town Society was founded 15 years ago by local volunteers inspired by the international Transition Town movement (transitionnetwork.org), advocating a shift to a more sustainable, low-carbon future. AVTTS evolved into a community hub for a variety of groups and interests, including AV Food Hub (now the independent Alberni Valley Food Security Society), Cycle Alberni, Ocean Friendly Alberni, Free Owatchet (Dry Creek Restoration Committee) and Fair Transit.





To: Committee of the Whole

From: Teri Fong, CPA, CGA, Chief Financial Officer

Meeting Date: December 10, 2025

Subject: Proposed Initiative Cases (PIC's)

Recommendation:

1. THAT the Committee of the Whole direct staff to include Proposed Initiative Case 01, Regional GIS Strategy, in the 2026-2030 Draft ACRD Financial Plan.
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11. THAT the Committee of the Whole direct staff to include Proposed Initiative Case 11, General Government Reconciliation Events, in the 2026-2030 Draft ACRD Financial Plan.

Desired Outcome:

To highlight proposed new initiatives in advance of inclusion in the comprehensive 2026-2030 Draft Financial Plan.

Summary:

The introduction of the 2026 Proposed Initiative Cases (PIC's) officially marks the beginning of the 2026-2030 financial planning process with the Directors. The PIC's process is used to clearly identify new initiatives to assist in communicating the benefit of a project. PIC's have been created to assist the Board in balancing competing priorities including costs and staff resources. The definition of an ACRD PIC is as follows:

- A. Change in level of service or challenge in maintaining current level of service – for example – FireSmart grant application and program.
- B. Project that is not required by legislation – example – Agriculture zoning changes.
- C. New assets not included in asset management plans – for example – LBA new larger terminal building.
- D. Feasibility study – example – Alberni Valley Aquatics Facility.

A PIC articulates purpose, strategic alignment, financial impacts, risks and alternatives. PIC's will often become the focus of public engagement for the year. Each PIC included in this report will be discussed separately and if supported by the Directors, then will be included in the 2026-2030 Draft Financial Plan for further dialogue during the overall budget discussion.

Financial Impacts:

The total value of the PIC's below is \$460,000. Of this total, the financial impact to the requisition is approximately \$300,000 and collectively these initiatives will result in a 2.77% requisition increase when including property value tax and parcel tax in the equation. This increase is before any other operational or already approved increases are added. In addition to the impact to property taxes, reserves funds will support \$160,000 of the initiatives. The 2026-2030 Draft Financial Plan discussion on February 12, 2026, will include all PIC's that are supported today plus all other increases to continue the budget discussions.

The 2026 PIC's have been attached to this report in the following order:

PIC #	Service	Initiative Name	Staff Time	Amount	Funding Source
01	All Services	GIS Strategy	50 hours	\$94,000 for staff resource	Taxation in multiple service areas
02	Rural Planning	Development Review Process Update	140 hours	No financial impact	Not applicable
03	Building Inspection	Building Bylaw and Communication Review	100 hours	No financial impact	Not applicable
04	Sproat Lake Community Park	Lot 950 Acquisition	35 hours	\$1,000 - \$5,000 for annual maintenance	Taxation
05	Sproat Lake Marine Patrol	Service Level Impact if no Grant Received	Minimal impact	\$65,000	Reserve fund
06	Cherry Creek Community Parks or Regional Parks	Historic Horne Lake Trail Planning Project	50 hours	No financial impact for the planning phase	Not applicable
07	Beaver Creek Fire Department	Sea Can Storage	20 hours	\$20,000	Reserve fund
08	Sproat Lake Fire Department	Fire Boat	350 hours	\$116,000	Taxation for operating and debt servicing
09	General Government	Development of Overhead Allocation Formula	35 hours	No financial impact	Not applicable
10	General Government	Boardroom Microphone Upgrade	100 hours	\$150,000	\$75,000 taxation \$75,000 reserve funds
11	General Government	Reconciliation Events	50 hours	\$10,000	Taxation

Some of the above PIC's have previously been approved by the Board, however, further information is required prior to including it in the draft plan. For example, some initiatives have been approved but without a budget or scope attached to the decision and therefore this discussion will assist in further clarifying the direction.

Ongoing or Previously Approved Initiatives:

To facilitate this discussion, it is important to identify initiatives that are ongoing, are previously approved, or are legislatively required and as a result will be automatically included in the draft financial plan. These initiatives include:

Service	Initiative Name	Description
All Services	Long-Term Financial Plan	To develop a link between the asset management plans and financial planning. This project was not actioned in 2025 due to other priorities. Plan for 2026 is to start with the Sproat Lake Fire Department and the Regional/Community Parks services.
All Services	Business Continuity Plans	The development of Business Continuity Plans to ensure the availability of government services and the timely resumption of services in the event of an emergency is a requirement under the new Emergency and Disaster Management Act. This priority was moved to 2026 as many external resources were being developed across the province that will assist with our process as all local governments must comply with this new section of the legislation.
All Services	Building Energy Audits	This project started in 2025 with an energy audit being conducted on the Long Beach Airport Terminal Building.
All Services	Property Appraisals	Property insurance appraisals are required for all ACRD buildings prior to next property insurance renewal and will be required on a 3–5-year cycle moving forward. Staff are currently working with an appraisal consultant, and this project will be completed in early 2026.
All Services	CUPE Negotiations	The current CUPE agreement expires on June 30, 2026, so staff are in the process of planning for negotiations to occur in the spring of 2026.
All Services	Onboarding new Directors	Following the general local elections on October 17, 2026 staff will conduct a series of meetings to onboard the newly elected officials and educate them on the services, policies, and procedures of the ACRD.
Multiple Services	Credit Card Payment Acceptance Options	A project to investigate opportunities to reduce or eliminate credit card payment processing fees while maintaining multiple payment options for customers. A recommendation will be presented to the Board in December 2025 with implementation planned for spring/summer 2026.
Management of Development – Rural Areas	Area C – Long Beach - Official Community Plan (OCP) Update	Community engagement has occurred during 2025 related to the update of the Area C, Long Beach, OCP. 2026 will see the development of a draft plan and adoption of the plan following another set of engagement activities.

Service	Initiative Name	Description
Management of Development – Rural Areas	Area D – Sproat Lake - OCP Update	Community engagement also occurred during 2025 related to the update of the Area D, Sproat Lake, OCP. 2026 will see the development of a draft plan and adoption of the plan following another set of engagement activities.
Management of Development – Rural Areas	Area B – Beaufort – OCP Update	Community engagement and development of Area B, Beaufort, OCP will begin in 2026 and move towards the vision and goals step with adoption anticipated for 2027.
Management of Development – Rural Areas	Area E – Beaver Creek – OCP Update	Community engagement and development of Area E, Beaver Creek, OCP will begin in 2026 and move towards the vision and goals step with adoption anticipated for 2027.
Management of Development – Rural Areas	Floodplain Bylaw Development	To develop an ACRD Floodplain Bylaw complete with FAQ to manage development within the 200-year floodplain established by the Somass Watershed Flood Management Plan, and any other known flood risk areas within the region. This bylaw would help alleviate staff time that is invested into each development application within the flood construction elevation. This project was delayed to 2026 due to vacancies in the planning department during the year.
Management of Development – Rural Areas	Burning Bylaw Update	The project will amend the existing burning bylaws to align with Provincial regulations and consider implementing the use of bylaw notices (ticketing) for enforcement.
Animal Control – Beaver Creek, Cherry Creek and Sproat Lake	Investigation of Region Wide Service	This project will proceed during 2026 and will have staff researching and proposing an enforcement policy and bylaw for animal control throughout the ACRD for consideration by the Board.
Both Airports	Obstacle Limitation Surfaces (OLS) Clearing	The clearing of obstacles that are penetrating the OLS in the airspace around both the Alberni Valley Regional Airport and the Long Beach Airport will continue into 2026.
Alberni Valley Regional Airport	Maintenance Building Development	Staff continue to seek grant funding for the construction of a maintenance facility at the AVRA that will allow for storage and maintenance of specialized airfield equipment. The new facility would improve safety and support year-round airfield operations at the airport. Grant applications made in 2025 were again unsuccessful.
Long Beach Airport	Land-use and Development Plan	Create an updated Airport Master Plan to determine best use of airport lands that will support diversified and sustainable economic growth in the area and align with First Nations and community values and vision for the region. A consultant was selected in fall 2025 and will focus on this project in 2026.

Service	Initiative Name	Description
Long Beach Airport	New Terminal Building Design	Staff continue to seek grant funding for the design of a new Terminal Building at LBA. The current terminal is undersized for current passenger demand and does not provide capacity for growth in the coming years. No grant funding was found in 2026.
Long Beach Airport	Domestic Water Upgrade	The current domestic system has aged out and requires complete replacement, staff continue to search for grant funding to support this project. This project is underway and will be completed in early 2026.
Long Beach Airport	Approach Lighting Design for Runway 11/29	The development of the detailed design of an approach lighting system to enhance the new Localizer Performance with Vertical guidance (LPV) approach on LBA runway 11/29. This work will be done in 2026.
Bamfield & Sproat Lake Community Park Services	Development of Parks Commission Guidelines	A project to establish guidelines and review the bylaws of the two ACRD Parks Commission operations is underway.
Cherry Creek Parks	Maplehurst Park Cherry Creek Access	This project involves the creation of an access point from Cherry Creek to Maplehurst Park including an application to the province to construct and maintain on the Crown Land to the north of Maplehurst Park. This project will begin in 2026.
Sproat Lake Parks	Great Central Lake Boat Launch and Parking	The ACRD would develop a concept design for the improvement of the Great Central Lake boat launch. The design would address improved launch structure, facility parking, access and traffic flow.
Sproat Lake Parks	Dickson Park Catwalk	Improvements to the public swimming dock at Dickson Park were planned for 2025 but there are issues with the Development Permit that will require an updated scope.
Regional Parks	Log Train Trail Transition to Multi-Modal	This initiative has come as an action item from the Log Train Trail management plan. The work will include establishing a new lease with the Ministry of Transportation and Transit (MOTT), making necessary infrastructure improvements, and communicating changes with the community. Staff and Board continue to work through the requirements of MOTT to enable this transition.
Both Waste Management Services	Solid Waste Management Plan Development	The legislated process to update the ACRD's Solid Waste Management Plan is underway. The plan will provide strategies for how solid waste – organics, recycling and garbage – will be managed over the next 10+ years.
Alberni Valley Landfill	Application for Tenure	The ACRD/Tseshahat Working Group continues to meet on a quarterly basis to address concerns related to social and environmental impacts of the landfill being at proximity to the Tseshahat community with the goal of developing a long-term plan or partnership that will provide support for long-term tenure of the landfill site or alternative solution.

Service	Initiative Name	Description
West Coast Transit	Bus Stop Construction	The construction of bus stops and shelters along the West Coast Transit route has received grant funding approval to proceed in 2026.
Beaver Creek Water System	Water Supply Study	An Alternative Water Source Supply study was completed by McElhanney Ltd during 2025. Following that report, the Board has directed staff to prepare cost estimates for land acquisition, water quality investigation and preliminary design work for development of a Beaver Creek water treatment plant.
Beaver Creek Water System	Bulk Water Agreement Negotiation with City of Port Alberni	The City of Port Alberni is undergoing water master planning and have provided notice that a new agreement be negotiated for bulk water provided to the BCWS following their planning process. An interim agreement is being negotiated with the City as the ACRD awaits the completion of the City's water master planning.
Millstream Water System	Water Meters Installation	Staff will continue to work to identify grant opportunities to fund at least 50% of the water meter installation project, as directed.
E911 Emergency Telephone System	Mapping for Next Generation 911 Transition	A GIS and mapping update is required and underway to ensure that the ACRD meets the requirements under the new Next Generation 911 National Emergency Number Association based GIS Model for the entire region. This project is near completion.
Multiple Emergency Planning Services	FireSmart Grant Program Implementation	The ACRD has been successful in securing a two-year FireSmart program grant aimed at reducing wildfire risks and enhancing regional resilience by implementing FireSmart principles and undertaking community-based education, training, and planning initiatives. This program will be launched in 2026 with the hiring of two FireSmart employees using the grant funding.
Multiple Emergency Planning Services	Cultural Safety Plan and Cultural Awareness Training	This project relates to the Indigenous Engagement Requirements from the Ministry of Emergency Management and Climate Readiness including the development of a collaborative Emergency Cultural Awareness and Safety Plan. This project is a partnership with many of the municipalities, and First Nation's in the region.
Multiple Emergency Planning Services	Starlink Installation	Purchase and implementation of a Starlink system to enable satellite-based internet services to improve internet stability and communication during emergency response efforts. This project is underway and includes upgrades to the ACRD Emergency Operations Center as well as ACRD fire departments.
Bamfield Emergency Planning	Tsunami Warning System Replacement	A full replacement of the tsunami warning system in Bamfield is essential to enhance disaster risk reduction and improve the safety of residents and visitors to the region. Staff continue to search for grant funds and have seen no success to date.
Bamfield Volunteer Fire Department	West Side Fire Hall Replacement	Complete replacement of the west side fire hall as the facility has exceeded its useful life and does not meet departmental needs.

Service	Initiative Name	Description
Beaver Creek Volunteer Fire Department	Fire Hall Feasibility Study	This project is to conduct a feasibility study for the future of the BCVFD fire hall to determine if the ACRD should proceed with a renovation of the existing fire hall facility or consider the building of a new fire hall. This project did not proceed in 2025 as the ACRD did not proceed with the hiring of the Capital Project Manager due to concerns with adequate grant funding to fund the position. Staff issued a Request for Proposal in December 2025, and are further developing a new project plan to ensure this plan can be completed in 2026.
Beaver Creek Volunteer Fire Department	Truck #51 Upgrade	This project includes the upgrading BCVFD Engine #51 up to current safety and operational standards to allow for a possible Fire Underwriters Survey (FUS) extension to 30 years. There has been challenges in moving forward with this initiative as FUS does not support the concept of an upgrade. Further work is planned for 2026.
Sproat Lake Volunteer Fire Department	Fire Hall #3, Harold Bishop, Expansion	Expansion to accommodate additional apparatus and members. This project did not proceed in 2025 as the ACRD did not proceed with the hiring of the Capital Project Manager due to concerns with adequate grant funding to fund the position. Staff are developing a new project plan to ensure this plan can be completed in 2026.
South Long Beach Fire Protection	Agreement with District of Ucluelet and Fire Hydrant Installation	ACRD staff continue to negotiate a new agreement for fire protection with the District of Ucluelet for fire protection for the South Long Beach service area. This project includes the installation of a fire hydrant in the service area that will better enable Ucluelet to provide fire protection in the area.
General Government	ACRD Office Building – Phase 2	ACRD has been working with possible partners and locations. This work will continue into 2026.
General Government	Island Rail Corridor Grant	Engagement in short and long-term planning for the Island Rail Corridor in collaboration with Tseshaht and Hupacasath First Nations with objective of establishing a shared vision that improves the Corridor is underway and ongoing. This work will be continued into 2026.
General Government	Transportation Committee	The project relates to building off of the work done by the province to clearly define scope and approach of advocacy efforts moving forward.
General Government	Equitable Employment	Grant funding has now been secured to work with First Nations partners to identify and reduce the barriers to employment so that the local government workforce better reflects the population of the communities it serves.
General Government	Cyber Security	An assessment was completed in 2024 and now an implementation plan based on the recommendations is underway.

Service	Initiative Name	Description
General Government	West Bamfield Dock Feasibility	Proposed service investigation including developing a business feasibility case for the potential transfer of the West Bamfield Dock from Transport Canada. Consultants have been retained and work to commence in 2026.
General Government	Records Management Assessment	This project will see the ACRD hiring a consultant to assess the ACRD Records Management system. A consultant has now been selected, and work will be completed by January 31, 2026. The study will be used to develop an implementation plan moving forward.
General Government	Alberni Valley Drag Racing Association Support	ACRD staff continue to work with the Alberni Valley Drag Racing Association to assist them in finding a long-term location to hold drag race events. This project includes collaboration with Tseshaht and Hupacasath as key partners for any Provincial application.
General Government	Woodstove Exchange Grant Program	The ACRD has been successful in securing a grant from the BC Lung Foundation, with funding from the Ministry of Environment and Parks, to provide homeowners with financial assistance in replacing old wood stoves with efficient, low emission models or alternative fuel sources. This program will run through 2026 or until the grant funding has been exhausted.
General Government	Board Remuneration Bylaw Review	The ACRD's Board Remuneration, Expenses, and Benefits Bylaw must be reviewed by an independent panel once every four years prior to the next local government election. This project includes forming an external review committee to develop recommendations to the Board for changes to the current bylaw.
Electoral Area Administration	Electoral Area Local Government Elections	ACRD staff will lead the process to conduct the 2026 General Local Elections for ACRD Electoral Areas as well as School District #70. This project is very time-consuming and will take a significant amount of staff support during the year.
Proposed Service	Economic Development	This project is to investigate the potential of establishing an economic development service at the ACRD. As a first step, the ACRD has secured a grant to host a workshop with interested parties in the region including municipalities, First Nations and tourism entities. The plan is to host the workshop in spring 2026.
Proposed Service	Alberni Valley Fire Training Centre	This project is to investigate the option of developing a Regional Fire Training Centre for all ACRD fire departments. This project was not actioned during 2025 but remains a priority for the fire chiefs in the region.
Proposed Service	Alberni Valley Aquatics	This proposed service continues to investigate options for moving forward including the development of a cost apportionment model and the consideration of a renovated facility instead of a new facility. There is an opportunity to align a referendum with the

Service	Initiative Name	Description
		General Local Elections in 2026 if decisions regarding the facility are made in the timely manner.
Proposed Service	Fire Safety Act Service	The Local Government Act has recently been amended to enable regional districts to develop a service to deliver the services as required under the newly created Fire Safety Act. Staff will be bringing forward options early in the new year.
West Coast Multiplex	Support for the Society	The West Coast Multiplex Society requested a dedicated ACRD point of contact be established in 2025. The Board approved the allocation of staff time to support the society as they work towards the establishment of a multiplex facility on the west coast. No work has been done in 2025 but is anticipated for 2026.

PIC's Completed During 2025:

The following PIC's were completed during 2025 or will be wrapping up in December:

Service	Initiative Name	Description
All Services	Procurement Policy Update	During 2025 the procurement policy was updated and adopted including considerations of social procurement values in the process. Indigenous procurement guidelines are being developed in liaison with the Equitable Employment initiative, with guideline recommendations to be brought for consideration in 2026.
Regional Planning	Agricultural Water Supply Feasibility Study	A study to create a comprehensive catalogue of agricultural water needs in the Alberni Valley as well as exploring solutions for annual drought with the goal of creating long-term food security in the face of climate change adaptation. This study will be presented to the Board in December 2025.
Regional Planning	Food Security Emergency Planning	The development of an emergency plan specific to food and agriculture in the region. The project includes a detailed review of agricultural emergency and food security related resources and gaps as well as creating recommendations for infrastructure and equipment to increase food security in the region. This plan will be presented to the Board in December 2025.
Management of Development – Rural Areas	Bamfield Development Plan	The project includes collaboration between the ACRD and Huu-ay-aht to develop a plan to support areas of future growth including required servicing and maintaining the character of the remote community. This project was completed in 2025 and the information in the plan will be used in the development of the Bamfield OCP and other documents moving forward.

Service	Initiative Name	Description
Management of Development – Rural Areas	Development Application Process Review	The project involved a comprehensive review of the internal planning and building inspections application review processes to seek efficiencies within the organization and implement amendments that streamline the process and improve overall effectiveness. The project was completed in the fall of 2025 and some of the recommendations from the review have been included as a 2026 PIC.
Management of Development – Rural Areas	Housing Needs Report	This project was completed in 2025 and involved engagement with the six Electoral Area Advisory Planning Commissions (APCs), the ACHN, the EA Directors Committee, and community members, agencies, organizations, First Nations, etc. during the development.
Building Inspection	BC Code Legislation Changes 2025	Changes to the BC Building Code occurred during 2025 including requirements to improve designs for earthquake.
Multiple Parks Services	Parks Asset Inventory and Mapping	This project was completed in 2025 and included an in-depth assessment of assets for regional and community parks including the improvement of the mapping data to catalog accurate infrastructure within the services.
Bamfield Parks	Grappler Inlet Wharf Upgrades	Upgrades to Grappler Inlet Wharf were completed in 2025 including decking, replacement and addition of flotation, new bull rail, fascia board and anchoring.
Regional Parks	Public Working Group Establishment	A Regional Parks Working Group was established in 2025 as a public working group that focuses on providing input and guidance related to Regional Parks initiatives to the Board.
Sproat Lake Parks	Faber Trail Extension Design	A project to design the trail to extend from the existing off-road trail to Cougar Smith Park was completed in 2025.
Sproat Lake Parks	Active Transportation Plan	A project to develop an implementation plan from the recently completed active transportation plan including short- and long-term initiatives was completed in 2025.
Salmon Beach Transportation	Material Storage Yard	A project to create a sheltered storage and workspace to house the pumper truck and road materials is underway was completed in 2025.
Alberni Valley Custom Transit	Service to Tseshaht First Nation	An agreement was developed with Tseshaht First Nation to provide Custom Transit services to their members.
West Coast Transit	Transition to BC Transit	The West Coast Transit service transitioned to a BC Transit service model in March 2025.
Bamfield Water System	Submarine Line Replacement	Replacement of the submarine transmission line providing water service to west Bamfield is near completed and is anticipated by the end of 2025.
Multiple Emergency Planning Services	Communication Strategy	The project includes the development of key, standardized, hazard-specific public messages and associated social media graphics to bolster communication. The strategy will

Service	Initiative Name	Description
		expedite communication and deliver consistent, unified messages throughout the region. The strategy will be presented to the Board in December 2025.
Sproat Lake Volunteer Fire Department	Purchase of a Snow Blade	During 2025 the SLVFD purchased a snowplow blade on the front of the Duty Officer Truck. The blade will be used to keep the three SLVFD halls as well as the dry hydrants in the service area clear of snow each winter.
General Government	Cherry Creek Waterworks (CCWW) Conversion Referendum	The CCWW conducted a conversion referendum in the spring of 2025 and the community has made the decision to remain an independent improvement district at this time.
General Government	Inclusive Governance Grant	Engagement to explore how to enable First Nations (outside of the treaty process) to join the board table as voting members was conducted during 2025. A report has been provided to the province as well as a request for additional funding and the ACRD will await further direction from the province prior to proceeding any further with this concept as legislation amendments will be required.
General Government	Exempt Compensation Market Test	A Compensation Consultant was engaged and conducted a market test for ACRD exempt positions. This project was completed in fall 2025.
Electoral Area Administration	Community Works Fund Allocation	In 2024 a new Canada Community Building Fund was signed and the ACRD was allocated approximately \$2.8 million dollars over the next five years. The funds were fully allocated during the 2025 financial planning process the funding was fully allocated. It will be reviewed this year with the Electoral Area Directors Committee.
Proposed Service	West Coast Emergency Coordination	Based on the decision to not proceed with this service at this time, the funding was returned to the original participating areas. No further action required.
Regional Hospital District (RHD)	Strategic Planning	During 2025 the RHD developed a more strategic plan for determining the ACRD and ACRHD's role in health moving forward.

PIC's Coming to Upcoming Meetings:

There are three other PIC's that will be discussed in the new year as staff have already received direction to provide further information. These include the following:

1. Regional Parks – Log Train Trail development of an enforcement management plan, as required by the Ministry of Transportation and Transit, to transition the section of trail in the Beaufort Electoral Area to allow motorized use.
2. Alberni Valley Aquatics Proposed Service – Staff will bring forward options for conducting a referendum in conjunction with the 2026 local government elections after the study regarding the renovation of the existing Echo Aquatic Centre is presented to the Board.

3. Leasing office space – The ACRD is awaiting quotes on alternative office leases and anticipates having these ready for discussion in January of 2026.

PIC's not Included:

The following PIC's were not included as staff concluded that the workplans did not provide capacity or governance structure in place to take on initiatives such as:

- Strategic Land Purchase Proposed Service – The concept of developing a new service to enable the ability to purchase land for future partnerships has not been proposed for 2026.
- Long Beach Airport – access road paving: the paving of the access road to Long Beach Airport has not been presented as a PIC because although maintenance costs have increased due to increased traffic staff believe it will be challenging to find grant funding for this initiative.
- Visitor Information Services as a Regional Model – A delegation was received by the Board of Directors on November 26, 2025, requesting that a service be established to fund the Albern Valley Visitor Information Services center. No Board direction was received at that time so no PIC has been brought forward by staff at this time.

Options Considered:

1. If the Directors do not support one of the presented PIC's then the following resolution could be considered:

THAT the Committee of the Whole direct staff to not proceed with Proposed Initiative Case __, _____.

2. If the Directors only want to support one of the presented PIC's if grant funding secured to fund the project then the following resolution could be considered:

THAT the Committee of the Whole direct staff to include Proposed Initiative Case __, _____, in the 2025-2029 Draft ACRD Financial Plan, subject to securing grant funding.

3. If the Directors would like to delay the inclusion of one of the presented PIC's to a future year then the following resolution could be considered:

THAT the Committee of the Whole direct staff to delay consideration of Proposed Initiative Case __, _____, to the 2027 Proposed Initiative Case discussion.

4. If the Directors would like to include any other projects in the 2026 workplan now is the time to identify those initiatives for staff. The following resolution could be considered:

THAT the Committee of the Whole direct staff to include the implications of a _____ project in the development of the 2026-2030 financial plan.

Submitted by: Teri Fong
Teri Fong CPA, CGA, Chief Financial Officer

Reviewed by: Cynthia Dick
Cynthia Dick, General Manager of Administrative Services

Approved by: Daniel Sailland
Daniel Sailland, MBA, Chief Administrative Officer



Proposed Case Initiative (PIC)

Service Area:	All Services
Initiative Name:	Regional GIS Strategy
Implementation Year:	2026
Status:	For Board Consideration

Project Description:

This initiative aims to improve and expand geospatial services and mapping capabilities for the region by increasing the number of GIS resources and developing a formal Regional GIS Strategy.

The geospatial service needs within the region have grown. Legislative requirements for implementing a regional NextGen 911 service, support for the emergency program, support for ACRD initiatives such as spatial asset inventories, field data collection, OCP mapping, and a public desire for greater transparency and accessibility, have highlighted a need to develop a strategy to manage growth within the program.

Strategic planning in advance of any potential expansion of GIS services will help to ensure continuity of the current services provided, highlight opportunities for regional collaboration on GIS services, and manage expectations from the Board and public. The initiative intends to develop a strategy and focus on meeting the organization's needs and regional opportunities over the first half of 2026 and to add an additional ACRD GIS staff member in the second half of 2026, if the strategy highlights a need for additional resources to meet current and anticipated demands.

Organizational Problem or Opportunity:

The ACRD's current GIS service is at capacity with the core duties in managing the geospatial database and producing mapping outputs, supporting ACRD-led projects, developing and managing a regional NextGen 911 service, and responding to emerging needs such as supporting the Emergency Operations Centre, emergency program initiatives, and community partners. A lack of strategy creates risk in the ability to recognize service capacity and manage emerging needs. The strategy would also highlight the opportunity to provide additional GIS services to partners within the region including member municipalities, First Nations, and community organizations.



Proposed Case Initiative (PIC)

Strategic Alignment:

The initiative aligns with Strategy 3.2 Regional Governance Alignment through the advancement of shared service initiatives between regional governments, and GIS services support many strategic initiatives and projects highlighted in the Strategic Plan.

Financial Impacts and/or Opportunities:

It is estimated that approximately 50 hours of staff time would be required to develop the strategy and the project would be led by the General Manager of Planning & Development and the GIS Analyst. The development of a GIS strategy would include an assessment of current needs and capacity, assessment of the capabilities for improvement in existing service delivery, and opportunities for expanded regional services.

It is recommended that a full-time, permanent GIS Technician be added at an approximate cost of \$94,000 inclusive of salary and benefits. The GIS Technician would work with the GIS Analyst in delivering expanded regional geospatial services and improved GIS capabilities in the region, guided by a GIS Strategy. The position would be funded through multiple ACRD services recognizing the broad support provided by the GIS Technician through various service areas. The Regional District would investigate options for leveraging grant opportunities to support the position, including available NextGen 911 grant funding.

Risk Evaluation:

Not completing the GIS strategy, or adding additional resources, will risk the ability to plan for existing capacity needs, meet legislative requirements such as NextGen 911, plan for emerging needs such as supporting the emergency program, and respond to regional opportunities for shared GIS services with community partners.

Alternative Options:

1. Develop the Regional GIS Strategy in 2026 and consider GIS staff resource needs in the 2027 budget year.
2. Not develop the Regional GIS Strategy and focus on core needs within the GIS program while limiting capacity for new initiatives.



Proposed Case Initiative (PIC)

Service Area:	Rural Planning
Initiative Name:	Development Review Process Update
Implementation Year:	2026
Status:	For Board Consideration

Project Description:

The ACRD completed a Development Approvals Process Review project in 2025 with the final report received by the Committee of the Whole on October 22, 2025. The report outlined a comprehensive review of the ACRD development approvals framework and provides recommendations for procedure and bylaw improvements that intend to increase efficiency and improve effectiveness in the development approval process.

The report recommendations identified challenges and process bottlenecks and discussed opportunities for implementing improvement in service delivery efficiency and transparency. In 2026, it is recommended that implementation would focus on short-term measures that intend to improve public transparency in the process and procedure updates that would streamline approval processes.

Process updates recommended for 2026 include a review of the Development Procedures Bylaw P1528 to implement procedures that streamline approval processes, a review of the application fee structure, updates to application forms, communication materials and the ACRD website to be more accessible and informative, Advisory Planning Commission (APC) meeting updates, and improvements to online application tracking. The process updates would be directed by existing Planning staff resources within the 2026 workplan.

Organizational Problem or Opportunity:

The development review process update would encourage the ACRD to become more efficient, effective, and transparent in the review of development applications. The updates would intend to reduce application processing times, create greater predictability for applicants and transparency for the public, and more efficiently utilize staff resources without compromising the quality of application review or public input opportunities.



Proposed Case Initiative (PIC)

Strategic Alignment:

This initiative aligns with Strategy 3.3 Optimizing Communication Platforms and Platforms which includes an objective for “the creation of an online dashboard that actively communicates key aspects and status of specific development applications.”

Financial Impacts and/or Opportunities:

The project would be led by the General Manager of Planning & Development and Planning Manager with support and technical expertise from Planning staff. The project work would be included within the 2026 workplan and it is anticipated that the project would involve approximately 140 hours of Planning & Development department staff time.

Risk Evaluation:

Not implementing the short-term efficiency and transparency opportunities recommended in the Development Approvals Process Review completed in 2025 would risk not taking advantage of identified opportunities that can have a meaningful positive impact on maximizing effectiveness and efficiency of development reviews in the region.

Alternative Options:

1. Implementing additional recommendations from the Development Approvals Process Review project including department structure, staff resourcing, digital application portal, and regional service delivery models, in addition to process and procedure updates, in 2026.
2. Deferring process updates to 2027 and focusing on status quo development review procedures in 2026.



Proposed Case Initiative (PIC)

Service Area:	Building Inspection
Initiative Name:	Building Bylaw and Communication Review
Implementation Year:	2026
Status:	For Board Consideration

Project Description:

The Development Approvals Process Review project, received by the Committee of the Whole on October 22, 2025, assessed the ACRD's building permit application review framework and included recommendations procedure, bylaw, and structural improvements that intend to promote a more efficient and effective building approval process in the region. In 2026, it is recommended that implementation would focus on short-term measures in building approval that intend to improve public transparency and procedure updates that would streamline approval processes.

Procedure updates recommended for 2026 include a review of the ACRD Building Bylaw PS1013 that would include modernizing building regulations to align with updated Provincial regulations, promote transparency in review processes, review the building permit application fee structure, improve expired permit management, consider exemptions for simple structures, and minimize regulatory cost barriers throughout the process where possible.

Communication updates would include the production of brochures and Frequently Asked Questions materials to assist with building permit application and occupancy requirements, process visualizations, updates to the ACRD webpage, updates to application forms, and simplifying technical information to be more accessible to the public. Building application tracking updates would include improved public transparency in application status and building approvals with publicly available mapping data and information on building type.

The bylaw and communication updates would be directed by existing Planning and Building Inspection staff resources within the 2026 workplan.

Organizational Problem or Opportunity:

The Building Bylaw review and communication updates would encourage the ACRD to become more efficient and transparent in the review of building permit applications. It would allow for greater consistency with Provincial regulations, a more streamlined process for simple



Proposed Case Initiative (PIC)

structures, and remove cost barriers where possible. Improved application tracking would create a framework for greater public transparency in the building approval process.

Strategic Alignment:

This initiative aligns with Strategy 3.3 Optimizing Communication Platforms and Platforms which includes an objective for “the creation of an online dashboard that actively communicates key aspects and status of building permit applications.”

Financial Impacts and/or Opportunities:

The project would be led by the General Manager of Planning & Development and Planning Manager with support and technical expertise from the Building Inspectors and Building Administrative Assistant. The project work would be included within the 2026 workplan and it is anticipated that the project would involve approximately 100 hours of Planning & Development department staff time.

Risk Evaluation:

The comprehensive update to the Building Bylaw, utilizing the bylaw template provided by the Municipal Insurance Agency of BC, and aligning with updated Provincial Building Code regulations, would reduce risk in the building approval process. Not implementing the bylaw, communication materials, and application tracking updates recommended in the Development Approvals Process Review completed in 2025 would risk limiting the opportunities to become more efficient and effective in the Building Inspection function within the region.

Alternative Options:

1. Implementing additional recommendations from the Development Approvals Process Review including department structure, staff resourcing, digital application portal, and regional service delivery models, in addition to process and procedure updates, in 2026.
2. Deferring process updates to 2027 and focusing on status quo building review procedures in 2026.



Proposed Case Initiative (PIC)

Service Area:	Sproat Lake Community Parks
Initiative Name:	Lot 950 Crown Land Acquisition
Implementation Year:	2026
Status:	For Board Consideration

Project Description:

The ACRD would submit a Section 57 application to obtain authority to manage and perform works for recreational use on the Lot 950 Crown Land section in connection to the newly established Taylor Arm Drive parkland.

Organizational Problem or Opportunity:

With the addition of the Taylor Arm Drive parkland via subdivision to the Sproat Lake Community Parks service there is opportunity to increase the publicly accessible waterfront area and formally connect the trail network with the adjacent Crown Land section.

Strategic Alignment:

This project supports strategy 1.1: Enhanced indoor/outdoor recreation facilities and services.

Financial Impacts and/or Opportunities:

There is no fee associated with the submission of a Section 57 application. The Development of the application and preparing supporting documents is estimated to take approximately 35 hours of staff time.

If the application is approved by the Province, the Board would be required to establish the appropriate level of service and fund obligations for annual maintenance requirements. The cost implications would likely range from between an additional \$1,000 annually to potentially \$5,000 conditional on the future infrastructure and maintenance requirements.

Risk Evaluation:

There is an existing dilapidated float structure attached to the shoreline within the marine area of this Crown Land with existing unauthorized public use. Incorporating this Crown Land section under the Sproat Lake Community Parks service may require additional actions to best manage public recreational use, as to not impact or increase ACRD risk and liability.



Proposed Case Initiative (PIC)

First Nations consultation is a requirement for the application. It is currently unknown if this area is sensitive or of interest to local nations.

Alternative Options:

The Parks Commission has discussed this proposal and has been unable to define the scope of the desired use. There has been interest in expanding the scope of use beyond recreational use to incorporate a historical roadway section within the parcel as a formal fire access route. Doing so would be out of the scope for the Community Parks service and would require involvement of the Sproat Lake Fire Service.



Proposed Case Initiative (PIC)

Service Area:	Sproat Lake Marine Patrol
Initiative Name:	SLMP 2026 Operations Funding
Implementation Year:	2026
Status:	For Board Consideration

Project Description:

The Sproat Lake Marine Patrol service employs four local youth to develop and implement a community outreach and education campaign aimed at enhancing marine safety awareness on Sproat Lake.

Since 2009, the ACRD has received annual funding through the Transport Canada Boating Safety Contribution Program. 2025 marks the final year of the existing grant agreement, with the ACRD having received \$64,496 from Transport Canada and an additional \$38,753 requisitioned from the participating Alberni Valley service area. The application period for the 2026 operating season has not yet opened, and there is uncertainty if the program will secure funding for the upcoming year.

If Transport Canada funding is not available for the upcoming season, the ACRD may utilize funds from the service's capital reserve to cover the shortfall, with the expectation that the program may be eligible for future funding in 2027.

At the start of the 2025 budget year, the Sproat Lake Marine Patrol held a capital reserve balance of \$94,907. This reserve is typically designated for upgrades or replacements of the patrol boat and kiosk at Sproat Lake Provincial Park; however, such capital investments are not currently required.

Organizational Problem or Opportunity:

The Sproat Lake Marine Patrol service has historically been primarily funded through the Transport Canada Boating Safety Contribution Program. The current three-year grant agreement expires in the spring of 2026 and the program has not yet opened for applications for future funding cycles. There is strong likelihood that the ACRD will not receive Transport Canada grant funds to support operations for the 2026 season. Maintaining the current level of service without the long-standing Transport Canada grant funding contribution would require that those funds be allocated from alternative sources.

Strategic Alignment:

1.5 Leverage grants toward creating regional and community benefit.

Financial Impacts and/or Opportunities:



Proposed Case Initiative (PIC)

Allocating \$65,000 from the Sproat Lake Marine Patrol Capital Reserve to overcome the funding shortfall for the 2026 operations season would leave \$30,000 remaining and require investment to rebuild that fund to enable future planned capital expenditures.

Risk Evaluation:

In the case that the Transport Canada Boating Safety Contribution Program is unavailable for longer than one year it would be necessary that the ACRD review the service level and establish a sustainable funding model to deliver the intended objectives of the service.

Alternative Options:

Alternative options would be:

1. Increase tax requisition. The maximum tax requisition per the establishment bylaw is approximately \$80,000. The ACRD could increase their requisition for 2026 to this maximum, doubling the 2025 requisition. This would effectively reduce the total operations budget by \$20,000. The service would result in a reduction to the level of service to accommodate a reduced operations budget.
2. Maintain the existing requisition level (\$38,753) and reduce the level of service to align with a decreased operations budget by decreasing the number of positions hired and limiting expenditures on items such as patrol boat utilization, training programs, communication initiatives, and other related activities. Additional supervisory staff time would be required to adjust the program to operate under a substantially reduced budget.
3. Temporarily pause the service operations in 2026 and wait until the Transport Canada Boating Safety Contribution Program establishes future availability.



Proposed Case Initiative (PIC)

Service Area:	Cherry Creek Community Parks / Regional Parks
Initiative Name:	Historic Horne Lake Trail
Implementation Year:	2026
Status:	For Board Consideration

Project Description:

The Regional District of Nanaimo (RDN) has an initiative to formally establish a recreational trail connecting Port Alberni to Horne Lake via a historical Indigenous trail known to the Qualicum First Nation as Enokasant. In its entirety, the proposed multi-regional trail would start at the Qualicum Nation Reserve, run up the Big Qualicum River Regional Trail, swing around the north shore of Horne Lake via Horne Lake Strata lands, drop down into Horne Lake Regional Park, head over to Port Alberni via the 1911 Gazette Road. The trail is then proposed to cross the ACRD-RDN boundary to connect with the Log Train Trail with its associated McLean Mill National Historic Site and Vancouver Island Trail connection, and finish in Port Alberni at tide-water First Nation lands.

RDN has completed preliminary surveying and engaged in discussions with the Ministry of Transportation and Transit (MOTT) to obtain a License of Occupation (LoO) for the segment within the 1911 gazette road from Horne Lake Regional Park to the Log Train Trail and Horne Lake Road within the Cherry Creek Electoral Area. In early 2026, RDN plans to conduct a site investigation of the proposed route and develop a management plan to support the LoO application. Once the LoO is secured, trail construction is projected to commence in 2027.

RDN has proposed that the ACRD partner with RDN for this trail development project and include the ACRD section of trail under an ACRD Parks service. The distance from the RDN-ACRD boarder to the Log Train Trail is approximately 1 km of the total 7 km proposed route. While the full trail proposal identifies connecting Mclean Mill to First Nation lands at tidewater, the immediate focus is on establishing the connection from the Log Train Trail to the RDN-ACRD boundary.

Organizational Problem or Opportunity:

With RDN pursuing the formal establishment of a wilderness trail that connects into the ACRD, it provides the opportunity to partner and provide a connection to the RDN route. This partnership could allow efficiencies in the planning and development of the proposed trail, as RDN is prepared to include the ACRD section within their scope of works through a collaborative effort. Additionally, this provides the ACRD and the local affected nations the opportunity to be a partner in the planning stage, enabling the ability to advance local goals and interests.



Proposed Case Initiative (PIC)

Strategic Alignment:

- 1.1 Enhanced indoor/outdoor recreation facilities and services
- 3.0 Partnerships and Communications

Financial Impacts and/or Opportunities:

RDN has resources allocated for the planning of this project that include surveying, site investigations, developing a management plan and establishing a LoO with MOTT. The ACRD could permit RDN to include the ACRD section of trail within their works to enable that section to be included in the process at no cost to the ACRD.

ACRD staff have not contemplated this project within the current 2026 work plan. It is estimated that 50 hours of staff time would be required to lead Alberni Valley First Nations engagement, participate in the overall planning process, review the proposed management plan and report back to the ACRD Board.

RDN anticipates establishing a LoO in the latter half of 2026. Once the LoO is in place, and if the ACRD approves support for this project, the trail corridor section within the ACRD jurisdiction would be incorporated into the designated ACRD Parks service (either Cherry Creek Community Parks or Regional Parks). Upon implementation, this service would be responsible for funding the development, as well as the ongoing operations and maintenance, in accordance with the established level of service approved by the ACRD Board.

Risk Evaluation:

Although RDN has the Qualicum Nation established as a partner for this project the čišaa?ath and Hupačasath Nations have not been engaged. It is currently unknown whether the proposed project is located within culturally sensitive areas or if the Nations will support this project.

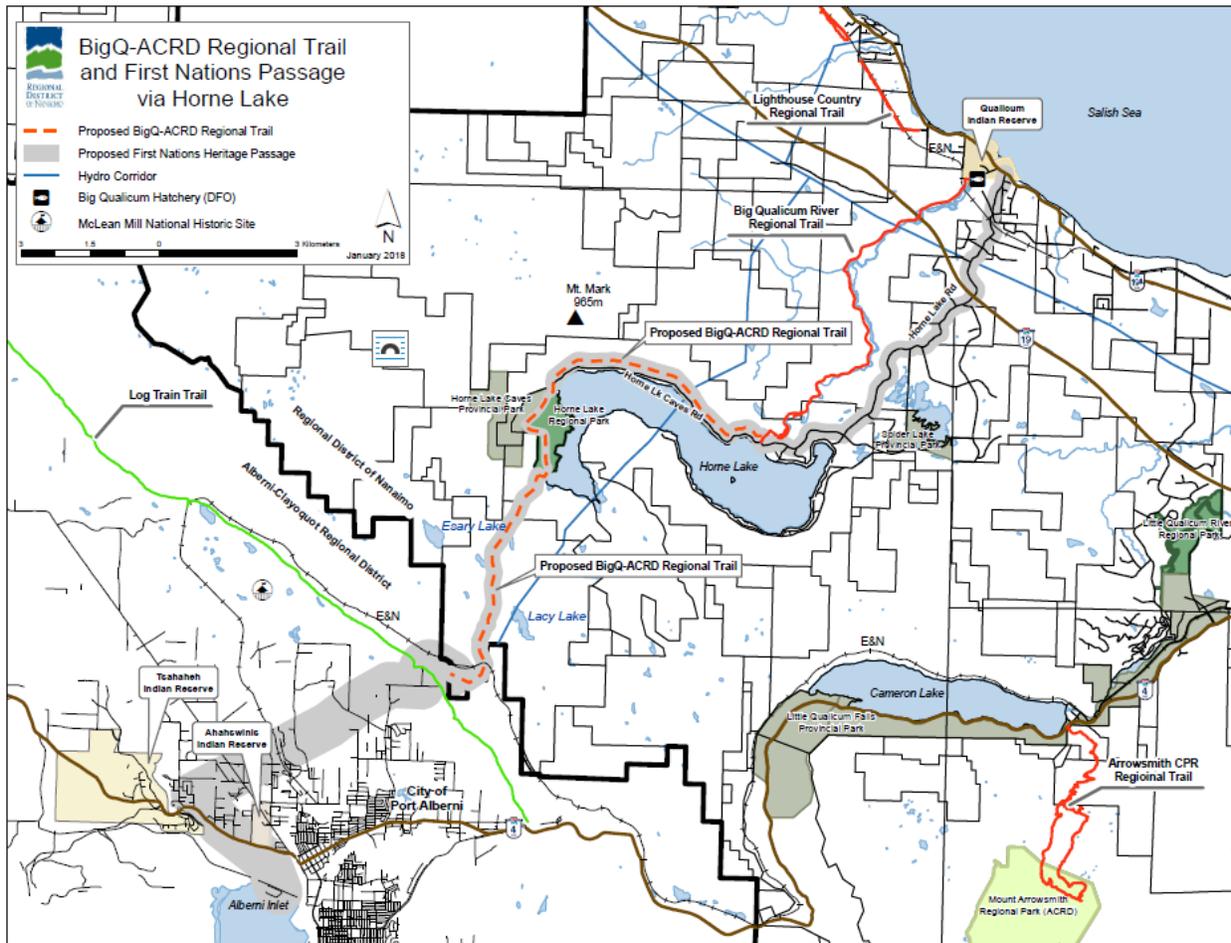
This trail and project are separate from the Log Train Trail lease update initiative; however, they involve many similar components and affected community partners. While coordinating the advancement of both projects concurrently may offer efficiencies, it could also lead to confusion and potentially undermine public support.

Alternative Options:

The ACRD could decline the offer to partner on this project. The RDN trail planning and associated LoO would proceed resulting in the formal trail corridor terminating at the ACRD-RDN boarder.



Proposed Case Initiative (PIC)





Proposed Case Initiative (PIC)

Service Area:	Beaver Creek Fire Department
Initiative Name:	Purchase of 40' sea can for storage
Implementation Year:	2026
Status:	For Board Consideration

Project Description:

The Beaver Creek Fire Department has reached full storage capacity within its volunteer hall, creating challenges in safely organizing and accessing essential firefighting equipment, training materials, and seasonal gear. To address this need, the department proposes the purchase and installation of a 40-foot sea can storage unit on-site.

The addition of this secure, weatherproof container will provide much-needed space for equipment currently stored in overcrowded or temporary conditions. This solution will enhance operational efficiency, improve readiness, and extend the lifespan of vital assets by ensuring proper storage.

Organizational Problem or Opportunity:

Adding a 40-foot sea can for storage would greatly benefit the Beaver Creek Fire Department, which has already reached its maximum capacity. The additional storage space would provide a secure, weatherproof location for housing essential equipment, seasonal gear, and training materials that currently have no proper place. This would help keep the hall organized and clutter-free, ensuring that emergency response items are easy to access when needed. The sea can's durability and portability also make it a cost-effective, long-term solution that supports the department's ongoing growth and readiness to serve the community efficiently.

Strategic Alignment:

This project aligns with the Beaver Creek Fire Department's strategic priorities of preparedness, efficiency, and sustainability. By improving storage capacity, the department strengthens its ability to respond effectively to emergencies, ensures better resource management, and extends the lifespan of valuable equipment. The initiative also demonstrates responsible fiscal planning by choosing a practical and cost-effective alternative to facility expansion.

Financial Impacts and/or Opportunities:

The financial impacts and opportunities of adding a 40-foot sea can for storage to the Beaver Creek Fire Department would be both practical and positive. Initially, there would be a \$20,000 modest upfront



Proposed Case Initiative (PIC)

cost for purchasing and placing the sea can, as well as any minor site preparation or setup required. In the long term, the sea can offer strong financial value—it reduces equipment damage or loss by providing secure, weather-resistant storage, lowering replacement and maintenance expenses. It also creates opportunities for more efficient inventory management and potential grant funding or community support, as it demonstrates a cost-effective and responsible approach to resource management. Overall, investment in the sea can minimizes financial strain while supporting the department’s operational and strategic goals.

It is estimated to take approximately 20 hours of staff time to purchase, install and begin utilizing the additional storage.

Risk Evaluation:

The overall risk is low to moderate, with most potential issues easily mitigated through proper planning and maintenance. The benefits—improved organization, readiness, and cost savings—outweigh the manageable risks, making the sea can a sound strategic investment for the Beaver Creek Fire Department.

Alternative Options:

The 40-foot sea can is a cost-effective, quick, and flexible solution, the alternate option of a prefabricated storage building provides a more permanent, customizable, but higher-cost approach that could better serve the department if long-term expansion and specialized storage are priorities.



Proposed Case Initiative (PIC)

Service Area:	Sproat Lake Volunteer Fire Department
Initiative Name:	SLVFD Fire Boat
Implementation Year:	2026
Status:	For Board Consideration

Project Description:

This initiative proposes the acquisition, implementation, and ongoing maintenance of a dedicated fire boat to enhance emergency response on and around Sproat Lake. The vessel would support fire suppression, medical response, and rescue operations, providing the department with a reliable and versatile marine response platform.

Organizational Problem or Opportunity:

A fire boat would substantially improve the department's operational capacity, providing the following key benefits:

- Rapid Response in Adverse Conditions - A marine response platform enables fast access to waterfront properties during severe weather or wildfire conditions, when long or steep driveways may be unsafe or inaccessible.
- Enhanced Fire Protection - The boat allows the department to provide direct fire suppression capability to boat-access-only properties, closing a critical service gap.
- Improved Rescue Capability - Storing the vessel in a boathouse at the wharf allows members to gather at the hall and deploy immediately, reducing response times for water-related medical and rescue incidents.
- Recruitment and Retention Benefits - A specialized marine program is expected to help attract and retain volunteers by offering engaging, advanced-response opportunities.
- Expanded Regional and Multi-Agency Support Capability - The boat will include a trailer, enabling deployment to Great Central Lake and other suitable water bodies. This mobility allows the department to assist other agencies with wildland fires, interagency operations, and rescue events, expanding regional support capacity.
- Critical Access During Urban Interface Fire Events - All roads in the Sproat Lake area—including Lakeshore Road beyond Sproat Lake Landing—are one-way in and one-way out, an Urban Interface fire may severely restrict or block land access. A fire boat would provide a reliable alternate access and evacuation route during major incidents and increased operational resilience during wildfire seasons.

A fire boat supports multiple improvements in Fire Underwriters Survey (FUS) grading:

- Allows achievement of the highest possible protection rating for properties within 300 metres of Sproat Lake.



Proposed Case Initiative (PIC)

- Provides unlimited water supply for fire suppression within the 300-metre FUS standard.
- Not subject to minimum staffing requirements that apply to land-based halls, supporting operational effectiveness despite volunteer availability challenges.

Strategic Alignment:

There is no direct alignment with the ACRD's current strategic plan.

Financial Impacts and/or Opportunities:

The capital costs are estimated at approximately \$550,000 including the fire boat, boathouse construction and other related costs such as equipment. The SLVFD reserve does not have adequate funding to support this initiative so Municipal Finance Authority Equipment Funding will be required to fund the purchase of the boat. The annual borrowing costs for the next 5 years are approximately \$108,000.

In addition to capital costs, the annual operating costs are estimated at approximately \$8,000 per year including fuel, insurance and maintenance. It is estimated that 350 staff hours will be required to implement this new service level in 2026.

Risk Evaluation:

A detailed risk assessment will be completed in the next phase. It will evaluate operational risk.

Alternative Options:

An alternative is for the Board to continue with the current level of service that excludes marine firefighting or rescue capacity. This approach avoids capital costs but maintains significant service gaps, particularly for boat access-only properties, shoreline fire events, and wildfire or interface emergencies where land access may be compromised.



Proposed Case Initiative (PIC)

Service Area:	General Government
Initiative Name:	IT Overhead Allocation
Implementation Year:	2026
Status:	For Board Consideration

Project Description:

The initiative aims to begin to implement an equitable cost allocation model for overhead costs across ACRD services from General Government, beginning with costs associated with the IT department in 2026. The proposed change will have the finance department develop allocation method options to redistribute IT costs to individual services based on a fair and transparent method for consideration by the Board of Directors. IT costs have increased in the past number of years as the organization has grown and the level of cyber security required has also increased. When developing an allocation method for consideration the finance department considerations will include fairness and equity, service level usage, administrative effort, stability over time, and impact on services.

Organizational Problem or Opportunity:

Currently most overhead costs are recorded through the ACRD's General Government service which does not reflect the shared benefits across the ACRD's other services. The impact of this approach is that service costs are not reflective of actual operating costs, and General Government looks inflated. This PIC proposes starting with IT costs in 2026 as IT services benefit all department and programs, not just General Government.

Strategic Alignment:

There is no strategic plan alignment for this PIC as it is operational in nature. The concept aligns with the *Local Government Act* requirement that each Regional District service must be kept separate.

Financial Impacts and/or Opportunities:

This is a cost allocation or redistribution exercise, not a new cost. The result will include a reduction in the tax requisition for General Government and a corresponding tax requisition or user fee increase in many of the ACRD's services. Overall, there will be no increase in expenditures because of the reallocation of the IT departmental costs. Taxpayers will receive varying effects of the IT department cost allocation as the different services have different area participants and the impact will also depend on the allocation method selected. Approximately 35 hours of staff time is estimated to develop the policy and develop the procedures for implementation.



Proposed Case Initiative (PIC)

Risk Evaluation:

The risk of continuing with existing practice of including overhead costs, such as IT, in General Government is that services will continue to appear to have artificially low costs making it harder to convey the true cost of delivering each service. The allocation of overhead costs is also considered a best practice and continuing with the current practice could be seen as a reputational risk as General Government seemingly carries inflated costs.

Alternative Options:

Another option would be to review all overhead components that are currently being funded through General Government such as ACRD office costs, finance department costs, administration department costs and potentially liability insurance. If the project is to be expanded to be more all-encompassing in this manner, then staff recommend that the project is done in 2026 for implementation in 2027. Additional staff time will also be required to implement this project on a large scale. Staff estimate approximately 50 hours to complete this more fulsome overhead allocation analysis.



Proposed Case Initiative (PIC)

Service Area:	General Government
Initiative Name:	Boardroom Microphone/Audio System Upgrade
Implementation Year:	2026
Status:	For Board Consideration

Project Description:

Upgrade of Audio/Visual system in boardroom.

Organizational Problem or Opportunity:

The existing setup results in occasional audio quality problems, mainly if participants in the boardroom do not speak directly into their microphone. This project would be to upgrade the system in the boardroom to improve quality of hybrid meetings and the quality of the meeting recordings.

Strategic Alignment:

This project aligns with strategic priority 3.3 - optimize communication platforms and practices

Financial Impacts and/or Opportunities:

Financial impacts are not yet known. Staff have engaged multiple vendors and a preliminary estimate of \$150,000 has been provided, however, full design of a new audio system has not been developed yet. Costs will depend on whether the existing video portion of the boardroom would still be usable or not with an upgraded audio system, as the two systems interact with each other. Staff recommend funding this project 50% from taxation and 50% from existing reserve funds.

Staff estimate approximately 100 hours to investigate options, purchase, install, and train on the new system.

Risk Evaluation:

If this is not done, there will continue to be occasional issues with sound quality in the boardroom.

Alternative Options:

Maintain status quo



Proposed Case Initiative (PIC)

Service Area:	General Government
Initiative Name:	Reconciliation Events
Implementation Year:	2026
Status:	For Board Consideration

Project Description:

To allocate funding that will be used to support reconciliation events and initiatives throughout the region.

Organizational Problem or Opportunity:

As of March 2023, legislation in both the Province of British Columbia and the Government of Canada designated September 30th as the National Day for Truth and Reconciliation as well as recognized the day as a statutory holiday. These decisions build on the foundation provided by United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission's Calls to Action and the Province's Declaration on the Rights of Indigenous Peoples Act.

The Alberni-Clayoquot Regional District operates within the territories of ten Nuu-chah-nulth First Nations including the four Treaty Nations and members of the regional district: Huu-ay-aht First Nations, Yuułuʔiłʔatḥ Government, Uchucklesaht Tribe Government and Toquaht Nation. As well as the six non-Treaty First Nations being Ahousaht, Ditidaht, Hesquiaht, Hupačasath, Tla-o-qui-aht, and čišaaʔatḥ (Tseshaht). The ACRD continues to advance initiatives and efforts to foster reconciliation and build strong relationships with our First Nations partners.

Since 2017, Tseshaht First Nation has hosted the annual Walk for Reconciliation on September 30th. This is one of the many important events that takes place in the region to honour the children, families, and communities impacted by residential schools and brings awareness and reflection that fosters a strong path forward in partnership and in the spirit of reconciliation for all Indigenous and non-Indigenous Peoples. Tseshaht First Nation had put out a call to other governments and organizations to support with the planning and financial costs of this annual event. Currently, for 2026 the City of Port Alberni and Hupačasath have both committed to supporting with either in-kind and/ or financial contributions.

Strategic Alignment:

This aligns with strategic priority 3.0 Partnerships and Communication in the 2024-2027 Strategic Plan to achieve mutual benefits from partnering with First Nations, municipal governments and community partners by sharing and leveraging resources.



Proposed Case Initiative (PIC)

Financial Impacts and/or Opportunities:

The financial impacts are unknown at this time as further discussions with potential partners are required but estimating a maximum amount of \$10,000 and 50 hours of staff time to proceed with this initiative.

Risk Evaluation:

Regional districts have the opportunity to contribute in a meaningful way to support the advancement of reconciliation. By allocating funding that can be used to contribute to events, such as those held on June 21st- National Indigenous Peoples Day and September 30th- National Day for Truth and Reconciliation the ACRD can honour and elevate the voices of our First Nations partners and foster a stronger understanding and demonstrate our commitment to reconciliation.

Alternative Options:

To not allocate funding to contribute to Reconciliation Initiatives/Events at this time.