



Committee-of-the-Whole Meeting

Wednesday, January 28, 2026

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/28-1-2026/>

Register to participate via Zoom Webinar at: https://acrd-bc-ca.zoom.us/webinar/register/WN_SZG5pH2STX-M0iDDfLwTSA#/registration

PAGE

1. **CALL TO ORDER**

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. **APPROVAL OF AGENDA**

(motion to approve, including late items required ALL VOTE 2/3 majority vote)

3. **DECLARATIONS**

(conflict of interest)

4. **MINUTES**

a. **Committee-of-the-Whole Meeting – December 10, 2025**

4-9

THAT the minutes of the Committee-of-the-Whole meeting held on December 10, 2025 be adopted.

5. **PETITIONS, DELEGATIONS & PRESENTATIONS (10 minute maximum)**

- a. **Port Alberni Victim Services, regarding ACRD Grant-In-Aid Funding, Board Chair, Mary Dolan, Board members: Diane Mayba, Kerry Robertson, Gary Barlett, Amelia Hayden**

- b. **HCMA Architecture + Design, Presentation of Findings for Echo Aquatics Renovation Feasibility Study, Mike Von Tiesenhausen, Architect, Carl-Jan Rupp, Principal, HCMA**

6. **CORRESPONDENCE**

7. **REPORTS**

10-14

- a. **Aquatics Renovation Feasibility – M. McGregor**

THAT this report be received.

8. **REQUEST FOR DECISIONS**

15-19

- a. **REQUEST FOR DECISION**
Parks Volunteer Program

THAT the Committee of the Whole recommend that the Alberni-Clayoquot Regional District Board of Directors direct staff to develop a volunteer management framework for Parks and Trails aligning with Category 2, a formal community group managed program.

9. **LATE BUSINESS**

10. **QUESTION PERIOD**

Questions/Comments from the public:

- **Participating in Person in the Board Room**
- **Participating in the Zoom meeting**
- **Emailed to the ACRD at responses@acrd.bc.ca**

11. **IN CAMERA**

Motion to close the meeting to the public as per the Community Charter, section(s):

- i. *90 (1) (d) a part of a regional district meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following: the security of the property of the regional district.*

12. **REPORT OUT - RECOMMENDATIONS FROM IN-CAMERA**

13. **ADJOURN**



Alberni-Clayoquot Regional District

MINUTES OF THE COMMITTEE-OF-THE-WHOLE MEETING HELD ON WEDNESDAY, DECEMBER 10, 2025

Hybrid - Zoom/Board Room, 3008 Fifth Avenue, Port Alberni, BC

DIRECTORS

PRESENT:

John Jack, Chairperson, Chief Councillor, Huu-ay-aht First Nations
Debbie Haggard, Vice-Chair, Councillor, City of Port Alberni
Bob Beckett, Director, Electoral Area "A" (Bamfield)
Fred Boyko, Director, Electoral Area "B" (Beaufort)
Kel Roberts, Alternate Director, Electoral Area "C" (Long Beach)
Penny Cote, Director, Electoral Area "D" (Sproat Lake)
Susan Roth, Director, Electoral Area "E" (Beaver Creek)
Mike Sparrow, Director, Electoral Area "F" (Cherry Creek)
Sharie Minions, Mayor, City of Port Alberni
Tom Stere, Councillor, District of Tofino
Moriah Cootes, Councillor, Uchucklesaht Tribe Government
Kirsten Johnsen, Member of Council, Toquaht Nation

REGRETS:

Vaida Siga, Director, Electoral Area "C" (Long Beach)
Marilyn McEwen, Mayor, District of Ucluelet
Levana Mastrangelo, Executive Legislator, Yuułu?it?ath Government

STAFF PRESENT:

Daniel Sailland, Chief Administrative Officer
Teri Fong, Chief Financial Officer
Alex Dyer, General Manager of Planning & Development
Cynthia Dick, General Manager of Administrative Services
Heather Zenner, Manager of Administrative Services
Charlie Starratt, Regional Fire Services Manager
Eddie Kunderman, Operations Manager
Janice Hill, Executive Assistant
Jaleen Rousseau, Planning Manager
Michael McGregor, Lands and Resources Coordinator
Tanya Carothers, Solid Waste Manager
Mike Cann, Fire Chief - Sproat Lake Volunteer Fire Department
Mike Kobus, Fire Chief - Beaver Creek Volunteer Fire Department

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

<https://www.acrd.bc.ca/events/10-12-2025/7682/?catid=0>

1. CALL TO ORDER

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

The Chairperson recognized this meeting is being held throughout the Nuuchahnulth territories.

The Chairperson reported this meeting is being recorded and livestreamed to YouTube on the Regional District website.

Introductions - Committee Members and Staff present in the Boardroom and via Zoom.

2. APPROVAL OF AGENDA

MOVED: Director Roth

SECONDED: Director Cootes

THAT the agenda be approved as circulated.

CARRIED

3. DECLARATIONS

4. MINUTES

a. Committee-of-the-Whole Meeting – October 22, 2025

MOVED: Director Roth

SECONDED: Director Cote

THAT the minutes of the Committee-of-the-Whole meeting held on October 22, 2025 be adopted.

CARRIED

5. PETITIONS, DELEGATIONS & PRESENTATIONS

- 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 to BC Transit and the Ministry of Transportation and Transit**

6. CORRESPONDENCE

7. REQUEST FOR DECISIONS

a. Request for Decision regarding Proposed Initiative Cases (PICS)

MOVED: Director Roth

SECONDED: Director Cootes

THAT the Committee of the Whole direct staff to develop the Regional GIS Strategy in 2026 and consider GIS staff resource needs in the 2027 budget for Proposed Initiative Case 1, in the 2026-2030 Draft ACRD Financial Plan.

CARRIED

MOVED: Director Sparrow

SECONDED: Director Cote

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.

CARRIED

MOVED: Director Haggard

SECONDED: Director Sparrow

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.

CARRIED

MOVED: Director Cote

SECONDED: Director Roberts

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.

CARRIED

MOVED: Director Cote

SECONDED: Director Roth

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.

CARRIED

MOVED: Director Sparrow

SECONDED: Director Johnsen

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.

CARRIED

MOVED: Director Roth

SECONDED: Director Cootes

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.

CARRIED

*MOVED: Director Cote
SECONDED: Director Johnsen*

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.

CARRIED

*MOVED: Director Stere
SECONDED: Director Roth*

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.

CARRIED

*MOVED: Director Boyko
SECONDED: Director Stere*

THAT the Committee of the Whole direct staff to maintain status quo regarding audio technology in the Board room.

CARRIED

*MOVED: Director Roth
SECONDED: Director Johnsen*

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.

CARRIED

*MOVED: Director Cote
SECONDED: Director Roth*

THAT the Committee of the Whole direct staff to develop a Proposed Initiative Case for a potential Sproat Lake Incorporation Study, specifically requesting that staff look for grant opportunities.

CARRIED

*MOVED: Director Sparrow
SECONDED: Director Jack*

That the Committee of the Whole direct staff to develop a Proposed Initiative Case for the investigation of the potential establishment of a Franklin River Road Water service.

CARRIED

MOVED: Director Sparrow

SECONDED: Director Roth

THAT the Committee of the Whole direct staff to develop a Proposed Initiative Case for the investigation of the potential establishment of a Franklin River Road Fire Protection service.

CARRIED

MOVED: Director Sparrow

SECONDED: Director Roth

THAT the Committee of the Whole direct staff to develop a Proposed Initiative Case for the potential of conducting a referendum in the 2026 Local Government Elections for the creation of a service for providing an annual grant-in-aid for the Cherry Creek Community Hall.

CARRIED

MOVED: Director Jack

SECONDED: Director Haggard

THAT the Committee of the Whole direct staff to develop a Proposed Initiative Case for the creation of a service for the recruitment and retention of medical health care professionals in the Alberni-Clayoquot Region.

CARRIED

8. REPORTS

9. LATE BUSINESS

10. QUESTION PERIOD

Questions/Comments from the public. The 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
- Participating in the Zoom webinar
- Submissions received by email at responses@acrd.bc.ca.

11. ADJOURN

MOVED: Director Roth

SECONDED: Director Johnsen

THAT this meeting be adjourned at 12:05 pm.

CARRIED

Certified Correct:

John Jack,
Chairperson

Heather Zenner,
Manager of Administrative Services



To: Committee of the Whole

From: Michael McGregor, Lands and Resources Coordinator

Meeting Date: January 28, 2026

Subject: Aquatics Renovation Feasibility

Purpose:

Due to concerns regarding the high cost of constructing a new aquatics facility as outlined in 2024, directors requested that a feasibility study exploring renovation options of the existing Echo Aquatic Centre be pursued in 2025.

At the April 23, 2025 Alberni Valley & Bamfield Services Committee meeting this motion was carried:
THAT the Alberni Valley & Bamfield Services Committee directs staff to remove the \$100,000,000 original design as an option for the Alberni Valley Aquatic Centre moving forward.

Summary:

The 2025 Renovation Study shows that the Echo Aquatic Centre, while well maintained, is an aging and fragmented facility facing substantial architectural, mechanical, structural, and code-related deficiencies. Phase 1 identifies widespread issues such as deteriorated pool gutters, end-of-life HVAC and filtration systems, roof membrane failure, seismic vulnerability, and extensive accessibility and life-safety non-compliance. Phase 2 evaluates two renovation options: a Life Extension package (~20-year lifespan) focused on essential repairs, and a more comprehensive modernization approach. While both options would correct critical deficiencies, they primarily restore baseline function rather than meaningfully improving user experience or capacity. Even with modernization, the 1966 footprint limits long-term value, and the facility remains constrained in its ability to serve future community needs.

The 2024 New Facility Study, by contrast, proposes constructing a purpose-built, modern aquatic centre featuring a leisure wave pool, 25-metre lap tank, hot tub, slide, sauna, steam room, fitness amenities, multi-purpose rooms, and fully accessible changerooms. Its 2024 Class D estimate of \$68.1 million escalates to approximately \$100 million by a 2027 construction start. When compared with the escalated renovation estimates—\$13.3 million for Life Extension and \$16.6 million for Modernization—the new build represents a significantly larger investment but delivers a facility designed for contemporary programming, accessibility, operational efficiency, and long-term community growth. Overall, the studies indicate that while renovating the existing pool is technically feasible, only a new

facility fully addresses long-term service expectations and avoids ongoing reinvestment in a 60-year-old structure.

Background:

2025 Renovation Study Summary

Phase 1: Facility Assessment (Architectural, Structural, Mechanical, Code Compliance)

Purpose: Establish a detailed baseline understanding of the existing Echo Aquatic Centre's condition.

Overall Finding: *The building is well cared for but aging, fragmented, and significantly non-compliant with modern code, accessibility, and mechanical/structural performance requirements.*

Architectural Findings

- The facility has undergone decades of piecemeal upgrades, leading to mismatched finishes, poor wayfinding, and disjointed program flow.
- Building envelope: stucco and CMU walls in fair condition; roof membranes (especially lower roofs and family changeroom roof) nearing or past end-of-life.
- Interiors: finishes are well maintained but many are outdated or non-compliant with accessibility; change rooms lack accessible stalls, adequate circulation, or modern universal layouts.

Mechanical Findings

- Natatorium air handler is at *end of life*; rooftop heat pumps are aging with imminent replacement needs.
- Pool filtration systems:
 - Lap pool DE tank is obsolete and hazardous to maintain.
 - Hot pool sand filter is undersized with poor water clarity.
 - Chemical room ventilation does not meet safety standards.
- Boilers remain in good condition but require eventual replacement.

Structural Findings

- Pool gutters show severe deterioration (spalling, exposed rebar), requiring full reconstruction.
- Roof systems show historic leaks and compromised sections needing replacement.
- Seismic vulnerability: masonry shear walls are stack-bonded, weakly reinforced, and do not meet BCBC 2024 performance expectations.
- Adjacent community centre is a post-disaster facility, complicating required seismic upgrades.

Code & Accessibility Findings

- The building lacks mandatory sprinklers, visual fire alarms, tactile indicators, and compliant guards/handrails.
- Travel distances, glazing safety, and exit configurations fail modern requirements.
- No accessible route from parking; ramps exceed slope limits (20%).
- No universal washroom in the lobby; change rooms and showers are not accessible.

Phase 2: Feasibility Study (Life Extension vs. Modernization Scenarios)

Purpose: Determine whether the facility can be affordably upgraded to safely serve the community for ~20 more years.

Scenario 1: Life Extension

Objective: Minimum required work to maintain operations for ~20 years.

Scope Highlights:

- Replace pool gutters and bulkhead.
- Replace roofing (low and upper), repair envelope.

- Replace natatorium HVAC, rooftop units, filtration systems.
- Install full fire suppression, update fire alarm.
- Correct major accessibility/code gaps (ramps, doors, signage, tactile indicators).
- Selective interior renewals (tile patches, flooring, painting).

Outcome:

A safe, compliant facility with continued functionality but no major user-experience improvements. Risks remain due to the building's age and spatial limitations.

Scenario 2: Modernization

Objective: A more cohesive, long-term renewal within existing footprint (still ~20 years lifespan).

Scope Highlights (includes all Life Extension scope):

- Seismic separation from the community centre.
- Full renewal of all pool deck & wall tile, upgraded sauna & hot pool (including cold plunge).
- Complete rebuild of changerooms into modern, accessible layouts.
- New bleachers, improved circulation, integrated admin/lifeguard workspace.
- Comprehensive interior finish refresh and envelope upgrades.

Outcome:

A more contemporary and integrated experience with reduced long-term risk—but still limited by original 1966 footprint. Does not create a truly modern aquatics facility equivalent to new construction.

Conclusion (Phase 1 + Phase 2)

Phase 1 establishes that Echo Pool suffers from serious aging infrastructure, code gaps, and functional limitations. Phase 2 demonstrates that while both renovation options can extend its life, the required investment is largely corrective, not transformative. Even modernization results in a facility that preserves the status quo rather than delivering new capacity or a future-ready aquatic offering.

Strategic takeaway:

Renovation is feasible, but long-term community needs may be better met through replacement or expansion rather than continued investment in a 60-year-old structure.

2024 New Facility Study Summary:

Based on the results of the HCMA Aquatic Centre Feasibility Study, completed in early 2024, a proposed new facility is recommended to contain the following:

- 260 square metre leisure wave pool (including lazy river, tots' area, spray features and beach entry)
- 25 metre, 6-lane lap pool
- Hot tub, Slide, Sauna, Steam Room
- Fitness Space, Multi-Purpose Rooms, Universal and Gendered Changerooms, Lobby, Administration and Service Space

The 2024 estimated capital cost of this preferred option is \$68,119,555. This is a preliminary Class D level estimate, meaning the accuracy of the estimate is +/- 25%. Based on an estimated 2027 construction start date staff recommend using an estimated construction cost of \$100 million.

The costs for the three investigated options have been calculated as follows:

New Facility Construction Cost Estimate	
Preferred facility cost estimate 2024	\$68,119,555
Inflation estimate to construction start date (5-6% until early 2027 potential start date)	\$11,488,363
Contingency estimate of 25%	\$19,901,979
Total facility cost estimate	<u>\$99,509,897</u>
Life Extension Renovation Construction Cost Estimate	
Cost estimate 2026	\$9,659,900
Inflation estimate to construction start date (4.5-5% until early 2027 potential start date)	\$939,425
Contingency estimate of 25%	\$2,649,831
Total facility cost estimate	<u>\$13,249,156</u>
Modernization Renovation Construction Cost Estimate	
Cost estimate 2026	\$12,058,900
Inflation estimate to construction start date (4.5-5% until early 2027 potential start date)	\$1,172,728
Contingency estimate of 25%	\$3,307,907
Total facility cost estimate	<u>\$16,539,535</u>

Time Requirements – Staff & Elected Officials:

Staff estimate between 80-120 hours of staff time to clearly define the proposed service and develop draft establishing and loan authorization bylaws. This time estimate will escalate if the Directors struggle to make decisions on some of the required components.

Financial:

There are no financial impacts to the work associated to drafting the establishing and borrowing bylaws. Staff will bring forward cost estimates related to the referendum as the decisions regarding the components become finalized and the draft bylaws are close to be ready for consideration by the Board.

Strategic Plan Implications:

Strategic Priority 1.1 Enhanced indoor/outdoor recreation facilities and services include the governance review of a potential Alberni Valley Aquatic Centre.

Policy or Legislation:

Local Government Act, Part 1- Regional Districts: Service Structure and Establishing Bylaws outlines the requirements for a developing this proposed service.

Submitted by: Eddie Kunderman
Eddie Kunderman, Operations Manager

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

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



To: Committee of the Whole

From: Michael McGregor, Lands and Resources Coordinator

Meeting Date: January 28, 2026

Subject: Parks Volunteer Program

Recommendation:

THAT the Committee of the Whole recommend that the Alberni-Clayoquot Regional District Board of Directors direct staff to develop a volunteer management framework for Parks and Trails aligning with Category 2, a formal community group managed program.

Desired Outcome:

Identify direction for the potential framework of Parks volunteer management program.

Summary:

ACRD staff were directed by the Board to investigate how other local governments manage volunteers working on parks and trails. Staff reached out to seven regional and municipal governments—Cowichan Valley RD, Squamish-Lillooet RD, Strathcona RD, North Cowichan, Regional District of Nanaimo, Comox Valley RD, and Qathet RD—to review their volunteer management practices, policies, staff involvement, and approaches to unauthorized work. From this research, four distinct models emerged describing how local governments structure volunteer involvement in parks and trails. These are a combination of formal staff-managed programs, formal community group-managed programs, individual contracts with groups, and fully informal approaches.

These models range from highly structured frameworks with clear policies, volunteer training, and direct staff oversight (e.g., Cowichan Valley RD, Qathet RD) to completely informal systems where volunteers work independently without direction or agreements (currently only ACRD). Each category offers advantages—such as improved consistency, stronger stewardship, or reduced administrative burden—as well as drawbacks, including resource intensity, limited flexibility, exclusion of unaffiliated volunteers, or elevated risk. Collectively, these findings provide a clear snapshot of how comparable jurisdictions manage volunteer activity and illustrate the spectrum of governance structures the ACRD could consider as it evaluates future approaches.

Background:

At the November 12th Board of Directors meeting the Board carried the following motion:

THAT the Alberni-Clayoquot Regional District Board of Directors direct staff to investigate how other local governments manage volunteers that work on local government assets such as parks and trails and report back to the Board in early January.

ACRD staff contacted seven nearby or similarly sized municipal governments to gather information regarding their management of volunteers for parks and trails. The organizations approached included Cowichan Valley Regional District, Squamish-Lillooet Regional District, Strathcona Regional District, North Cowichan, Regional District of Nanaimo, Capital Regional District, Comox Valley Regional District, and Qathet Regional District.

Discussions were held with Parks staff at each organization to identify any adopted policy or guidance documents the organization applies to parks volunteer work, if the organization allocates staff time and budget towards their management of volunteers, and how the organization addresses unauthorized works. After review of the information gathered four separate categories can be summarized defining how local government organizations manage parks and trails volunteers:

1. **Formal Staff Managed Program**

These programs are governed by an adopted policy or bylaw that provides a framework for volunteers and/or community groups to perform work on publicly owned parks and trails under the direct supervision of local government staff.

- Staff oversee a roster of formal volunteers, ensure guided standard training, and organize official events or work bees.
- Unauthorized work results in decommissioning of trails or infrastructure that does not meet established standards.
- Policies or guidance documents include the Parks, Properties and Trails Volunteer Program Policy, Volunteer Policy and Guidelines, Volunteer Framework, Volunteer Handbook, standard application forms, and agreements.
- Currently, Cowichan Valley RD, Capital RD and Qathet RD operate under this framework. The RDN is in the process of developing their framework to better support volunteer activities and engagement with individual volunteers that will likely align here.
- Pros:
 - i. Consistent documentation (handbooks, agreements) supports compliance and transparency.
 - ii. Easier to align volunteer work with board priorities, plans, and budgets.
 - iii. Improves high quality training and volunteer skill sets
 - iv. Ensure equitable access
 - v. Provides better data capture and improvement in asset management
 - vi. Develops community connections and improves culture of volunteerism
- Cons:
 - i. Resource intensive, requires substantial staff time, resources and budget
 - ii. Slower delivery for outcomes when requirement of managing approvals and supervision
 - iii. Limited flexibility

2. Formal Community Group Managed Program

These programs are defined by adopted policies that establish a framework for community groups and their volunteers to operate on publicly owned parks and trails through formal agreements with the local government. Limited opportunities exist for unaffiliated individuals to volunteer.

- Local government staff coordinate with community group representatives to ensure all works on parkland is directed, vetted or discussed and minimum standards are maintained.
- Unauthorized work results in decommissioning of trails or infrastructure that does not meet established standards.
- Policy documents include Trail Maintenance Policies, Risk Management Policies for Trails and Open Spaces, and individual contracts or agreements.
- North Cowichan and Comox Valley RD are currently operating under this framework.
- Pros:
 - i. Stronger community ownership and stewardship
 - ii. Specialized groups apply their expertise (equestrian, cycling, hiking, motorized)
 - iii. Clear communication for roles and responsibilities
 - iv. Efficient use of staff time
 - v. Develops community connections and improves culture of volunteering
 - vi. Improves public transparency
- Cons:
 - i. Excludes unaffiliated volunteers creating barriers
 - ii. Uneven capacity or interest between groups can create monopoly effect
 - iii. Lowers ability to advance local government priorities that may not align with group
 - iv. Relies on stable, eager and organized volunteers

3. Individual Contracts

In this category, there is no overarching formal program defined by policy or guidance documents but the local government holds specific agreements with community groups or societies for the operations or maintenance of parks and trails.

- Expectations and roles are outlined within individual contracts.
- Unauthorized work results in decommissioning of trails or infrastructure that does not meet established standards.
- Individual contracts or agreements with community groups and/or societies are approved by board.
- Squamish-Lillooet RD, and Strathcona RD operate in this category. RDN currently operates under this category but are in development of a framework that would move them to category 1.
- Pros:
 - i. High flexibility to tailor agreements to needs
 - ii. Lowers staff time required to maintain policies
 - iii. Clearly defined roles and responsibilities
 - iv. Specialized groups apply their expertise (equestrian, cycling, hiking, motorized)
- Cons:
 - i. Lack of guidance and tools for consistency across agreements
 - ii. Higher risk exposure than options 1 and 2

- iii. Uneven capacity or interest between groups can create monopoly effect
- iv. Increases staff time for negotiation and oversight of non-standardized agreements
- v. Less public transparency

4. **Informal**

No formal policy or guidance documents. No current formal agreements with community groups or societies for the operations or maintenance of parks and trails.

- The local government responds to incidents or public complaints to investigate unsafe conditions resulting from unauthorized work.
- Individuals and community groups perform maintenance and infrastructure upgrades at their discretion within ACRD parks and trails without direction or supervision from the ACRD.
- Of the surveyed organizations only the ACRD operates within this structure.
- Pros:
 - i. Minimal administrative staff time required for program design or oversight
 - ii. Can keep trails clear and usable at no direct cost
 - iii. Efficient, no need to wait for approvals
 - iv. Eliminates barriers for volunteers so anyone can contribute
- Cons:
 - i. High risk and liability exposure for local government, volunteers and public
 - ii. Unauthorized structures that may be unsafe and non-compliant with construction or environmental standards
 - iii. High dedication of staff time to respond to complaints and incidents
 - iv. Uneven capacity or interest between groups can create monopoly effect
 - v. Inconsistent construction quality and short-term band aid fixes
 - vi. Negatively impacts asset management program
 - vii. Addressing unsafe infrastructure after failure means hazards persist longer and increases repair cost
 - viii. Construction is often completed to suit user preferences and may not be appropriate for all users
 - ix. Less public transparency

Time Requirements – Staff & Elected Officials:

If the ACRD Board directed staff to develop a formal community group managed volunteer program. The estimated time commitment would likely be 100-150 hours. This would include developing the policy framework, preparing templates, meeting with community groups and bringing reports to Committees and the Board.

Once established ongoing administration is estimated to be 75-125 hours per year depending on the activity of the volunteer groups.

Financial:

The majority of the financial implications of developing a formal community group managed volunteer program would be the dedication of staff time. Beyond staff time financial implications would be project or agreement specific and would be incorporated in the appropriate operations and/or capital budget to accommodate specific initiatives.

Strategic Plan Implications:

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

Policy or Legislation:

The Local Government Act outlines the powers and responsibilities of Regional Districts. Under Part 5 Regional Districts are empowered to provide services, including parks and recreation.

Options Considered:

THAT the Committee of the Whole recommend that the Alberni-Clayoquot Regional District Board of Directors direct staff to pursue a volunteer management framework that aligns with category ____.

Submitted by: *Eddie Kunderman*
Eddie Kunderman, Operations Manager

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

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