



# Alberni-Clayoquot Regional District

BOARD OF DIRECTORS MEETING  
WEDNESDAY, OCTOBER 14, 2020, 1:30 pm

Due to COVID-19, the meeting will be held via Zoom Video Conferencing and will be livestreamed on the ACRD website at <https://www.acrd.bc.ca/https://www.acrd.bc.ca/events/14-10-2020/>

The public are invited to attend the Zoom meeting by registering at: [https://portalberni.zoom.us/webinar/register/WN\\_DB1IWIK8QX2zADUTdukzgg](https://portalberni.zoom.us/webinar/register/WN_DB1IWIK8QX2zADUTdukzgg)

## AGENDA

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	PAGE #
<b>1. <u>CALL TO ORDER</u></b>	
<b>Recognition of Territories.</b>	
Notice to attendees and delegates that this meeting is being recorded and livestreamed to YouTube on the Regional District Website.	
<b>2. <u>APPROVAL OF AGENDA</u></b> <i>(motion to approve, including late items required ALL VOTE 2/3 majority vote)</i>	
<b>3. <u>DECLARATIONS</u></b> <i>(conflict of interest or gifts exceeding \$250 in value as per section 106 of the Local Government Act)</i>	
<b>4. <u>ADOPTION OF MINUTES</u></b> (ALL/UNWEIGHTED)	
a. <b>Board of Directors Meeting –September 9, 2020</b>	<b>11-20</b>
<i>THAT the minutes of the Board of Directors meeting held on September 9, 2020 be adopted.</i>	
b. <b>Electoral Area Directors Committee Meeting – September 15, 2020</b>	<b>21-22</b>
<i>THAT the minutes of the Electoral Area Directors Committee meeting held on September 15, 2020 be adopted.</i>	
c. <b>Salmon Beach Committee Meeting – September 23, 2020</b>	<b>23-25</b>
<i>THAT the minutes of the Salmon Beach Committee meeting held on September 23, 2020 be adopted.</i>	

- d. **Alberni Valley Emergency Planning Policy Group Meeting – October 6, 2020** **26-28**

*THAT the minutes of the Alberni Valley Emergency Planning Policy Group meeting held on October 6, 2020 be adopted.*

- e. **West Coast Committee Meeting – October 7, 2020** **29-32**

*THAT the minutes of the West Coast Committee meeting held on October 7, 2020 be adopted.*

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

- a. **Introduction: Michael McGregor, Lands and Resources Coordinator - Jenny Brunn, Acting General Manager of Community Services**
- b. **Presentation: Tricia Bryant, Asset Management Coordinator, 5 Years of Service – Teri Fong, Chief Financial Officer**
- c. **Linda Sams, Sustainable Development Director, Brock Thomson, Innovation Director, Eric Jensen, Regional Production Manager, Amy Jonsson, Communications and Engagement Manager, Cermaq, re: new semi-closed containment system being assembled in Port Alberni**
- d. **Michelle Hall, President, Surfrider Canada, re: presentation of report “Circular Tourism: A Journey to Circularity and Sustainability**

**6. CORRESPONDENCE FOR ACTION  
(ALL/UNWEIGHTED)**

- a. **REQUEST FOR LETTER OF SUPPORT** **33-34**  
Tseshaht First Nations, September 30, 2020 request for a letter of support for ICIP funding to replace and build a new Somass Hall.

Possible Motion:

*THAT the ACRD Board of Directors forward a letter to the Tseshaht First Nations supporting their application for ICIP funding to replace and build a new Somass Hall.*

**7. CORRESPONDENCE FOR INFORMATION  
(ALL/UNWEIGHTED)**

- a. **ISLAND COASTAL ECONOMIC TRUST** **35-38**  
Annual Report Turns Focus to Smaller Communities

- b. **ALBERNI COMMUNITY AND WOMEN’S SERVICES SOCIETY** **39**  
2020 Grant-in-Aid Thank You
- c. **OMBUDSPERSON** **40-45**  
Quarterly Reports: January 1-March 31, 2020 and April 1-June 30, 2020
- d. **COPY OF CORRESPONDENCE FROM DISTRICT OF UCLUELET TO FISHERIES AND OCEANS CANADA, PACIFIC REGION** **46-47**  
At-Sea Observer Program
- e. **HUU AY AHT FIRST NATIONS** **48**  
Thank you to Director Beckett re: Support for Upgrades to Bamfield Road
- f. **MINISTRY OF ENVIRONMENT AND CLIMATE CHANGE STRATEGY** **49-50**  
Impacts of Styrofoam in Dock and Wharf Construction on our Marine and Freshwater Environments

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

**8. REQUEST FOR DECISIONS & BYLAWS**

- a. **REQUEST FOR DECISION** **51-75**  
Salmon Beach Asset Management Plan Version 1  
(ALL/UNWEIGHTED)

*THAT the Alberni-Clayoquot Regional District Board of Directors adopt the Salmon Beach Asset Management Plan Version 1.*

- b. **REQUEST FOR DECISION** **76-86**  
Alberni Valley Golf Club & Long Beach Recreation Cooperative Tax Exemption  
(ALL/UNWEIGHTED)

*THAT the Alberni Clayoquot Regional District Board of Directors give first reading to Bylaw cited as “2021 Tax Exemption Bylaw No. F1150.”*

*THAT the Alberni Clayoquot Regional District Board of Directors give second reading to Bylaw cited as “2021 Tax Exemption Bylaw No. F1150.”*

*THAT the Alberni Clayoquot Regional District Board of Directors give third reading to Bylaw cited as “2021 Tax Exemption Bylaw No. F1150.”*

*THAT the Alberni Clayoquot Regional District Board of Directors adopt Bylaw cited as “2021 Tax Exemption Bylaw No. F1150.”*

- c. **REQUEST FOR DECISION** **87-93**  
BC Transit 3 Year Expansion Initiatives  
(ALL/UNWEIGHTED)



*Abandoned, Lost and Discarded Fishing Gear, at the West Coast Landfill for a term of 5 years effective September 15th, 2020 to October 31, 2025.*

- i. **REQUEST FOR DECISION** **200-214**  
Salmon Beach Committee request to undertake the Road Maintenance Plan  
(ALL/UNWEIGHTED)

*THAT the Salmon Beach Committee recommend that the Board of Directors instruct staff to work with Ministry of Transportation and Infrastructure (MOTI) to determine alternate options for the safe operations and maintenance standards of the Salmon Beach internal roads;*

(ALL/WEIGHTED)

*THAT the Alberni Clayoquot Regional District Board of Directors approve the McGill Engineering annual road maintenance plan and that the 2021 Salmon Beach Transportation budget be increased from \$158,700 to \$229,700.*

- j. **REQUEST FOR DECISION** **215**  
Crown Land Tenure Application – Bamfield Water System  
(ALL/UNWEIGHTED)

*THAT the Alberni-Clayoquot Regional District Board of Directors direct staff to apply for a 30 year Crown Land Tenure for a portion of the Bamfield Inlet near Burlo Island in order to install a water line to provide water service to 422 Burlo Island.*

- k. **REQUEST FOR DECISION** **216-217**  
Beaver Creek Water System – Compton/Beaver Creek Road Watermain Abandonment  
(ALL/WEIGHTED)

*THAT the Alberni-Clayoquot Regional District Board of Directors approve a financial plan amendment to allocate \$80,000 in 2020 for the completion of the Compton/Beaver Creek Road watermain abandonment project.*

- l. **REQUEST FOR DECISION** **218-219**  
Log Train Trail Industrial Access Permit – Hupacasath First Nation  
(ALL/UNWEIGHTED)

*THAT the Alberni-Clayoquot Regional District Board of Directors provide a letter of support for an Industrial Access Permit for Hupacasath First Nation to access the Log Train Trail for log hauling and related forestry activities subject to confirmation that the ACRD is covered by the applicants third party liability insurance.*

- m. **REQUEST FOR DECISION**  
Log Train Trail Industrial Access Permit – TimberWest Forest Company  
(ALL/UNWEIGHTED)

**220-221**

*THAT the Alberni-Clayoquot Regional District Board of Directors provide a letter of support for an Industrial Access Permit for TimberWest Forest Company to access the Log Train Trail for log hauling and related forestry activities subject to confirmation that the ACRD is covered by the applicants third party liability insurance.*

- n. **REQUEST FOR DECISION**  
Sproat Lake Lakebed License Renewal, Dickson Park  
(ALL/WEIGHTED)

**222-224**

*THAT the Alberni-Clayoquot Regional District Board of Directors amend the Sproat Lake Lakebed License agreement with TimberWest Forestry Company by amending section 1.2 to delete – “March 30, 2020” and replace with “March 30, 2023”, pay a term fee of \$10.00 and authorize the CAO to enter into the agreement.*

- o. **REQUEST FOR DECISION**  
Waste Reduction Week  
(ALL/UNWEIGHTED)

**225**

*THAT the Alberni-Clayoquot Regional District Board of Directors direct staff to promote October 19th – 23rd, 2020 as Waste Reduction Week.*

- p. **REQUEST FOR DECISION**  
CERIP and ICIP Grants  
(ALL/UNWEIGHTED)

**226-227**

*THAT the Alberni-Clayoquot Regional District direct staff to make an application for the West Coast Multi Use Path Project through the Community Economic Recovery Infrastructure Grant Program.*

*THAT the Alberni-Clayoquot Regional District direct staff to make an application for \$750,000 to fund the West Bamfield Submarine Transmission Line Replacement through the Investing In Canada Infrastructure Program – Rural and Northern Communities grant.*

## 9. **PLANNING MATTERS**

### 9.1 **ELECTORAL AREA DIRECTORS ONLY** (PARTICIPANTS/UNWEIGHTED)

- a. **RA20005, CORTESE & POOL, STRATA LOT 63, HAGGARD COVE**  
**(BAMFIELD)**

**228-238**



**ALL DIRECTORS**  
(ALL/WEIGHTED)

- d. **BAMFIELD HOUSING NEEDS REPORT CONTRACT (ALL AREAS)** **271-272**  
Request for Decision

*THAT the Board of Directors authorize the Chief Administrative Officer and General Manager of Planning and Development to proceed with contracting Vancouver Island University to lead the development of the Bamfield Housing Needs Report at a cost of the contract not to exceed \$12,500.*

**9.2 ALL DIRECTORS**  
(ALL/WEIGHTED)

- a. **COASTAL COMMUNITY GARDENS PLAN H GRANT (ALL AREAS)** **273-275**  
Request for Decision

*THAT the Board of Directors authorize the CAO to execute a grant agreement with the BC Healthy Communities Society to engage in the Fostering Collaboration Among Coastal Community Gardens Project.*

(ALL/WEIGHTED)

- b. **VANCOUVER FOUNDATION SYSTEM CHANGE GRANT (ALL AREAS)** **276-311**  
Request for Decision

*THAT the Board of Directors support an application to the Vancouver Foundation's System Change granting stream for a 3 year Regional Agricultural Support project.*

**10. REPORTS**

**10.1 STAFF REPORTS**  
(ALL/UNWEIGHTED)

- a. **Emergency Operations Centre Update – verbal report**  
**– Heather Zenner**
- b. **ACRD Organics Newsletter – Volume I – October 2020 – Jodie Frank** **312-313**

*THAT the above reports be received.*

**10.2 COMMITTEE REPORTS**

**10.3 OTHER REPORTS**  
(ALL/UNWEIGHTED)

- a. **Forest Enhancement Society of BC** **314-334**

2020 Accomplishments Report

**335-357**

- b. **Vancouver Island Regional Library**  
2021-2025 Financial Plan, Retooling: Stronger Than Ever. Together

*THAT the above reports be received.*

**11. UNFINISHED BUSINESS**

**12. LATE BUSINESS**

**13. QUESTION PERIOD**

**Questions/Comments from the public participating in the Zoom meeting.**

**Questions/Comments from the Public, respecting an agenda item, can be emailed to the ACRD at [responses@acrd.bc.ca](mailto:responses@acrd.bc.ca) and will be read out by the Corporate Officer at the meeting.**

**14. RECESS**

(ALL/UNWEIGHTED)

*Motion to recess the Regular Board of Directors Meeting in order to conduct the Regional Hospital District Meeting.*

**15. RECONVENE**

**16. IN CAMERA**

(ALL/UNWEIGHTED)

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

- i. 90 (1) (j): Information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act; 21 (1) (c) (iii) The head of a public body must refuse to disclose to an applicant information; the disclosure of which could reasonably be expected to; result in undue financial loss or gain to any person or organization;*
- ii. 90 (1) (i) The receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;*
- iii. 90 (1) (a): Personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or*

agent of the regional district or another position appointed by the regional district.

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

**18. ADJOURN**  
(ALL/UNWEIGHTED)

**Next Board of Directors Meeting: Wednesday, October 28, 2020, 1:30 pm**  
**Via Zoom Video Conferencing**



# Alberni-Clayoquot Regional District

## MINUTES OF THE BOARD OF DIRECTORS MEETING HELD ON WEDNESDAY, SEPTEMBER 9, 2020, 1:30 PM

Due to COVID-19 pandemic, meeting conducted via Zoom video/phone conferencing

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- DIRECTORS PRESENT:** John Jack, Chairperson, Councillor, Huu-ay-aht First Nation  
Josie Osborne, Vice-Chair, Mayor, District of Tofino  
Bob Beckett, Director, Electoral Area "A" (Bamfield)  
Tanya Shannon, Director, Electoral Area "B" (Beaufort)  
Kel Roberts, Director, Electoral Area "C" (Long Beach)  
Penny Cote, Director, Electoral Area "D" (Sproat Lake)  
John McNabb, Director, Electoral Area "E" (Beaver Creek)  
Dianne Bodnar, Director, Electoral Area "F" (Cherry Creek)  
Debbie Haggard, Councillor, City of Port Alberni  
Rachelle Cole, Councillor, District of Ucluelet  
Wilfred Cootes, Councillor, Uchucklesaht Tribe Government  
Kirsten Johnsen, Member of Council, Toquaht Nation  
Alan McCarthy, Member of Legislature, Yuułuʔiłʔatḥ Government
- REGRETS:** Sharie Minions, Mayor, City of Port Alberni
- STAFF PRESENT:** Wendy Thomson, General Manager of Administrative Services  
Teri Fong, Chief Financial Officer  
Alex Dyer, Acting General Manager of Planning and Development  
Jenny Brunn, Acting General Manager of Community Services  
Janice Hill, Executive Assistant  
George Rose, Manager of Information Technology  
Heather Zenner, Protective Services Manager

The meeting can be viewed on the Alberni-Clayoquot Regional District website at:  
<https://www.acrd.bc.ca/events/9-9-2020/>

### 1. CALL TO ORDER

The Chairperson called the meeting to order at 1:32 pm.

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 Cootes*

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

- *Correction on Voting - Section 9.1 (a) Clayoquot Wilderness Resort - Electoral Area Directors and Tofino voting;*
- *Additional Reasons to go in-camera under Section 16 as per the Community Charter CC Sec. 90 (1) (j) and Sec. 21 (1) (a) (ii) of FOIPPA.*

**CARRIED**

### **3. DECLARATIONS**

Chairperson Jack declared a conflict of interest with respect to agenda items 5 (c) Huu-ay-aht First Nation & Western Forest Product delegation and item 8 (a) Request for Decision – Proposed Transfer of Tree Farm Licence 44.

Director Haggard declared a conflict of interest with respect to agenda item 5 (a) Alberni Golf Club delegation.

### **4. ADOPTION OF MINUTES**

#### **a. Board of Directors Meeting – August 26, 2020**

*MOVED: Director Cote*

*SECONDED: Director Beckett*

*THAT the minutes of the Board of Directors meeting held on August 26, 2020 be adopted.*

**CARRIED**

### **5. PETITIONS, DELEGATIONS & PRESENTATIONS**

Director Haggard left the meeting at 1:35 pm due to a conflict of interest.

#### **a. Mr. Ken Sanders, President, Alberni Golf Club, regarding 2021 Property Tax Exemption Request**

The delegation provided an update on Club activities and discussed impacts from the COVID-19 pandemic and implemented protocols. Mr. Sander thanked the Board for their ongoing support and requested the Board to consider granting the Club a tax exemption for 2021.

Director Haggard re-entered the meeting at 1:43 pm.

#### **b. Ms. Samantha Charlton, BC Agriculture & Food Climate Action Initiative, regarding the ACRD's involvement with the development of the Vancouver Island Regional Strategies.**

The delegation introduced the climate action initiative and an overview of the Regional District's involvement. Ms. Charlton provided an overview of the Vancouver Island Regional Adaptation Strategies. For more information visit their website at [www.bcagclimateaction.ca](http://www.bcagclimateaction.ca)

The Chairperson left the meeting at 2:06 pm due to a conflict of interest. The Vice-Chairperson assumed the Chair.

- c. **Nathan Hume, Legal Advisory, Huu-ah-aht First Nation regarding the tentative agreement between the above parties to transfer a portion of TFL 44 from Western Forest Products to the Huu-ay-aht First Nation.**

The delegation provided an overview of the tentative agreement to transfer a portion of TFL 44 from Western Forest Products to the Huu-ay-aht First Nation. Mr. Hume summarized benefits to the Alberni Valley economy including employment. They are seeking a formal letter of support of the agreement from the Regional District Board to the Provincial Government.

## 6. **CORRESPONDENCE FOR ACTION**

## 7. **CORRESPONDENCE FOR INFORMATION**

- a. **ISLAND COASTAL ECONOMIC TRUST**  
Revitalizing Lantzville's Commercial Core Through Redevelopment

*MOVED: Director Shannon*

*SECONDED: Director McNabb*

*THAT the Board of Directors receive this item for information.*

**CARRIED**

## 8. **REQUEST FOR DECISIONS & BYLAWS**

- a. **Request for Decision regarding Proposed Transfer of Tree Farm Licence 44**

*MOVED: Director McNabb*

*SECONDED: Director Beckett*

*THAT the ACRD Board of Directors support the proposed transfer of Tree Farm Licence 44, providing Huumiis Ventures Limited Partnership a 51% ownership of Tree Farm Licence 44 Limited Partnership, and Western Forest Products Inc. a 49% ownership of Tree Farm Licence 44 Limited Partnership.*

**CARRIED**

The Chairperson re-entered the meeting at 2:24 pm and re-assumed the Chair.

**e. Request for Decision regarding Methods for holding ACRD Board and Committee Meetings during the COVID-19 Pandemic.**

*MOVED: Director Shannon*  
*SECONDED: Director Haggard*

*THAT, despite Bylaw A1075, Alberni-Clayoquot Regional District (ACRD) Board of Directors Procedures Bylaw and the Terms of Reference for ACRD Committees, authorization be given to Board and Committee Chairs and Vice-Chairs to consult with the Corporate Officer to determine the method for holding Board and Committee meetings during the COVID-19 pandemic while adhering to public health order requirements and Minister Order 192 as follows:*

- Full Zoom Meetings, or;*
- Hybrid meetings, or;*
- In-person meetings.*

**CARRIED**

**b. Request for Decision regarding Port Alberni Maker Space – Letter of Support**

*MOVED: Director Cote*  
*SECONDED: Director Johnsen*

*THAT the ACRD Board of Directors approve a letter of support for the Port Alberni Maker Space's grant application to the Project Based Labour Market Training Program under Work BC Employment Services for the interior upgrades for the leased area of the upstairs of 3rd Avenue Recycling Depot.*

**CARRIED**

**c. Request for Decision regarding Update on the Bamfield Free Tipping Fee Pilot Program**

*MOVED: Director Beckett*  
*SECONDED: Director Roberts*

*THAT the Alberni-Clayoquot Regional District Board of Directors extend the Bamfield Tipping Free Pilot program until September 30, 2021.*

**CARRIED**

**d. Request for Decision regarding Bylaw R1029-3 Tipping fee for Commercial Mixed Recycling at the Alberni Valley Landfill**

*MOVED: Director McNabb*  
*SECONDED: Director Shannon*

*THAT the Alberni-Clayoquot Regional District Board of Directors give first reading to Bylaw R1029-3, Alberni Valley Landfill Tipping Fee and Regulation Amendment, 2020.*

**CARRIED**

*MOVED: Director McNabb  
SECONDED: Director Cote*

*THAT the Alberni-Clayoquot Regional District Board of Directors give second reading to Bylaw R1029-3, Alberni Valley Landfill Tipping Fee and Regulation Amendment, 2020.*

**CARRIED**

*MOVED: Director McNabb  
SECONDED: Director Shannon*

*THAT the Alberni-Clayoquot Regional District Board of Directors give third reading to Bylaw R1029-3, Alberni Valley Landfill Tipping Fee and Regulation Amendment, 2020.*

**CARRIED**

*MOVED: Director McNabb  
SECONDED: Director Bodnar*

*THAT the Alberni-Clayoquot Regional District Board of Directors adopt Bylaw R1029-3, Alberni Valley Landfill Tipping Fee and Regulation Amendment, 2020.*

**CARRIED**

## **9. PLANNING MATTERS**

### **9.1 ELECTORAL AREA DIRECTORS & TOFINO**

- a. RC19003, CLAYOQUOT WILDERNESS RESORT LTD, LOT 694, BEDWELL SOUND (LONG BEACH)**  
Rezoning Application – Memorandum and Bylaws P1394 and P1395

*MOVED: Director Roberts  
SECONDED: Director McNabb*

*THAT Bylaw P1394, Regional District of Alberni-Clayoquot Zoning Text Amendment Bylaw be adopted.*

**CARRIED**

*MOVED: Director Roberts*

*SECONDED: Director Cote*

*THAT Bylaw P1395, Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw be adopted.*

**CARRIED**

- b. DVD20005, COULSON, 10067 COULSON PLACE (SPROAT LAKE)**  
Development Variance Permit Application – Memorandum and Permit

*MOVED: Director Cote*

*SECONDED: Director Bodnar*

*THAT the Board of Directors issue development variance permit DVD20005.*

**CARRIED**

- c. DVE20004, ZDEBIAK, 6572 HILLS ROAD (BEAVER CREEK)**  
Development Variance Permit Application – Report

*MOVED: Director McNabb*

*SECONDED: Director Bodnar*

*THAT the Board of Directors consider issuing development variance permit DVE20004, subject to neighbouring properties being notified as per Local Government Act s.499.*

**CARRIED**

## **9.2 ELECTORAL AREA DIRECTORS AND TOFINO**

- a. ZONING BYLAW REVIEW PROJECT UPDATE (ALL AREAS)**  
Memorandum

*MOVED: Director McNabb*

*SECONDED: Director Cote*

*THAT the Board of Directors receive the Zoning Bylaw Review Project Update report.*

**CARRIED**

## **9.3 ALL DIRECTORS**

- a. LETTER OF SUPPORT FOR SCHOOL DISTRICT 70 SCHOOL GARDEN PROGRAMS (ALL AREAS)**  
Memorandum

*MOVED: Director Shannon*

*SECONDED: Director Roberts*

*THAT the Board of Directors write a letter to School District 70 sharing information about the ACRD's agricultural initiatives and offering support and encouragement for the School District's involvement with school garden programs.*

**CARRIED**

## **10. REPORTS**

### **10.1 STAFF REPORTS**

- a. Meeting Schedule – October 2020**
- b. Building Report – August 2020**
- c. Emergency Operations Centre Update – verbal report  
– Heather Zenner**

*MOVED: Director Roberts*

*SECONDED: Director Beckett*

*THAT the Board of Directors receives the Staff Reports a-c.*

**CARRIED**

### **10.2 COMMITTEE REPORTS**

### **10.3 OTHER REPORTS**

- a. 9-1-1 Corporation – J. McNabb**

Director McNabb reported the Corporation will be holding a strategy meeting in October.

- b. Vancouver Island Regional Library – P. Cote**

Director Cote reported that libraries continue to re-open and provide more services.

- c. Alberni Valley Chamber of Commerce – S. Minions**

Director Haggard reported the Chamber is working hard to make McLean's Mill a success. She encouraged Directors to visit the gift shop at the Mill.

- d. Air Quality Council, Port Alberni – D. Bodnar – No Report**

- e. West Coast Aquatic Board – J. Osborne – No Report**

- f. Association of Vancouver Island & Coastal Communities – P. Cote**

Director Cote reported information on registration for the AVICC Annual General Meeting was sent out yesterday. She encouraged Directors to sign up to attend and vote for the Executive.

**g. Beaver Creek Water Advisory Committee – J. McNabb**

Director McNabb reported the Lamarque Road watermain project is moving along.

**h. West Island Woodlands Advisory Group – J. McNabb – No Report**

**i. Agricultural Development Committee – T. Shannon/P. Cote**

Director Cote reported there is a meeting next week. Director Shannon reminded Directors that the Alberni District Fall Fair has gone virtual and encouraged Directors to purchase raffle tickets online.

**j. Other Reports – None**

*MOVED: Director Roberts*

*SECONDED: Director McNabb*

*THAT the Board of Directors receives the Member Reports.*

**CARRIED**

**11. UNFINISHED BUSINESS**

**12. LATE BUSINESS**

**13. QUESTION PERIOD**

Questions/Comments from the public attending the meeting via Zoom webinar. The Corporate Officer advised there were no questions from the public.

In order to provide the public with an opportunity to ask questions or provide input to the Board of Directors respecting a topic on the agenda, the Regional District set up an email address [responses@acrd.bc.ca](mailto:responses@acrd.bc.ca). The Corporate Officer reported there were no questions or comments received from the public with respect to the meeting today.

**14. RECESS**

*MOVED: Director Cote*

*SECONDED: Director Roberts*

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

**CARRIED**

The meeting was recessed at 3:25 pm

**15. RECONVENE**

The meeting was reconvened at 3:38 pm

**16. IN-CAMERA**

*MOVED: Director Shannon*

*SECONDED: Director McNabb*

*THAT the meeting be closed to the public as per the Community Charter, sections:*

- *90 (1) (g): litigation or potential litigation affecting the regional district*
- *Sec. 90 (1) (j) information that is prohibited or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act*
- *Sec. 21 (1) (a) (ii) of Freedom of Information and Protection of Privacy Act – information that would reveal commercial, financial, labour relations, scientific or technical information of or about a third party*

**CARRIED**

The meeting was closed to the public at 3:39 pm.

The meeting was re-opened to the public at 4:06 pm.

**17. REPORT OUT – RECOMMENDATIONS FROM IN-CAMERA**

The following resolutions passed at in-camera portion of the Board of Directors meeting were reported out in open meeting:

*The Alberni-Clayoquot Regional District Board of Directors awarded the Bamfield Solid Waste Hauling Contract to Waste Management of Canada Corp for the annual contract value of \$56,769.29 plus GST for a three (3) year term.*

*The Alberni-Clayoquot Regional District Board of Directors approved entering into a contract with Questica Software Inc for implementing budgeting software for the price of \$81,099 plus taxes.*

**18. ADJOURN**

*MOVED: Director Roberts*

*SECONDED: Director Shannon*

*THAT this meeting be adjourned at 4:06 pm*

**CARRIED**

Certified Correct:

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John Jack,  
Chairperson

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Wendy Thomson,  
General Manager of Administrative Services



# Alberni-Clayoquot Regional District

## MINUTES OF THE ELECTORAL AREA DIRECTORS COMMITTEE MEETING HELD ON TUESDAY, SEPTEMBER 15, 2020, 10:00 AM

Regional District Board, 3008 Fifth Avenue, Port Alberni, BC and  
Zoom video/phone conferencing

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**DIRECTORS PRESENT:** Penny Cote, Chair, Director, Electoral Area “D” (Sproat Lake)  
Bob Beckett, Director, Electoral Area “A” (Bamfield) (via Zoom)  
Tanya Shannon, Director, Electoral Area “B” (Beaufort)  
Kel Roberts, Director, Electoral Area “C” (Long Beach)  
John McNabb, Director, Electoral Area “E” (Beaver Creek)  
Dianne Bodnar, Director, Electoral Area “F” (Cherry Creek)

**STAFF PRESENT:** Douglas Holmes, Chief Administrative Officer  
Mike Irg, General Manager of Planning and Development  
Wendy Thomson, General Manager of Administrative Services (via Zoom)  
Alex Dyer, Planner (via Zoom)  
Amy Anaka, Planner (via Zoom)  
Janice Hill, Executive Assistant (via Zoom)  
George Rose, Manager of Information & Technology

The meeting can be viewed on the Alberni-Clayoquot Regional District website at  
<https://www.acrd.bc.ca/events/15-9-2020/>

### 1. **CALL TO ORDER**

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

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

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

### 2. **APPROVAL OF AGENDA**

*MOVED: Director McNabb*

*SECONDED: Director Roberts*

*THAT the agenda be approved as circulated.*

**CARRIED**

### 3. **ADOPTION OF MINUTES**

a. **Electoral Area Directors Committee Meeting – June 24, 2020.**

*MOVED: Director McNabb*

*SECONDED: Director Shannon*

*THAT the minutes of the Electoral Area Directors Committee Meeting held on June 23, 2020 be received.*

**CARRIED**

Director Beckett entered the meeting at 10:07 am.

**4. REPORTS**

a. **Memorandum - Planning and Development Department Update – M. Irg, General Manager of Planning & Development**

The General Manager of Planning & Development spoke to his report and answered questions from the Committee.

*MOVED: Director McNabb*

*SECONDED: Director Shannon*

*THAT the Electoral Area Directors Committee receive this memorandum and verbal update.*

**CARRIED**

**6. LATE BUSINESS**

**7. QUESTION PERIOD**

The Corporate Officer reported there is no public in attendance at the meeting today via zoom webinar and no questions or comments were received via email at [responses@acrd.bc.ca](mailto:responses@acrd.bc.ca) respecting any of the agenda items.

**8. ADJOURN**

*MOVED: Director McNabb*

*SECONDED: Director Shannon*

*THAT this meeting be adjourned 11:31 am.*

**CARRIED**

Certified Correct:

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Penny Cote,  
Chairperson

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Wendy Thomson,  
General Manager of Administrative Services



# Alberni-Clayoquot Regional District

## MINUTES OF THE SALMON BEACH COMMITTEE MEETING HELD ON WEDNESDAY, SEPTEMBER 23, 2020, 10:00 AM

Due to COVID-19 pandemic, meeting conducted via Zoom video/phone conferencing

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### **MEMBERS**

Mary Ellen Peete, Chair

### **PRESENT:**

Kel Roberts, Director, Electoral Area "C" (Long Beach)

Jill Maibach

Ron McKinlay

Mike Shorthouse

Terry Graff

### **STAFF PRESENT:**

Jenny Brunn, Interim General Manager of Community Services

Wendy Thomson, General Manager of Administrative Services

Teri Fong, Chief Financial Officer

Tricia Bryant, Asset Management Coordinator

Janice Hill, Executive Assistant

John Thomas, Environmental Services Technician

The meeting can be viewed on the Alberni-Clayoquot Regional District website at <https://www.acrd.bc.ca/events/23-9-2020/>

### **1. CALL TO ORDER**

The Chairperson called the meeting to order at 10:07 am.

Director Roberts recognized this Committee falls within the territories of the Tla-o-qui-aht First Nation and the Yuułu?if?ath Government and to respect and honour that commitment.

The GM of Administrative Services reported this meeting is being recorded and livestreamed to YouTube on the Regional District website.

### **2. APPROVAL OF AGENDA**

*MOVED: J. Maibach*

*SECONDED: T. Graff*

*THAT the agenda be approved as circulated.*

**CARRIED**

### **3. CORRESPONDENCE FOR ACTION/INFORMATION**

**4. REQUEST FOR DECISIONS & BYLAWS**

**a. Request for Decision regarding Salmon Beach Road Maintenance Recommendations**

*MOVED: M. Peete*  
*SECONDED: J. Maibach*

*THAT the Salmon Beach Committee recommend that the Board of Directors instruct staff to work with Ministry of Transportation and Infrastructure (MOTI) to determine alternate options for the safe operations and maintenance standards of the Salmon Beach internal roads;*

*AND FURTHER, the Salmon Beach Committee recommend that the annual road maintenance plan provided by McGill Engineering be undertaken and that the 2021 Salmon Beach Transportation budget be increased from \$158,700 to \$229,700.*

**CARRIED**

**b. Request for Decision regarding Salmon Beach Community Water**

*MOVED: E. Peete*  
*SECONDED: J. Maibach*

*THAT the Salmon Beach Committee investigate options for potable water.*

**CARRIED**

**c. Request for Decision regarding Salmon Beach Asset Management Plan Version 1 - Presentation by Tricia Bryant, Asset Management Implementation Coordinator**

The Asset Management Coordinator presented the Salmon Beach Asset Management Plan – Version 1.

*MOVED: E. Peete*  
*SECONDED: R. McKinlay*

*THAT the Salmon Beach Committee recommend the Alberni-Clayoquot Regional District Board of Directors adopt the Salmon Beach Asset Management Plan Version 1.*

**CARRIED**

**5. REPORTS**

**a. Salmon Beach – Project Update Summary**

The Salmon Beach Committee reviewed and received the project update report.

**CARRIED**

6. **UNFINISHED BUSINESS**

7. **LATE BUSINESS**

8. **QUESTION PERIOD**

There was no public in attendance and no questions/comments from the public emailed to [responses@acrd.bc.ca](mailto:responses@acrd.bc.ca).

9. **ADJOURN**

*MOVED: J. Maibach*

*SECONDED: T. Graff*

*THAT this meeting be adjourned at 11:34 am.*

**CARRIED**

Certified Correct:

---

Wendy Thomson,  
General Manager of Administrative Services



**Alberni-Clayoquot Regional District**  
**MINUTES OF THE ALBERNI VALLEY EMERGENCY PLANNING POLICY GROUP MEETING**  
**TUESDAY, OCTOBER 6, 2020, 10:00 am**  
Due to COVID-19, the meeting will be held via Zoom Video Conferencing

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<b>COMMITTEE MEMBERS PRESENT:</b>	John McNabb, Chair, Director, Electoral Area “E” (Beaver Creek) Penny Cote, Vice-Chair, Director, Electoral Area “D” (Sproat Lake) Tanya Shannon, Director, Electoral Area “B” (Beaufort) Dianne Bodnar, Director, Electoral Area “F” (Cherry Creek) Debbie Haggard, Councillor, City of Port Alberni Ron Corbeil, Councillor, City of Port Alberni Sharie Minions, Mayor, City of Port Alberni
<b>REGRETS:</b>	Cindy Solda, Councillor, City of Port Alberni Dan Washington, Councillor, City of Port Alberni Ron Paulson, Councillor, City of Port Alberni Hugh Braker, Councillor, Tseshaht First Nation Bob Beckett, Director, Electoral Area “A” (Bamfield)
<b>STAFF PRESENT:</b>	Douglas Holmes, ACRD, Chief Administrative Officer Tim Pley, City of Port Alberni, Chief Administrative Officer Wendy Thomson, ACRD, General Manager of Administrative Services Heather Zenner, ACRD, Protective Services Manager Julia Martin, ACRD, Administrative Assistant

The meeting can be viewed on the Alberni-Clayoquot Regional District website at:  
[www.acrd.bc.ca/events/6-10-2020/](http://www.acrd.bc.ca/events/6-10-2020/)

**1. CALL TO ORDER**

The Protective Services Manager called the meeting to order at 10:04 am.

The Protective Services Manager recognized the meeting this morning is being held throughout the Nuu-chah-nulth territories.

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

**2. ELECTION OF CHAIRPERSON/VICE-CHAIRPERSON FOR 2020**

**ELECTION OF CHAIRPERSON FOR 2020**

The General Manager of Administrative Services conducted the election for Chairperson of the Alberni Valley Emergency Planning Policy Group for 2020.

The General Manager of Administrative Services requested nominations three times. Director Shannon nominated Director McNabb. Director McNabb accepted the nomination.

The General Manager of Administrative Services declared Director McNabb to the position of Chairperson of the Alberni Valley Emergency Planning Policy Group for 2020.

**ELECTION OF VICE-CHAIRPERSON FOR 2020**

The General Manager of Administrative Services conducted the election for Vice-Chairperson of the Alberni Valley Emergency Planning Policy Group for 2020.

The General Manager of Administrative Services requested nominations three times. Director Shannon nominated Director Cote. Director Cote accepted the nomination.

The General Manager of Administrative Services declared Director Cote to the position of Vice-Chairperson of the Alberni Valley Emergency Planning Policy Group for 2020.

Director McNabb assumed the Chair.

**3. APPROVAL OF AGENDA**

*MOVED: Director Shannon*

*SECONDED: Director Cote*

*THAT the agenda be approved as circulated.*

**CARRIED**

Mayor Minions left the meeting at 10:17 am.

**4. REPORTS****a. Alberni Valley Emergency Program Update – H. Zenner, Protective Services Manager (verbal report)**

Councillor Haggard entered the meeting at 10:21

*MOVED: Director Shannon*

*SECONDED: Director Bodnar*

*THAT this report be received.*

**CARRIED**

**5. IN-CAMERA**

*MOVED: Director McNabb*

*SECONDED: Director Cote*

*THAT the meeting be closed to the public as per the Community Charter, section(s):*

*i. 90 (1) (j): information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act;*

*21 (1) (c) (iii) The head of a public body must refuse to disclose to an applicant information; the disclosure of which could reasonably be expected to; result in undue financial loss or gain to any person or organization.*

**CARRIED**

The meeting was closed to the public at 10:41 am.

The meeting was re-opened to the public at 10:58 am.

**6. QUESTION PERIOD**

The Corporate Officer reported there is no public in attendance at the meeting today via zoom webinar and no questions or comments were received via email at [responses@acrd.bc.ca](mailto:responses@acrd.bc.ca) respecting any of the agenda items.

**7. NEXT MEETING**

The next meeting date of the Alberni Valley Emergency Planning Policy Group will be selected in January 2021 when the Board of Directors adopts the yearly schedule.

**8. ADJOURN**

*MOVED: Director Cote*

*SECONDED: Director Shannon*

*THAT this meeting be adjourned 10:59 am.*

**CARRIED**

Certified Correct:

---

John McNabb,  
Chairperson

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Heather Zenner,  
Protective Services Manager



# Alberni-Clayoquot Regional District

## MINUTES OF THE WEST COAST COMMITTEE MEETING HELD ON WEDNESDAY, OCTOBER 7, 2020, 10:00 AM Tofino Council Chambers, 121 Third Street, Tofino, BC and Zoom video/phone conferencing

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- MEMBERS PRESENT:** Kel Roberts, Chair, Director, Electoral Area "C" (Long Beach)  
Tom Stere, Alternate, Councillor, District of Tofino  
Rachelle Cole, Councillor, District of Ucluelet  
Alan McCarthy, Member of Legislature, Yuułu?it?atł Gov. (via zoom)  
Kirsten Johnsen, Member of Council, Toquaht Nation (via zoom)  
Karen Haugen, Pacific Rim National Park (via zoom)
- OTHERS PRESENT:** Brady Davis, Project Manager, Parks Canada (via zoom)  
Michael Person, District Manager, Min. of Transportation & Infrastructure, Vancouver Island District Office (via zoom)  
Bob MacPherson, Chief Administrative Officer, District of Tofino (via zoom)  
Mark Boysen, Chief Administrative Officer, District of Ucluelet (via zoom)  
Elyse Goatcher-Bergmann, District of Tofino, Man. of Corporate Services
- STAFF PRESENT:** Douglas Holmes, Chief Administrative Officer  
Wendy Thomson, General Manager of Administrative Services (via zoom)  
Jenny Brunn, Interim General Manager of Community Services (via zoom)  
Mark Fortune, Airport Manager  
Teri Fong, Chief Financial Officer (via zoom)

### 1. CALL TO ORDER

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

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

The Chairperson reported this meeting is being recorded and livestreamed to YouTube on the Regional District website. The meeting can be viewed on the Alberni-Clayoquot Regional District website at <https://www.acrd.bc.ca/events/7-10-2020/>

### 2. APPROVAL OF AGENDA

*MOVED: Director McCarthy*

*SECONDED: Director Johnsen*

*THAT the agenda be approved as circulated.*

**CARRIED**

### **3. ADOPTION OF MINUTES**

#### **a. West Coast Committee Meeting Minutes – June 1, 2020**

*MOVED: Director Johnsen*

*SECONDED: Director McCarthy*

*THAT the minutes of the West Coast Committee meeting held on June 1, 2020 be received.*

**CARRIED**

### **4. REQUESTS FOR DECISIONS**

#### **a. Request for Decision regarding Hazelwood Lease Renewal Request – Long Beach Airport**

*MOVED: Director Cole*

*SECONDED: Director Johnsen*

*THAT the West Coast Committee recommend that the ACRD Board of Directors approve the lease renewal with Hazelwood Construction Services for a (2) two-year extension period from January 1st, 2021 to December 31st, 2022.*

**CARRIED**

#### **b. Request for Decision regarding West Coast Landfill – Ocean Legacy’s Ocean Plastic’s Recycling Depot Agreement**

*MOVED: Director Stere*

*SECONDED: Director Johnsen*

*THAT the West Coast Committee recommends that the Alberni-Clayoquot Regional District Board of Directors approve entering into an agreement with The Ocean Legacy Foundation for the Ocean Plastic Depot pilot project for the Strategic Collection and Processing of Abandoned, Lost and Discarded Fishing Gear, at the West Coast Landfill for a term of 5 years effective September 15th, 2020 to October 31, 2025.*

**CARRIED**

#### **c. Request for Decision regarding West Coast Landfill Economic Analysis Report**

*MOVED: Director Stere*

*SECONDED: Director Cole*

*THAT the West Coast Committee recommend that the ACRD Board of Directors continue to operate the West Coast Landfill and proceed with the design of leachate collection and treatment system upgrades required.*

**CARRIED**

**5. REPORTS**

**a. Unauthorized Camping – D. Holmes**

*MOVED: Director Roberts*

*SECONDED: Director Cole*

*THAT the West Coast Committee accept this report.*

**CARRIED**

**b. Update on Logging at LBA Under 2020-1 Sale of Logs Contract to the San Group – M. Fortune**

*MOVED: Director Cole*

*SECONDED: Director Stere*

*THAT the West Coast Committee accept this report.*

**CARRIED**

**c. Donation of Mixed Fibre from the LBA to Support Salmon Enhancement – M. Fortune**

*MOVED: Director Cole*

*SECONDED: Director Stere*

*THAT the West Coast Committee accept this report.*

**CARRIED**

**d. Award of British Columbia Air Access Program CYAZ Fire Flow Upgrade Project – M. Fortune**

*MOVED: Director Johnsen*

*SECONDED: Director Cole*

*THAT the West Coast Committee receive this report.*

**CARRIED**

**6. LATE BUSINESS**

**7. QUESTION PERIOD**

Questions/Comments from the public attending the meeting via Zoom webinar.

E. Goatcher-Bergmann, Corporate Officer for the District of Tofino is hosting the Zoom webinar meeting today on behalf of the Regional District and read out a question/comment from Director Penny Cote, Sprout Lake regarding illegal camping on backroads.

The Regional District Corporate Officer reported there were no questions or comments received from the public with respect to the meeting today submitted to email address [responses@acrd.bc.ca](mailto:responses@acrd.bc.ca)

**8. ADJOURN**

*MOVED: Director Cole*

*SECONDED: Director Stere*

*THAT this meeting be adjourned at 10:53 am.*

**CARRIED**

Certified Correct:

---

Kel Roberts,  
Chairperson

---

Wendy Thomson,  
General Manager of Administrative Services

**From:** Ken Watts <[KenWatts@tseshaht.com](mailto:KenWatts@tseshaht.com)>

**Sent:** September 30, 2020 3:10 PM

**To:** Judith Sayers <[Judith.Sayers@nuuchahnulth.org](mailto:Judith.Sayers@nuuchahnulth.org)>; John Jack <[jjack@acrd.bc.ca](mailto:jjack@acrd.bc.ca)>; Douglas Holmes <[dholmes@acrd.bc.ca](mailto:dholmes@acrd.bc.ca)>; Sharie Minions <[sharie\\_minions@portalberni.ca](mailto:sharie_minions@portalberni.ca)>; Timothy Pley <[timothy\\_pley@portalberni.ca](mailto:timothy_pley@portalberni.ca)>; Dave Maher <[dmaher@sd70.bc.ca](mailto:dmaher@sd70.bc.ca)>; David McCormick - Port Alberni Port Authority <[DMcCormick@alberniport.ca](mailto:DMcCormick@alberniport.ca)>; Zoran Knezevic <[zknezevic@alberniport.ca](mailto:zknezevic@alberniport.ca)>

**Cc:** Darren Mead-Miller <[DMeadMiller@tseshaht.com](mailto:DMeadMiller@tseshaht.com)>; Virginia Shrimpton <[VShrimpton@tseshaht.com](mailto:VShrimpton@tseshaht.com)>

**Subject:** Tseshaht Request for letters of support for ICIP funding to replace and build a new "Somass Hall"

**Importance:** High

Hello,

On behalf of Tseshaht First Nation we thank you for your continued support. We apologize for the last minute email requesting a letter of support.

The Tseshaht First Nation is applying for the "Investing in Canada Infrastructure Program(ICIP)" (link below) to build a new Somass Hall as the current hall is being deconstructed as we speak. As you know this hall was important to not just Tseshaht but many Nuu-chah-nulth and non-Nuu-chah-nulth in Port Alberni and along the West Coast of Vancouver Island. Tseshaht is kindly asking for you and your organizations/governments support for a quick letter of support and have provided a template attached and copied below which can be edited, copied to your letterhead and signed. We are sorry for the short notice but if you could kindly provide this letter by **Thursday October 1<sup>st</sup> before 2pm.** If you have any questions please contact Darren or myself.

Kleco, Kleco

Link to funding:

<https://www2.gov.bc.ca/gov/content/transportation/funding-engagement-permits/funding-grants/investing-in-canada-infrastructure-program>

DATE

To whom it may concern,

On behalf of \_\_\_\_\_ (insert organization or First Nation) I am writing this letter of support for Tseshaht First Nation (Tseshaht) with respect to their application titled 'Tseshaht First Nation Community Revitalization' for the Investing in Canada Infrastructure program.

We understand Tseshaht is pursuing funding to develop an important cultural and recreational facility, not just for Tseshaht but for many Nuu-chah-nulth people. In funding Tseshaht for an indoor community hall, the community will be forever changed. These assets are critical to the continued efforts of Tseshaht to achieve a high quality of life for their members and of all Nuu-chah-nulth peoples. The former "Somass Hall" was a facility used by not just Tseshaht and Nuu-chah-nulth people, but citizens in Port Alberni and on the West Coast of Vancouver Island for meetings, cultural events and ceremonies.

Tseshaht First Nation previously had the Alberni Indian Residential School (AIRS) forcibly placed within its community. However, over the years Port Alberni has been the cultural hub for many Nuu-chah-nulth citizens and has resulted in Tseshaht facilities including the form Somass Hall, being integral to the lives of many people within the Alberni Valley.

Selecting Tseshaht's application for funding provides a clear act of reconciliation and is an important step in the community's path of healing.

\_\_\_\_\_ (insert organization) wishes Tseshaht First Nation all the best with this project and their funding submission. We look forward to the Nation's continued achievement.

Sincerely,

\_\_\_\_\_  
(insert name and signature)

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Building a diverse and sustainable economy.



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## **ANNUAL REPORT TURNS FOCUS TO SMALLER COMMUNITIES**

### ***Island Coastal Economic Trust highlights economic development impact through storytelling***

COURTENAY, 9 September 2020 – The Island Coastal Economic Trust (ICET) puts people and community front and centre in their latest [Annual Report](#), showcasing how economic diversification, planning and revitalization affect individuals on the ground across the region.

Their latest Report underscores the breadth and depth of work in partnership with local and regional government, non-profits and Indigenous communities. Eight small communities are profiled, including Port Alberni, Nitinaht Lake (Ditidaht First Nation), Port McNeill, Quadra Island, Hornby Island, Ladysmith, Sointula and Bute Inlet (Homalco First Nation). The personal stories from each of these communities demonstrate how community based economic diversification translates into improved livelihoods.

“This year has definitely been one to remember,” says ICET Board Chair Josie Osborne. “COVID-19 magnified the strong connection between economic diversification and human well-being. Our Report captures the heart of this link by emphasizing the stories of adaptation and innovation coming out of our region’s smaller areas. It demonstrates how ICET support goes beyond project works and strategies to help create more innovative and sustainable livelihoods.”

For more than 13 years, ICET has served nearly half a million residents across the Island and Coastal area, supporting the creation of a more diverse and competitive economy. Since 2006, the Trust has supported more than 225 community-based initiatives and approved over \$53.8 million in funds. For every funding dollar allocated, since inception, nearly \$4.62 has been leveraged back into the region.

“The demand for funding support remains strong,” says ICET CEO Line Robert. “Our Economic Infrastructure and Innovation Program has been fully subscribed for the last two years. Recent trends in economic diversification include projects related to remote tourism, agri-food, tech and innovation and now, in light of the pandemic, we’ve been supporting business transition and transformation across all sectors through the digital economy.”

Within a week of provincially mandated health and safety business closures, ICET developed two business support and recovery programs with long-standing partners, [Tourism Vancouver Island](#) (TVI) and [Innovation Island](#) (IITA). TVI’s Resiliency Program addresses challenges facing the tourism sector, while IITA’s DER3 program provides the opportunity for all businesses to adapt and transition to the digital economy.

“There’s still a lot of work to be done in our region,” says Robert. “Smaller

communities continue to have big needs. But we're a future-focused organization and there are extraordinary prospects on the horizon. Working together, in an inclusive way, we'll continue to move forward helping to create change that benefits our residents on the ground in long-lasting and meaningful ways."

To download ICET's 2019-2020 Annual Report, please visit [our website](#).

###

#### [About the Island Coastal Economic Trust \(ICET\)](#)

Created and capitalized by the Province of BC in 2006, the Island Coastal Economic Trust (ICET) mission is to create a more diverse and globally competitive Island and Coastal economy. In partnership with local and regional governments, non-profits and indigenous communities, ICET serves nearly half a million residents. Funding and support for economic infrastructure and other economic diversification initiatives is delivered through a unique community centered decision-making process. Since inception, ICET has approved more than \$52 million in funding for over 200 initiatives. These investments have leveraged over \$270 million in new investment into the region creating more than 2500 construction phase jobs and 2650 long term permanent jobs.

#### **For further information:**

[Amanda Fortier](#), Communications Officer

Island Coastal Economic Trust

Tel. 250-871-7797

**Follow ICET on [Facebook](#) and [Twitter](#).**



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**Our mailing address is:**

#108 - 501 4th Street  
Courtenay, BC V9N 1H3

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# Alberni Community and Women's Services Society

*Promoting Equality & Building Community*



September 1, 2020

Alberni Clayoquot Regional District  
3008 5th Avenue  
Port Alberni, BC V9Y 2E3

Dear Alberni Clayoquot Regional District,

On behalf of Alberni Community & Women's Services Society (ACAWS) I sincerely thank you for your Grant in aid of \$4,000. We appreciate your support.

Normalcy has been somewhat of an unfamiliar concept this year with the ongoing pandemic. Thankfully, we have been/are able to continue offering services during this challenging time. As a team we made necessary adjustments such as switching to over-the-phone counselling appointments, creating a "drive-thru" Drop-In window for our Drop-In Center clients, and implementing new COVID safety measures. As of August 5<sup>th</sup>, we have begun to allow a limited number of clients at a time into our Drop-In Center which has everyone smiling. We hope that we can continue returning to our more typical routine.

We have been able to continue to support our clients because of caring members of our community like you. Thank you for being part of the solution. Please feel free to contact me with any inquiries. I can be reached at 250-724-7111, ext. 228.

With warm regards,

Ellen Flood  
Executive Director  
Alberni Community & Women's Services Society

*We thank you  
so much for your  
support!*



The Office of the  
**Ombudsperson**

2nd floor – 947 Fort Street  
PO Box 9039 STN PROV GOVT  
Victoria BC V8W 9A5

[www.bcombudsperson.ca](http://www.bcombudsperson.ca)

General Inquiries: 250-387-5855  
Toll-Free: 1-800-567-3247  
Fax: 250-387-0198

Mr. John Jack  
Chair  
Alberni-Clayoquot Regional District  
3008 5th Ave  
PORT ALBERNI BC V9Y 2E3

August 28, 2020



Dear Mr. Jack,

**RE: Quarterly Reports: January 1 – March 31, 2020 and April 1 – June 30, 2020**

This package of documents details the complaint files the Office of the Ombudsperson closed for **Alberni-Clayoquot Regional District** over two quarters: January 1 – March 31, 2020 and April 1 – June 30, 2020. In recognition of the unprecedented pressures created by the COVID-19 pandemic the reports for the January 1 – March 31, 2020 were not sent according to our usual timeline, but are included here.

These packages do not include information about complaint files that are currently open with our office. As required by the *Ombudsperson Act*, these reports provide information about the complaint files we closed regarding your organization within the last two quarters, including both files we investigated and files we closed without investigation. No action is required on your part, however we hope that you will find this information useful and share it within your organization.

Enclosed you will find detailed reports containing the following:

- The number of files our office closed in the last two quarters regarding your organization and the category under which these files were closed. The categories we use to close files are based on the sections of the *Ombudsperson Act*, which gives the Ombudsperson the authority to investigate complaints from the public regarding authorities under his or her jurisdiction. A more detailed description of our closing categories is available on our website at: <https://bcombudsperson.ca/assets/media/QR-Glossary.pdf>.
- If applicable, copies of all closing summaries from investigated files that were closed during the last two quarters. Our office produces closing summaries for *investigated* files only, and not for enquiries or those we choose not to investigate. These summaries provide an overview of the complaint received, our investigation and the outcome.
- If applicable, a summary of the topics identified in all complaints that were closed in the last two quarters for your organization. Our office tracks the topics of complaints we investigate and those we close without investigation (we do not track this information for enquiries). We track general complaint topics for all complaints we receive, and when applicable, we include authority-specific and/or sector-specific topics for your organization

40  
years  
1980-2020

B.C.'s Independent Voice for Fairness



and/or sector. Because complaints are confidential, we do not share complaint topic information if we received too few complaints to preserve the complainants' anonymity.

If you have questions about our quarterly reports, or if you would like to sign up for our mailing list to be notified of educational opportunities provided by our Prevention Initiatives Team, please contact us at 250-508-2950 or [consult@bcombudsperson.ca](mailto:consult@bcombudsperson.ca).

Yours sincerely,

Jay Chalke  
Ombudsperson  
Province of British Columbia

Enclosures



Quarterly report for Alberni-Clayoquot Regional District for January 1 – March 31, 2020

Type of complaint closure	# closed
Enquiries – Many people who contact us are not calling to make a complaint, but are seeking information or advice. These contacts are classified as <i>Enquiries</i> to distinguish them from <i>Complaints</i> , which are requests that our office conduct an investigation.	3
Complaints with No Investigation – Our office does not investigate every complaint it receives. First, we determine whether we have authority to investigate the complaint under the <i>Ombudsperson Act</i> . We also have discretion to decline to investigate for other reasons specified in the <i>Ombudsperson Act</i> .	0
Early Resolution Investigations – Early Resolution investigations provide an expedited process for dealing with complaints when it appears that an opportunity exists for the authority to take immediate action to resolve the issue. Typical issues that are addressed through Early Resolution include timeliness, communication, and opportunities for internal review.	0
Complaint Investigations – When we investigate a complaint we may conclude with a determination that a complaint is not substantiated, or with a negotiated settlement of the complaint, or with public findings and recommendations. We may also exercise discretion to cease investigation for a number of other reasons specified in the <i>Ombudsperson Act</i> .	Total: 0
<i>Reason for closing an Investigation:</i>	
Pre-empted by existing statutory right of appeal, objection or review.	0
Investigation ceased with no formal findings under the <i>Ombudsperson Act</i> .	
More than one year between event and complaint	0
Insufficient personal interest	0
Available remedy	0
Frivolous/vexatious/trivial matter	0
Can consider without further investigation	0
No benefit to complainant or person aggrieved	0
Complaint abandoned	0
Complaint withdrawn	0
Complaint settled in consultation with the authority - When an investigation leads us to conclude that action is required to resolve the complaint, we try to achieve that resolution by obtaining the voluntary agreement of the authority to settle the complaint. This allows matters to be resolved fairly for the complainant and authority without requiring a formal finding of maladministration.	0
Complaint substantiated with formal findings under the <i>Ombudsperson Act</i> .	0
Complaint not substantiated under the <i>Ombudsperson Act</i> .	0
Ombudsperson Initiated Investigations – The Ombudsperson has the authority to initiate investigations independently from our process for responding to complaints from the public. These investigations may be ceased at the discretion of the Ombudsperson or concluded with formal findings and recommendations.	0

For more detailed information about the complaint closing categories used by our office, please see our glossary of terms at: <https://www.bcombudsperson.ca/resources/information-public-bodies/fairness-quick-tips>. To obtain a more detailed breakdown of the complaints closed for your authority for the quarter, please contact us at [consult@bcombudsperson.ca](mailto:consult@bcombudsperson.ca).

*The tables below summarize the complaint topics we are tracking for your sector and/or authority and the number of times this topic was identified in the files (investigated and non-investigated complaints) that were closed in the most recent quarter.*

If you would like more information on the types of complaints we receive, please contact our Prevention Initiatives Team: email us at [consult@bcombudsperson.ca](mailto:consult@bcombudsperson.ca) or call us at 250-508-2950.

### **Sector-Specific Complaint Topics - All Local Government**

Business Licensing	5	3%
Bylaw Enforcement	59	33%
Council Member Conduct (incl. Conflict of Interest)	3	2%
Official Community Plan/Zoning/Development	35	20%
Fees/Charges (incl. Taxes)	11	6%
Open Meetings	1	1%
Procurement	4	2%
Services (incl. Garbage, Sewer, Water)	20	11%
Response to Damages Claim	3	2%
Other	36	20%

### **General Complaint Topics - All Local Government**

Decision/Outcome - Disagreement with	88	37%
Accessibility	1	0%
Delay	8	3%
Administrative error	6	3%
Treatment by staff	12	5%
Communication	34	14%
Process/Procedure	63	27%
Complaint/Review/Appeals Process	15	6%
Employment/Labour Relations	4	2%
Other	6	3%



Quarterly report for Alberni-Clayoquot Regional District for April 1 – June 30, 2020

Type of complaint closure	# closed
Enquiries – Many people who contact us are not calling to make a complaint, but are seeking information or advice. These contacts are classified as <i>Enquiries</i> to distinguish them from <i>Complaints</i> , which are requests that our office conduct an investigation.	0
Complaints with No Investigation – Our office does not investigate every complaint it receives. First, we determine whether we have authority to investigate the complaint under the <i>Ombudsperson Act</i> . We also have discretion to decline to investigate for other reasons specified in the <i>Ombudsperson Act</i> .	4
Early Resolution Investigations – Early Resolution investigations provide an expedited process for dealing with complaints when it appears that an opportunity exists for the authority to take immediate action to resolve the issue. Typical issues that are addressed through Early Resolution include timeliness, communication, and opportunities for internal review.	0
Complaint Investigations – When we investigate a complaint we may conclude with a determination that a complaint is not substantiated, or with a negotiated settlement of the complaint, or with public findings and recommendations. We may also exercise discretion to cease investigation for a number of other reasons specified in the <i>Ombudsperson Act</i> .	Total: 0
<i>Reason for closing an Investigation:</i>	
Pre-empted by existing statutory right of appeal, objection or review.	0
<i>Investigation ceased with no formal findings under the Ombudsperson Act.</i>	
More than one year between event and complaint	0
Insufficient personal interest	0
Available remedy	0
Frivolous/vexatious/trivial matter	0
Can consider without further investigation	0
No benefit to complainant or person aggrieved	0
Complaint abandoned	0
Complaint withdrawn	0
Complaint settled in consultation with the authority - When an investigation leads us to conclude that action is required to resolve the complaint, we try to achieve that resolution by obtaining the voluntary agreement of the authority to settle the complaint. This allows matters to be resolved fairly for the complainant and authority without requiring a formal finding of maladministration.	0
Complaint substantiated with formal findings under the <i>Ombudsperson Act</i> .	0
Complaint not substantiated under the <i>Ombudsperson Act</i> .	0
Ombudsperson Initiated Investigations – The Ombudsperson has the authority to initiate investigations independently from our process for responding to complaints from the public. These investigations may be ceased at the discretion of the Ombudsperson or concluded with formal findings and recommendations.	0

For more detailed information about the complaint closing categories used by our office, please see our glossary of terms at: <https://www.bcombudsperson.ca/resources/information-public-bodies/fairness-quick-tips>. To obtain a more detailed breakdown of the complaints closed for your authority for the quarter, please contact us at [consult@bcombudsperson.ca](mailto:consult@bcombudsperson.ca).



*The tables below summarize the complaint topics we are tracking for your sector and/or authority and the number of times this topic was identified in the files (investigated and non-investigated complaints) that were closed in the most recent quarter.*

If you would like more information on the types of complaints we receive, please contact our Prevention Initiatives Team: email us at [consult@bcombudsperson.ca](mailto:consult@bcombudsperson.ca) or call us at 250-508-2950.

**Sector-Specific Complaint Topics - All Local Government**

Business Licensing	7	5%
Bylaw Enforcement	43	31%
Council Member Conduct (incl. Conflict of Interest)	4	3%
Official Community Plan/Zoning/Development	29	21%
Fees/Charges (incl. Taxes)	18	13%
Open Meetings	2	1%
Services (incl. Garbage, Sewer, Water)	13	9%
Response to Damages Claim	4	3%
Other	18	13%

**General Complaint Topics - All Local Government**

COVID-19	7	4%
Disagreement with Decision or Outcome	60	34%
Accessibility	2	1%
Delay	14	8%
Administrative Error	4	2%
Treatment by Staff	11	6%
Communication	23	13%
Process or Procedure	36	20%
Review or Appeal Process	6	3%
Employment or Labour Relations	1	1%
Other	14	8%



September 30, 2020

Rebecca Reid  
Regional Director General  
Fisheries and Oceans Canada, Pacific Region  
401 Burrard Street  
Vancouver, BC, V6C 3S4

File No: 0530-01 GEN

Attn: Rebecca Reid, Regional Director General

Dear Ms. Reid:

**RE: At-Sea Observer Program**

Ucluelet is an isolated community with both limited health care resources and limited access to health care facilities. During this current COVID-19 pandemic, the community is taking all necessary steps, consistent with Provincial Health Authority guidelines, to minimize the potential for transmission and spread of the Corona Virus. This includes ensuring that our community's primary employers like Ucluelet Harbour Seafoods and the commercial groundfish trawl fleet do not increase the COVID-19 risks to our community.

It has come to our attention that Fisheries and Oceans Canada (FOC) is considering resuming the use of At-Sea Observers (ACOs) in the groundfish trawl fishery. While we support the need for fishery independent data collection for the proper management of our public resources, we do not believe this needs to risk public health and safety when an electronic monitoring option is available. AOCs do not live in Ucluelet. Rather, they travel to our community from all parts of the Province to work for short periods of time. Furthermore, there is a high turnover of the generally young staff, resulting in new trainees being deployed on a regular basis and making it difficult to maintain safe bubbles and minimize the risk to our community and our neighbours. For this reason, we ask FOC to work with the groundfish trawl industry and the contracted service providers Archipelago Marine Research and Vericatch to find solutions to the data collection and monitoring problems without requiring the resumption of At-Sea Observers.

It is clear from the recent alarming increasing trends in Provincial COVID-19 cases and hospitalizations that the pandemic continues to be a serious matter. We must remain vigilant at protecting our communities, especially since a second wave is predicted for this fall and the risks of exposure and transmission will increase.

Thank you for your attention to this matter. I am available to discuss this with you at any time.

**District of Ucluelet . *Life on the Edge*®**

200 Main Street, PO BOX 999, Ucluelet, British Columbia V0R 3A0  
(250) 726-7744 • Fax (250) 726-7335 • [info@ucluelet.ca](mailto:info@ucluelet.ca) • [www.ucluelet.ca](http://www.ucluelet.ca)



Sincerely,

*Mayco Noël*

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Mayco Noël  
Mayor of Ucluelet

Cc: *District of Ucluelet Council*



huu ay aht

ANCIENT SPIRIT, MODERN MIND



September 23, 2020

Bob Beckett, Director Electoral Area "A"  
ACRD  
3008 Fifth Ave  
Port Alberni, BC  
V9Y 2E3

**Re: Upgrades to Bamfield Road – Huu-ay-aht First Nations**

Dear Bob Beckett,

On September 11, 2020, the Province of British Columbia announced that Bamfield Road would receive the upgrades it so desperately needs. Huu-ay-aht First Nations is extremely pleased by this development, and we acknowledge we did not get to this point without a lot of help and support along the way.

On behalf of Huu-ay-aht First Nations Ḥawiiḥ and Executive Council, we would like to thank you for the part you played in reaching this important milestone. We believe it is because of the strong support we received that this project moved forward at this time.

Our Nation has been dedicated to ensuring upgrades come to the road for many decades. As the announcement was made in Victoria, emotions ran high among our community. Since the road became public, safety has been a concern for our citizens and residents of Bamfield who travel this stretch of road on a regular basis. These upgrades will help keep people safe on their journeys in the future.

As a treaty Nation, we honour and respect the relationships we have built in our community, with local governments, and both Canada and the Province of B.C. We see this announcement as another example of the positive change that is possible when everyone works together on a common goal. Thank you for being part of this journey. We look forward to continuing to work together in the future to make our community even stronger.

Respectfully,

Robert J. Dennis Sr.  
Elected Chief Councillor  
Huu-ay-aht First Nations

Tayii Ḥawiiḥ Ḥiišiiḥ  
Derek Peters, Hereditary Chief  
Huu-ay-aht First Nations

Office: Anacle Government Office, 170 Nookimus Road, Anacle, B.C. V0R 1B0  
Phone: 1-800-614-4555 | 250-728-3414 | Fax: 250-728-1922

Main: Port Alberni Government Office, 4644 Atlelaidh Street, Port Alberni, B.C. V9Y 6M4 | Phone: 250-723-0100 | Fax: 250-723-0546



Reference: 361747

*October 7, 2020*

Penny Cote, Electoral Area Director Sproat Lake  
Alberni-Clayoquot Regional District  
3008 Fifth Avenue  
Port Alberni BC V9Y 2E3

Sent via email: [pcote@acrd.bc.ca](mailto:pcote@acrd.bc.ca)

Dear Director Cote:

Thank you for your follow-up email of September 12, 2020, addressed to the Parliamentary Secretary for Environment and the Minister of Environment and Climate Change Strategy, regarding the impacts of Styrofoam in dock and wharf construction on our marine and freshwater environments. As a provincial election has been called, I am pleased to respond on their behalf, and I would like to take this opportunity to provide an update about recent actions the provincial government has taken to address marine debris.

Earlier this year, a [What We Heard on Marine Debris in BC report](#) was released, which highlights the obstacles faced by communities, ideas to address these obstacles and the innovative solutions and programs developed by local groups. In support of this work, ministry staff have been looking at ideas to mitigate the problem such as ways to improve best management practices for dock construction, maintenance and recycling.

As you may know, on August 31, 2020, the B.C. Government announced \$3.5 million in funding to the [Small Ship Tour Operators Association](#) (SSTOA) to remove marine debris from B.C.'s central and north coasts. The association responded to government's broad call to British Columbians for proposals to stimulate our economy in response to the COVID-19 pandemic. The project will be a collaboration involving Indigenous communities, local governments and volunteer organizations. The SSTOA anticipates collecting and recycling where possible between 50 and 100 tons of debris—such as plastics and other items harmful to both marine life and coastal communities. A second project, which resulted from a proposal from the [Coastal First Nations–Great Bear Initiative](#), was announced on September 4.

...2

Thank you again for all the work that you do to protect our coast. We deeply value the work of your organization.

With best regards,

A handwritten signature in blue ink, appearing to read "Kevin Jardine". The signature is stylized and written over the printed name and title.

Kevin Jardine  
Deputy Minister



## REQUEST FOR DECISION

**To:** Alberni-Clayoquot Regional District Board of Directors

**From:** Tricia Bryant, CPA, CGA, Asset Management Coordinator  
Salmon Beach Advisory Committee

**Meeting Date:** October 14, 2020

**Subject:** Salmon Beach Asset Management Plan Version 1

**Recommendation:**

***That the Alberni-Clayoquot Regional District Board of Directors adopt the Salmon Beach Asset Management Plan Version 1.***

**Summary:**

The attached report and Salmon Beach Asset Management Plan Version 1 was presented by the Asset Management Coordinator to the Salmon Beach Advisory Committee on September 23, 2020. The Committee agreed with the recommendation for the Board of Directors to adopt the plan.

For more information about Asset Management, the ACRD staff have developed an informative webpage located at <https://www.acrd.bc.ca/asset-management> to answer common questions and provide links to adopted Asset Management documents.

Submitted by:   
 \_\_\_\_\_  
 Tricia Bryant, CPA, CGA, Asset Management Coordinator

Reviewed by:   
 \_\_\_\_\_  
 Teri Fong, CPA, CGA, Chief Financial Officer

Approved by:   
 \_\_\_\_\_  
 Douglas Holmes, CPA, CA, Chief Administration Officer



## REQUEST FOR DECISION

**To:** Salmon Beach Advisory Committee

**From:** Tricia Bryant, CPA, CGA, Asset Management Coordinator

**Meeting Date:** September 23, 2020

**Subject:** Salmon Beach Asset Management Plan Version 1

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### **Recommendation:**

That the Salmon Beach Advisory Committee recommend the Alberni-Clayoquot Regional District Board of Directors adopt the Salmon Beach Asset Management Plan Version 1.

### **Desired Outcome:**

The Alberni-Clayoquot Regional District (ACRD) Board of Directors adopts the Salmon Beach Asset Management Plan (the Plan) to guide decision-making and facilitate sustainable service delivery.

### **Summary:**

The Salmon Beach Asset Management Plan is the tenth plan created by the ACRD with the assistance of site reports, the previous and Acting Environmental Services Manager and staff. The purpose of the Plan is to better guide the Board, management and staff in decision-making and sustainable service delivery. It is also a communication tool for public awareness. The Plan has already provided value by gathering data from various departments to identify areas and projects that are priority in the budgeting and long-term financial planning process. In order to make relevant and reliable long-term financial plans, Asset Management Plans are a necessity. The Plan is a key tool to become more proactive than reactive. Prior to the Plan's creation, an Asset Registry was created in which component valuations and approximate expiration dates are used to calculate required annual financial contribution from parcel tax in order to maintain desired levels of service. It can also be used to identify necessary adjustments to user rates. This version of the Plan will be dated with the date of adoption.

Asset Management Plans identify any financial gaps that potentially could be filled with grants or require other funding sources such as taxation. Asset Management Plans are now a requirement for grant applications as well as accurate and reliable long-term financial plans.

### **Time Requirements – Staff & Elected Officials:**

There is a dedicated full-time position until late 2020 for Asset Management. Most Asset Management Plans can take a significant amount of time to compile necessary information, analyze and present it in a way that provides value to staff, management, the Board and users of the service. Additionally, time must be taken to properly include the information in Asset Management Plans in the 5 year financial plan of the Regional District.

Submitted by:   
Tricia Bryant, CPA, CGA, Asset Management Coordinator

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

Approved by:   
Douglas Holmes, CPA, CA, Chief Administration Officer



ALBERNI-CLAYOQUOT  
REGIONAL DISTRICT

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# Salmon Beach

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## Asset Management Plan

Version 1



DATE OF ADOPTION: TBD



## Contents

<b>1</b>	<b>EXECUTIVE SUMMARY</b>	<b>3</b>
1.1	Purpose of the Plan .....	3
1.2	Asset Service Areas .....	3
1.3	Levels of Service.....	3
1.4	Future Demand.....	3
1.5	Lifecycle Management Plan.....	3
1.6	Financial Summary.....	4
1.7	Asset Management Practices .....	6
1.8	Monitoring and Improvement Program .....	6
<b>2</b>	<b>INTRODUCTION</b>	<b>6</b>
2.1	Background.....	6
2.2	Asset Inventory.....	8
2.3	Levels of Service.....	9
2.4	Emergency Preparedness .....	15
<b>3</b>	<b>CURRENT STATE OF SALMON BEACH INFRASTRUCTURE</b>	<b>15</b>
3.1	Inventory.....	15
3.2	Replacement Costs and Dates .....	16
3.3	Condition Assessments.....	16
3.4	Current Operations and Maintenance Costs .....	17
3.5	Risk Management Plan .....	18
<b>4</b>	<b>ASSET MANAGEMENT IMPROVEMENT PLAN</b>	<b>19</b>
4.1	Infrastructure Priority Ranking .....	19
4.2	Improvement Plan .....	20
<b>5</b>	<b>APPENDIX</b>	<b>21</b>
<b>6</b>	<b>REFERENCES</b>	<b>22</b>





## 1 EXECUTIVE SUMMARY

### 1.1 Purpose of the Plan

The Salmon Beach Asset Management Plan (AMP) is part of the ACRD Asset Management program to facilitate informed decision-making and effective allocation of resources for infrastructure. The purpose of an AMP is to deliver sustainable, cost effective services to ACRD communities in a socially, economically, and environmentally responsible manner, while providing the Level of Service agreed upon by the Board.

### 1.2 Asset Service Areas

The Salmon Beach assets included in this plan are comprised from the six different services within Salmon Beach including: Sewage, Security, Garbage, Recreation, Transportation, and Water. Rather than creating several small plans, it was determined that more value would be achieved from all the assets being in one cohesive AMP as the same tax base applies to all services. Salmon Beach Power is not included in this plan because, although the community paid for the initial installation of the hydro grid, BC Hydro has now been transferred ownership of the network in terms of maintenance and replacement and therefore is no longer considered an ACRD asset.

### 1.3 Levels of Service

The present funding levels are sufficient for medium-term operations and improvements; however, insufficient to continue to provide the existing services at current levels in the long-term. The main service consequences will be more frequent service interruptions, a decline in service quality or loss of specific services.

### 1.4 Future Demand

The main demands for new services are created by:

- Board of Directors and resident level of service expectations
- Legislative regulations
- Education and programs
- Change in community needs or vision as conveyed through the Advisory Committee

These will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include asset and non-asset solutions, ensuring against risks and mitigating failures.

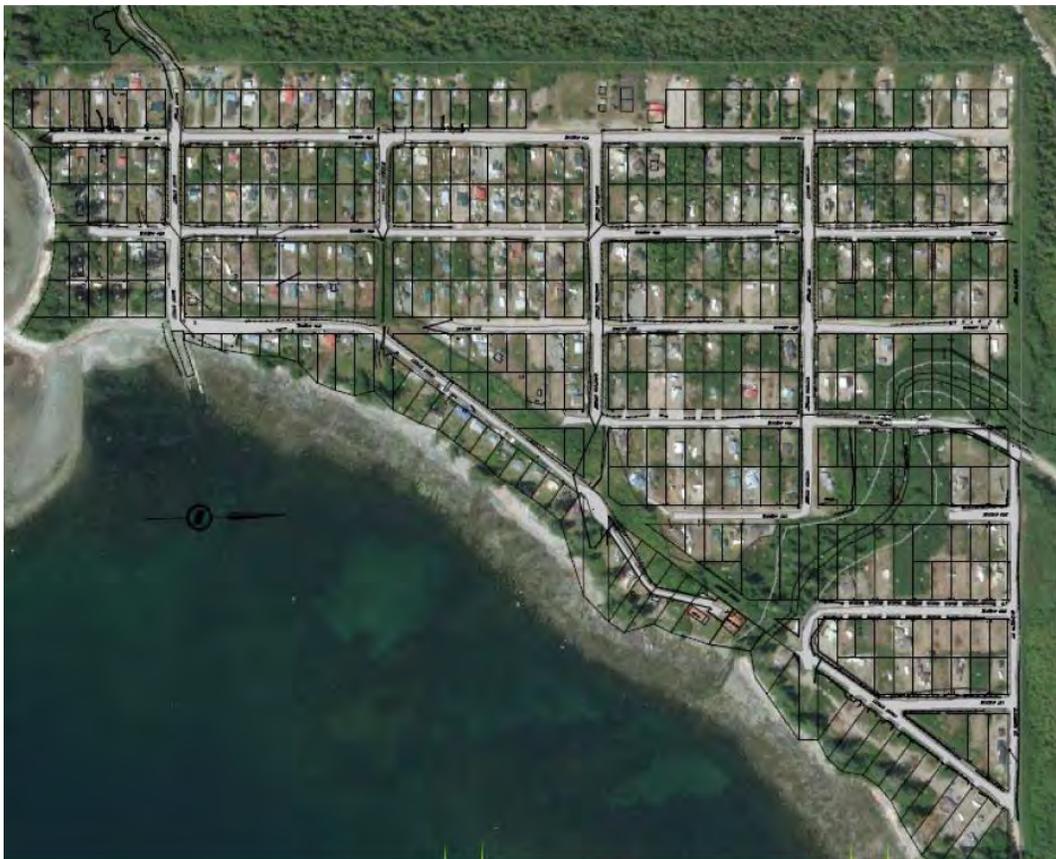
### 1.5 Lifecycle Management Plan

Asset Management assists in conscious and calculated decisions for all assets covered in AMPs from acquisition, operation, maintenance, disposal and renewal or upgrade. During the course of an assets life, the replacement value is known along with an estimated date of replacement based on age and



condition. Annual contributions required are calculated for each component within the AMP so we can measure the funding gap between current and future levels of service in order to align funding and service expectations. The AM Program achieves responsible and reliable lifecycle management practices.

The Asset Management Coordinator has created the Salmon Beach AMP with the assistance of the Department Managers and operational staff. Asset Management systems will continue to be maintained once this position expires by ACRD staff. Estimated service life replacement cost of the infrastructure were determined using historical data and industry standards. Management staff provided risk assessments and goals.



### 1.6 Financial Summary

The Salmon Beach infrastructure has a total current replacement value of \$865,000 in 2020 dollars. This does not include a contingency for construction, engineering, financial, legal or administration costs nor does it include replacement costs for the bridge within the community. With an estimated inflation rate of 1.5%, estimated future replacement costs are \$1.2 million for current infrastructure at the end of the components estimated service life. Salmon Beach is surrounded by the Treaty Settlement Lands of the Toquaht First Nation (TFN), therefore, expansion of the service area is highly unlikely. Zoning for the area is seasonal and property owners are limited to 180 days per year. While



the property owners at Salmon Beach may change and empty lots with RVs may transform into lots with cabins, expansion growth has not been considered a factor for the service area when determining levels of service or contribution rates. Contribution rates and levels of service will be reviewed if community density and demand increase beyond current capacity levels.

Parcel taxes for 376 parcels contribute approximately \$295,000 or \$785 per parcel annually towards the operations, maintenance and capital replacement for Salmon Beach. Aside from Pump and Haul fees collected for the emptying of personal holding tanks, averaging \$24,400 annually, the only source of income for Salmon Beach is through parcel tax. Average operation and maintenance expenses total \$219,000 with an additional \$153,000 required annually in capital replacement costs. In reality, renewal of system components will occur in cycles based on asset life, completion of major improvements and according to their condition and use.

Considering current reserve balances, it is recommended that rates increase to \$947 per parcel, or \$351,200 total contribution, excluding any Pump and Haul fees. This is not a large increase from the current parcel tax rate and indicates that closing the funding gap is attainable and that the current spending level is within the means of the community.



The next projected large capital renewal is expected in 2023 is for a replacement septic truck and playground with a current replacement cost of \$200,000 and \$60,000, respectively. \$25,000 is currently budgeted in 2020 for playground gravel renewal.



### 1.7 Asset Management Practices

Assets are managed using a combination of Microsoft Office and Vadim. Registries and AMPs will be reviewed and updated on an annual basis prior to the release of the following version.

### 1.8 Monitoring and Improvement Program

At the end of this AMP there will be an Improvement Plan intended to improve Asset Management practices within Salmon Beach and the Asset Management Program as a whole. Generally included in Improvement Plans are suggested changes or additions to documented inspections and condition assessments, monitoring of asset-specific operational and maintenance procedures and assigning present risks a numerical rating in order to measure mitigation success.



## 2 INTRODUCTION

### 2.1 Background

This AMP encompasses all Salmon Beach owned assets including the pumper truck. Also included in this AMP is the boat dock, pilings and ramp, playground and recreational equipment, maintenance equipment, septic equipment and security fencing. The purpose of the AMP is to facilitate the strategic management of the system infrastructure and the services provided by it, giving guidance on new and existing infrastructure to maximize use of financial resources long term, reduce risk and provide a prioritized view for service continuity and improvements over a 20-year planning period and beyond.

The ACRD AM Program follows the advice of the Asset Management BC Framework; Plans are designed to be living documents that change with the organization to reflect progress made while continuously striving for sustainable service delivery. Consideration of community priorities and an understanding of trade-offs between resources and desired services is the foundation of sound AM practices.

The AMBC Roadmap guides organizations through basic, intermediate and advanced Asset Management Practices. It is the goal of the ACRD to achieve a basic to intermediate level of understanding.



This AMP should be read in the context of the ACRD’s Asset Management Policy and Strategy. The Salmon Beach AMP is a living document and will develop with AM practices and with the influence of the following corporate documents:

- Annual strategic priorities
- Short-term and long-term financial plans
- Maintenance policies
- Grant applications and funding

Asset Management Plans are designed for several reasons: first, to guide Management and the Board in planning and decision-making, second, to aid in the creation of short term and long term financial plans as well as operational plans and last, to spark community engagement for the service.

As the ACRD moves through the AM implementation process, knowledge and understanding of the AM program increases and it is expected that this plan evolve further, solidifying assumptions made and filling in any present information gaps where further research or information is required.

The roads within Salmon Beach were not originally constructed to the Ministry of Transportation and Infrastructure’s (MOTI’s) standards. In 2004, the ACRD came to an agreement with MOTI that transfers the maintenance responsibility, as well as any liability in the event of an accident, to the ACRD (Appendix). If the ACRD were to bring the roads up to MOTI’s standards, it is possible that MOTI would take over road ownership and maintenance responsibilities.

The gate installed at the North entrance to Salmon Beach had previously been installed on the Ministry of Forests, Lands Natural Resource Operations and Rural Development but was requested to be removed from the lands. It was then placed on MOTI Right of Way (ROW) within Salmon Beach boundaries but still blocks access periodically to the community. While MOTI does not have a formal stance on the matter due to Salmon Beach being designated a “Water Access Only” community, there are no current issues with the placement, periodic closure and use of the gate; however, this creates an uncertainty with future placement should MOTI change their stance on the matter.



On the south side of the gate is a bridge within the Salmon Beach community that is situated on MOTI ROW. Due to the complexity of the ownership and responsibility of the roads and the placement of the bridge, is it currently unclear which party would be responsible for the upcoming bridge replacement. Discussions are currently taking place between ACRD staff and MOTI to determine ownership and establish clear guidelines moving forward.



The Water service is currently being developed but does not have any associated assets at this time. It has been excluded from this AMP and will be included in subsequent versions if assets are acquired.

Land to the West of Salmon Beach, where the septic fields are located, is owned by TFN. There has been expressed interest between the ACRD and TFN to formalize the use of the land, however, this has been unsuccessful to date. TFN claims the land is not included in their Official Community Plan or Infrastructure Plan which cover a 25-year span. Prior to any large capital expenditures related to the renewal or upgrade of the current septic systems, this arrangement should be once again reviewed with TFN.

### New Septic Field Location – TFN Lands



## 2.2 Asset Inventory

The Salmon Beach assets consists of many components including:

- 20' Seacans
- Dock, Pilings & Boat Ramp
- Sani-dump & Septic Fields
- Garbage Bins
- Playground, Tennis Court & Picnic Huts
- Septic Truck, Water Trailer & Reservoir
- Fencing & Security Gate
- Contribution to roads (MOTI ROW)





Current replacement costs were estimated using historical data by Department Managers, staff and market research. Unit costs include all installation and estimated applicable taxes. Remaining useful life estimates were based on installation dates and expected service life provided by the previous and Acting General Manager of Environmental Services and operational staff based on knowledge and experience.

Any land associated with Salmon Beach is not included in this AM Plan as there are no future plans for expansion, revival, sale or rejuvenation of the current land.

### 2.3 Levels of Service

Levels of service (LOS) are measures of fact related to the service delivery outcome intended to demonstrate effective performance. They measure how the customer receives the service, the value provided by the service and performance related to allocation of resources to service activities to best achieve the desired outcomes. Other services within the ACRD will typically have LOS separated by both how the customer perceives the service and how the service can be delivered effectively, giving consideration to resources and capacity. Within this single AMP are several Salmon Beach services and it was deemed to be best, for readability and conciseness, to instead separate the LOS by service. Within each LOS table will be consideration for both customer and technical aspects.

- Operations – ongoing activities, day-to-day operations
- Maintenance – activities enabling an asset to provide service for its planned life
- Renewal – activities that return the service capability to near original capacity
- Upgrade – activities that provide a higher level of service





Garbage

**Table 2.1 - Levels of Service**

Service	Service Objective	Objective Measure	Current Performance	Desired Outcome
<b>Operations</b>  2020 Budget: \$27,500	Facilities are safe and accessible year-round	Number of safety or wildlife issues involving the public or contractors	No safety or wildlife issues	No change
<b>Maintenance</b>  2020 Budget: \$3,000	Facilities shall not create a nuisance (litter, odor, vectors and/or wildlife attraction)	Number of nuisance issues or complaints related to garbage facilities	No nuisance issues or complaints  Monthly documented visual inspections	No change
<b>Renewal</b>  2020 Budget: \$9,000	Infrastructure meets needs to provide quality service to customers	Garbage infrastructure is replaced as condition deteriorates below acceptable levels	Replacements are reactive as needs arise	Replacements are budgeted and performed as required based on documented condition assessments
<b>Upgrade/ New</b>  2020 Budget: \$0	Infrastructure is upgraded to accommodate increased capacity or needs	Garbage infrastructure is upgraded and/or expanded to meet community needs  Waste diversion and recycling is available	Garbage infrastructure upgrades are reactive based on community needs  Some diversion but many stewardship products are being landfilled. Community members have desire for increased recycling of common stewardship products	Garbage infrastructure is budgeted and upgraded when performance and/or capacity is no longer adequate for community needs  Recycling bins are available for commonly accepted streams similar to curbside options to reduce landfilling of recyclables





Recreation

**Table 2.2 - Levels of Service**

Service	Service Objective	Objective Measure	Current Performance	Desired Outcome
<b>Operations</b>  <b>2020 Budget:</b> <b>\$25,500</b>	Access to clean and safe facilities and equipment	No safety incidents or concerns related to playground, picnic area, tennis courts, dock or boat launch	No safety incidents or immediate concerns. Picnic area gazebos have recently required additional supports to withstand winter storms	Documented regular condition assessments on recreation equipment
<b>Maintenance</b>  <b>2020 Budget:</b> <b>\$15,800</b>	Facilities and equipment are reliable and kept in good running order	Equipment receives documented maintained on a regular schedule	Maintenance is done on a reactive basis  Biweekly documented visual inspections  Community volunteers do light duty maintenance and cleaning in the summer	Recreation maintenance is proactive rather than reactive  No change  No change
<b>Renewal</b>  <b>2020 Budget:</b> <b>\$25,000</b>	Facilities and equipment meets needs to provide quality service to customers	Recreation equipment is budgeted and replaced when conditions decline below acceptable levels	Playground equipment is aging and condition is declining. Gravel base replacement in 2020  Picnic area gazebos in need of condition assessment to determine structural integrity and estimated service life remaining  Renewals are reactive	Recreation equipment and infrastructure is budgeted and renewed as condition deteriorates below acceptable levels  Renewals are proactive
<b>Upgrade/ New</b>  <b>2020 Budget:</b> <b>\$0</b>	Facilities and equipment is upgraded to accommodate increased capacity	Recreation equipment is replaced and upgraded based on available resources at the end of the assets useful life or as condition declines below acceptable levels	Playground is due for an upgrade due to quality and current safety regulations  Upgrades are reactive based on community needs	Capital budgets allow for upgrades as recreation equipment and infrastructure falls below acceptable levels or falls out of compliance with industry safety regulations



Security

**Table 2.3 - Levels of Service**

Service	Service Objective	Objective Measure	Current Performance	Desired Outcome
<b>Operations</b>  <b>2020 Budget:</b> <b>\$14,000</b>	Facilities are clean and safe without incident	Number of security violations or concerns	Security gate is vandalized approximately 3-4 times a year due to either vandalism or inability to get in/out	Security equipment mitigates all security concerns  No vandalism to gates due to accessibility frustrations
<b>Maintenance</b>  <b>2020 Budget:</b> <b>\$800</b>	Security equipment is reliable and kept in good running order	Fencing and gates are inspected regularly and repaired as required	Maintenance is done on a scheduled and proactive basis  Biweekly documented visual inspections	No change  No change
<b>Renewal</b>  <b>2020 Budget:</b> <b>\$0</b>	Infrastructure meets needs to provide quality service to customers	Fencing and gates are replaced when condition falls below acceptable levels	Replacements are on a reactive basis	Replacements are budgeted and performed as required based on documented condition assessments
<b>Upgrade/ New</b>  <b>2020 Budget:</b> <b>\$0</b>	Fencing and gates are upgraded to accommodate increased capacity and use  Placement of gate is accepted by all parties involved	Equipment is upgraded when security demand increases beyond current capacity  MOTI agrees to the continue to allow the gate to be placed across an MOTI owned road	New camera and security system recently installed due to deterioration and an outdated previous system  MOTI doesn't have a formal stance on the placement and use of the gate, currently has no issues	Security equipment is budgeted and upgraded when performance is no longer adequate for community needs  MOTI formalizes their position on the gate to prevent unexpected removal of assets prior to asset replacement





Sewage

**Table 2.4 - Levels of Service**

Service	Service Objective	Objective Measure	Current Performance	Desired Outcome
<b>Operations</b>  <b>2020 Budget:</b> <b>\$9,400</b>	Access to clean and safe facilities and equipment	No safety incidents or concerns related to septic truck, septic system or sani-dump	No recent safety incidents	No change
<b>Maintenance</b>  <b>2020 Budget:</b> <b>\$35,900</b>	Facilities and equipment are reliable and kept in good running order	No interruption of service due to maintenance	Septic truck receives semi-annual inspections that require it to be brought to Port Alberni  Septic field receives semi-annual preventative maintenance	No unscheduled breaks or interruptions in service due to maintenance  No change
<b>Renewal</b>  <b>2020 Budget:</b> <b>\$0</b>	Infrastructure meets needs to provide quality service to customers	Septic fields and truck can accommodate user demands  Septic truck is replaced when reliability begins to decline or asset age exceeds 15 years  Estimated service life increases with each capital replacement	Septic field replacement is being finalized in 2020 due to sludge accumulation in previous system  Septic truck is currently 12 years old and is in poor condition. Replacement required within 3 years. Current size is too large for community needs	Future budgets continue to allow for capital renewals based on lifecycles or deterioration of condition  Septic truck is budgeted for replacement every 15 years or as condition falls below acceptable levels
<b>Upgrade/ New</b>  <b>2020 Budget:</b> <b>\$100,000</b>	Infrastructure is upgraded to accommodate increased capacity	Septic fields are replaced and upgraded based on available resources at age 25 years or as condition declines below acceptable levels  Formal land use agreement on septic field land  Septic truck is upgraded to better service the community as needs, accessibility or technologies change	Septic field can accommodate 8-10 pump outs per week. At peak season, this can result in a 4-5 week wait for Pump & Hauls  No formal land use agreement in place from Toquaht FN  Current septic truck is quite large and a smaller or more compact truck would be preferred at replacement	Septic field capacity will allow for no more than 2 weeks wait time between request for service and Pump & Hauls  Land use agreement in place from Toquaht FN  Septic truck will not have accessibility issues due to size. Pump out demands will continue to be met without additional delay



Transportation

**Table 2.5 - Levels of Service**

Service	Service Objective	Objective Measure	Current Performance	Desired Outcome
<b>Operations</b>  <b>2020 Budget:</b> <b>\$102,000</b>	Roads are safe, accessible and free from surface damage, roadside brush and overgrowth	Roads are graded to remove any hazards, holes or large bumps   Roadside brush is removed regularly	Roads are not graded  Water diversion is poor  Roads do not meet MOTI standards  Ditches are overgrown, brush hauling has started	Salmon Beach maintenance workers have the necessary means to regularly address road and drainage issues as well as brush clearing  Brush hauling 3 times annually on average
<b>Maintenance</b>  <b>2020 Budget:</b> <b>\$14,400</b>	Road drainage systems are effective and improve overall road safety	Number of washouts, potholes or culvert issues	Culverts added as required  Repair work is reactive  Gravel added as needed  Roads not maintained to MOTI standards	Road maintenance schedule outlined in McGill Engineering Salmon Beach Road Maintenance Report is budgeted and followed to reduce large repair expenditures  Roads maintained to an acceptable level by the ACRD and MOTI to reduce liability
<b>Renewal</b>  <b>2020 Budget:</b> <b>\$75,000</b>	Road surface is renewed when condition falls below acceptable levels	Roads are resurfaced when quality deteriorates below acceptable levels and surface renewal is still possible given the road base	Culverts are replaced as needed  Road quality is not up to MOTI standards, ACRD accepts liability	Culverts are visually inspected on an annual basis and renewals are budgeted and scheduled before failure occurs  Roads maintained to an acceptable level by the ACRD and MOTI
<b>Upgrade/ New</b>  <b>2020 Budget:</b> <b>\$0</b>	As road base deteriorates, road rebuilds and upgrades take place if renewal projects no longer meet the needs of the community	Road bases are replaced and surfaces are rebuilt to MOTI standards when quality deteriorates below acceptable levels and surface renewal is not possible or an acceptable option	MOTI currently does not participate in the operations, maintenance, renewal or upgrades of the roads  Community currently has “water access only” status which has been challenged to MOTI in the past	MOTI communicates and participates with the ACRD to ensure safe and accessible roads and bridges to and within the community  Roads are upgraded as required to MOTI standards in order to be accepted by MOTI



For the purposes of this AMP, level of service expectations are set upon the annual adoption of the financial plan and strategic priorities as it is a reflection of the values, policies, and priorities of the Board of Directors with input from the Salmon Beach Advisory Committee and public engagement sessions. This will assist the ACRD’s Board of Directors and stakeholders in matching the level of service required, service risks and consequences with the community’s ability and willingness to pay for the service. The Salmon Beach Advisory Committee uses surveys to gather information about community wants and needs. The results of the survey completed earlier in 2020 was read and considered prior to the completion of this AMP.

It is important to monitor the service levels provided regularly as these will change as regulations and expectations change. The current performance is influenced by work efficiencies, technology, and regulations that will change over time. Review and establishment of the agreed position that achieves the best balance between service, risk and cost is essential.

### 2.4 Emergency Preparedness

Salmon Beach falls within Electoral Area C, Long Beach. There is currently an Emergency Preparedness Program being developed for the Electoral Area. Salmon Beach also does not have any fire protection as there are no Fire Departments within the required response radius. Due to the remoteness and size of the community, obtaining fire protection through a nearby fire department could be challenging.

## 3 CURRENT STATE OF SALMON BEACH INFRASTRUCTURE

### 3.1 Inventory

**Table 3.1 - Assets covered by this Plan**

Contributing Service	Asset Category	Current Replacement Value	Annual Contribution Required
SB Security	Gate with Keypad & Camera	12,000	575
SB Recreation	Dock, Ramp, Pilings (4) & Boat Launch	115,300	1,818
SB Recreation	Playground, Picnic Huts & Tennis Court	120,000	24,474
SB Recreation	Fencing	39,000	1,870
SB Sewage	Septic Truck for Pump & Hauls	200,000	65,691
SB Sewage	Sani-dump & Septic Fields	301,000	28,637
SB Sewage	SeaCans	21,200	340
SB Garbage	Garbage Bins	15,000	275
SB Transportation	Water Reservoir & Water Trailer	14,000	1,466
SB Transportation	Contribution to Roads (MOTI ROW)	N/A	27,757
	<b>TOTAL</b>	<b>\$837,500</b>	<b>\$152,904</b>



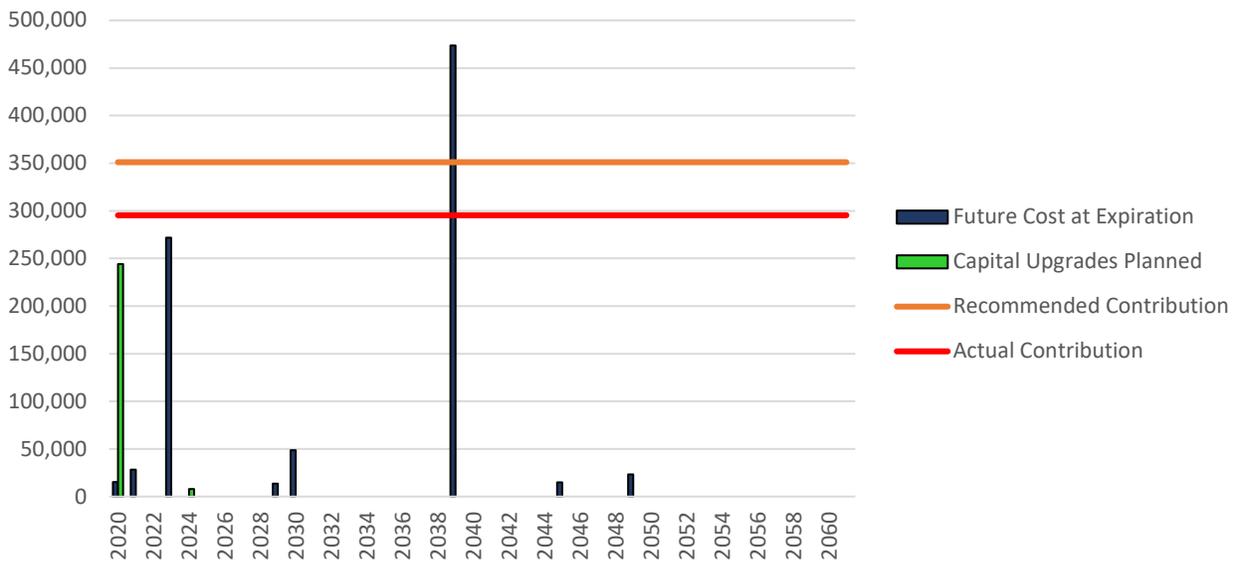
Assets that are nearing or at the end of their service lives are associated with high annual contribution requirements as the current replacement values are spread over the remaining ESL.

### 3.2 Replacement Costs and Dates

Asset management changes the financial focus from historical cost and annual amortization included in the ACRD’s financial statements to estimated replacement value, estimated service life, and annual capital investment required.

Over one quarter of Salmon Beach assets are due for replacement within 10 years. Table 3.2 summarizes suggested infrastructure replacement dates and estimated costs by year until 2060. Renewals in 2039 make up approximately \$475,000 for fencing, security gate and tennis court resurfacing. By creating a capital renewal plan now, the community will be much more likely to meet future financial obligations. Collecting the recommended annual contribution from users shown below of \$356,000, or \$947 per parcel, for capital and operating expenditures will close the projected funding gap assuming there are no unforeseen expenditures.

**Table 3.2 - Projected Timing for Capital Renewal**



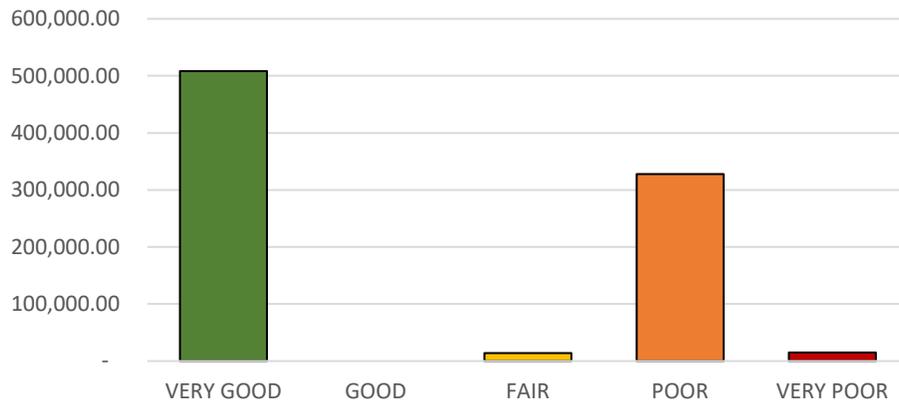
### 3.3 Condition Assessments

Visual condition inspections are performed on most assets at least monthly by maintenance personnel. Checklists are submitted to the ACRD office as they are completed. In other ACRD systems, condition assessments are calculated on each asset and this assessment along with the estimated service life remaining to determine the overall condition rating of the asset. Regular condition assessments are part of the improvement works outlined in this Plan for specific assets. For the purposes of this Plan, estimated remaining service life was the only basis for our condition assessments. Based on estimated service life, 40% of Salmon Beach assets assessed have a fair to very poor physical condition based on



age. Table 3.3 shows the current cost to replace assets based on the percentage of estimated useful service life remaining.

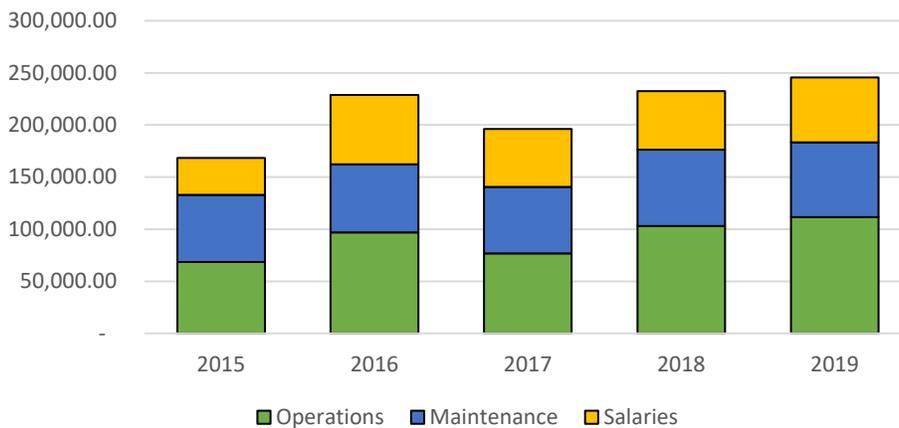
**Table 3.3 – Current Replacement Cost by Percentage of ESL Remaining**



### 3.4 Current Operations and Maintenance Costs

A key function of Asset Management is to track maintenance costs separate from operations costs to identify areas that are requiring more repairs as an indication of failing infrastructure. Table 3.4 shows the trend in combined operations and maintenance costs since 2015.

**Table 3.4 – Operations and Maintenance Cost Trends**



Average operation and maintenance costs total \$219,000 per year, including salaries, benefits and maintenance contracts. Operations costs are associated with day-to-day expenses aimed at achieving levels of service goals while maintenance costs are associated with repairs and keeping equipment in good running order. Operations costs have been slowly increasing, as shown in the graph, which is reflective of the overall condition of the Salmon Beach assets.



### 3.5 Risk Management Plan

Risk management is a key objective set out in our Asset Management Policy. With acceptable Levels of Service in mind, we have adopted a risk management framework to assess and rank criticality of the ACRD's infrastructure assets. One of the outcomes of implementing risk management is the ability to prioritize required capital expenditures based on criticality for the Salmon Beach.

The goal in adopting a framework is to have a consistent accurate understanding of the state of the Salmon Beach's infrastructure. The framework includes a standardized grading system that is easily repeatable, enables comparison of the status of infrastructure condition over time and across municipalities for comparison.

A risk matrix has been prepared and will be used for risk ratings throughout the ACRD. This matrix will also be used in conjunction with regular condition assessments to properly evaluate new and existing risks. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks. Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the assessment process.

According to the previous and Acting General Manager of Environmental Services and Asset Management Coordinator, the following are credible risks that could create a "High" risk rating at this time:

1. Lack of road access to and from Salmon Beach due to natural or human events when water access isn't a viable option considering specific emergency circumstances (ie: storm event)
2. Liability due to road incident within Salmon Beach resulting from road conditions
3. Wildfire or structure fire coupled with lack of fire coverage
4. Environmental issue with wastewater treatment facility
5. Tsunami, seismic event, etc. with no tsunami warning system currently in place
6. Response times in an emergency situation due to remoteness

In 2004, MOTI and the ACRD came to an agreement to grant the ACRD permission to maintain roads and drainage within the Salmon Beach community. This was intended to give the ACRD road authority in order to ensure the "Transportation" service within Salmon Beach was fulfilled to the ACRD's standards as MOTI had not approved the original road and drainage construction within the community. Along with maintenance responsibilities, this also transferred *full responsibility for any accident that may occur or damage that may be done to any person or property whatsoever caused directly or indirectly by these works, and shall save harmless and keep indemnified the Crown from all claims and demands whatsoever in respect of the works* (Appendix). The roads are situated on MOTI ROW are not currently maintained to MOTI standards and have notable defects and repair works required. It is recommended that the ACRD review options to reduce liability risk as well as community



risk relating to the roads. For more detailed information on deficiencies, refer to McGill & Associates Engineering Ltd.’s 2020 report “Salmon Beach Road Maintenance Recommendations”.

## 4 ASSET MANAGEMENT IMPROVEMENT PLAN

### 4.1 Infrastructure Priority Ranking

Table 4.1 lists the components within Salmon Beach in order of their required estimated replacement. This information can be used to aid in creating a Long-Term Financial Plan (LTFP) for this class of assets. When budgeting for future projects, it is recommended that a 30% general contingency and a 30% allowance for construction, engineering, financial, legal and admin costs be added to total project costs. Many factors can change the costs of materials required for projects and while the actual costs may differ, only the most current and available costs are used.

**Table 4.1 – Infrastructure Priority Ranking**

Component	Current Cost Estimate	Risk of Failure/ Injury
Playground equipment	60,000	High
Septic Truck	200,000	High
Road maintenance required (per McGill Eng.)	250,000	High
<b>Replacement Cost – High Risk</b>	<b>\$ 510,000</b>	
Sani-dump station	15,000	Moderate
Picnic Huts	40,000	Moderate
Trailer with Water Tank	12,000	Moderate
<b>Replacement Cost – Moderate Risk</b>	<b>\$ 67,000</b>	
Fencing	39,000	Low
<b>Replacement Cost – Low Risk</b>	<b>\$ 39,000</b>	
<b>Total Current Replacement</b>	<b>\$ 616,000</b>	





## 4.2 Improvement Plan

The tasks identified in the Table 4.2 are required to achieve the Salmon Beach asset management objectives, manage risks, and close the gap between current and targeted levels to achieve within the AMBC road Map. The table also identifies the integration of these tasks into the organization as recommended by the AMBC Framework.

**Table 4.2 – Improvement Plan**

Task#	Task	Responsibility	Timeline
1	Develop a plan to execute the required repairs outlined in McGill & Associates Engineering Ltd’s Salmon Beach Road Maintenance Report	General Manager of Community Services (previously General Manager of Environmental Services), maintenance personnel, Environmental Services staff	Fall 2020
2	Discuss with MOTI the ownership of the bridge to Salmon Beach. If owned by ACRD, include in subsequent AMP’s and schedule maintenance and eventual capital replacement	Environmental Services Staff, Asset Management Coordinator	Fall 2020
3	Locate a qualified playground inspector to evaluate the Salmon Beach playground prior to replacement	Land and Resources Coordinator	Fall 2020
4	Begin graded condition assessments on critical assets	Property Maintenance Coordinator	Fall 2020
5	Regional asset identification system for specific assets to record expenses at the asset level, where appropriate	Asset Management Coordinator	Fall 2020
6	Financial budgets consider required works identified in Asset Management Plan	Finance Department	Fall 2020
7	Annually review Risk Framework for changes	Property Maintenance Coordinator, Asset Management Coordinator	December 2020
8	Aging infrastructure is identified and slated for replacement or renewal	Department Managers, Property Maintenance Coordinator	Ongoing
9	Update and monitor asset specific operations and maintenance costs	Finance Department	Ongoing
10	Update inventory for additions, disposals and changes in useful life	Asset Management Coordinator	Ongoing
11	Identification for funding for capital projects	Asset Management Coordinator, Property Maintenance Coordinator	Ongoing

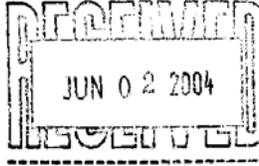


5 APPENDIX



May 31, 2004

Robert A. Harper, Administrator  
Alberni-Clayoquot Regional District  
3008 Fifth Ave.,  
Port Alberni, BC V9Y 2E3



File: 12511

Dear Mr. Harper,

**RE: Providing Transportation Services for the Salmon Beach Area (Bylaw No. E1039)**

Please accept this letter as permission to maintain roads and drainage within the Salmon Beach subdivision, subject to the following:

- 1) Works to be in substantial compliance with your letter to the Ministry (May 7, 2004) and approved Bylaw No. E1039.
- 2) The level of maintenance will be at the discretion of the Alberni-Clayoquot Regional District (ACRD). All public inquiries will be forwarded to the ACRD for resolution.
- 3) The ACRD, shall at all times accept full responsibility for any accident that may occur or damage that may be done to any person or property whatsoever caused directly or indirectly by these works, and shall save harmless and keep indemnified the Crown from all claims and demands whatsoever in respect of the works.
- 4) Due to unresolved issues, the Ministry has not approved road and drainage construction within this subdivision. Should the ACRD stop providing this service in the future, the Ministry will not accept any responsibility for this maintenance.

Should you have any further questions, please feel free to contact me.

Yours truly,

Bob Wylie  
Sr. District Development Technician

cc: Dave Dick, MoT Area Manager

- C.O.W. info  
- S.B. ette  
- cc Sean

Ministry of  
Transportation

Development Approvals  
Vancouver Island District  
South Coast Region

Mailing Address:  
2100 Labieux Road  
Nanaimo BC V9T 6E9

Site Address:  
2100 Labieux Road  
Nanaimo BC V9T 6E9  
Telephone: (250) 751-3288  
Facsimile: (250) 751-3289

Web Address:  
www.gov.bc.ca/tran -

File 1740.00



## 6 REFERENCES

### Asset Management BC

- 2011, “Asset Management for Sustainable Service Delivery: A BC Framework”
- 2011, Roadmap Project: A guide for using the Asset Management BC Road Map, Opus International Consultants Ltd, [https://www.assetmanagementbc.ca/wp-content/uploads/Guide\\_for\\_using\\_the\\_Roadmap-AMBC-Sept\\_23\\_2011.pdf](https://www.assetmanagementbc.ca/wp-content/uploads/Guide_for_using_the_Roadmap-AMBC-Sept_23_2011.pdf)
- 2014, Canadian Infrastructure Report Card “Asset Management Primer”, [https://www.assetmanagementbc.ca/wp-content/uploads/Asset\\_Management\\_Primer-CIRC-October\\_2014.pdf](https://www.assetmanagementbc.ca/wp-content/uploads/Asset_Management_Primer-CIRC-October_2014.pdf)

### McGill & Associates Engineering Ltd.

- 2020, “Salmon Beach Road Maintenance Recommendations”

### NAMS Canada Certificate Program

- 2006, “International Infrastructure Management Manual”, Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
- 2008, “NAMS.PLUS Asset Management”, Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/namsplus](http://www.ipwea.org/namsplus)
- 2015, 2nd edition, “Australian Infrastructure Financial Management Manual”, Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/AIFMM](http://www.ipwea.org/AIFMM)
- 2015, 3rd edition, “International Infrastructure Management Manual”, Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)



## REQUEST FOR DECISION

**To:** Board of Directors

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

**Meeting Date:** October 14, 2020

**Subject:** Alberni Valley Golf Club & Long Beach Recreation Cooperative Tax Exemption

### Recommendation:

***THAT the Alberni Clayoquot Regional District Board of Directors give first reading to Bylaw cited as "2021 Tax Exemption Bylaw No. F1150."***

***THAT the Alberni Clayoquot Regional District Board of Directors give second reading to Bylaw cited as "2021 Tax Exemption Bylaw No. F1150."***

***THAT the Alberni Clayoquot Regional District Board of Directors give third reading to Bylaw cited as "2021 Tax Exemption Bylaw No. F1150."***

***THAT the Alberni Clayoquot Regional District Board of Directors adopt Bylaw cited as "2021 Tax Exemption Bylaw No. F1150."***

### Desired Outcome:

To provide for property tax exemption in 2021 as has been done in prior years.

### Summary:

The Alberni Valley Golf Club provided a letter and presented as a delegation at the September 9, 2020 Board of Directors meeting requesting a tax exemption for 2021. The Long Beach Recreation Cooperative has also provided a letter to request a tax exemption for 2021. The 2021 Tax Exemption Bylaw No. F1150 has been attached for your consideration.

### Time Requirements – Staff & Elected Officials:

Some staff time is required to create and process the bylaw.

### Financial:

#### ***Alberni Golf Club***

The value of the 2020 property taxes for the Alberni Golf Club provided exemption was \$12,772 based on the reported assessed values. The ACRD component of the property tax would have been \$3,834 for all services that Area F – Cherry Creek participates. The Cherry Creek Waterworks (CCWW) exemption amount was \$2,672, but a contribution is paid directly to the CCWW for fire protection.

#### ***Long Beach Recreation Cooperative***

The value of the 2020 property taxes for the Long Beach Recreation Cooperative provided exemption was \$4,579. The ACRD component of the property tax would have been \$1,717 for all the services that Area C – Long Beach participates.

The effect on the taxpayers locally and provincially will be to spread the tax over the rest of the assessed values in the area.

**Policy or Legislation:**

Section 391 of the *Local Government Act* permits the ACRD to provide tax exemptions for the following year, by bylaw, to organizations providing public athletic or recreation purposes. The exemption can only be for the following year unless the ACRD receives assent of the electors (referendum) to provide the exemption for multiple years as per the *Local Government Act*.

The bylaw must be adopted by October 31 to provide exemption for the next calendar year and is adopted by at least 2/3 of the votes cast.



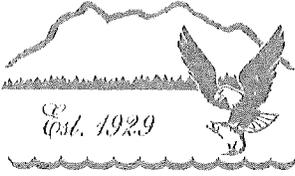
Submitted by: \_\_\_\_\_

Teri Fong, CPA, CGA, Chief Financial Officer



Approved by: \_\_\_\_\_

Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



## Alberni Golf Club Ltd.

6449 Cherry Creek Road, Port Alberni, BC V9Y 8T3  
Phone (250) 723-7111 Fax (250) 723-7010  
www.albernigolf.com (email) albernigolf@shaw.ca

August 19th, 2020

Alberni-Clayoquot Regional District  
3008 Fifth Avenue  
Port Alberni, B.C.  
V9Y 2E3

Dear Board Members,

It is time again for the Alberni Golf Club to request consideration from the Board of the Alberni-Clayoquot Regional District relative to granting a property tax exemption for the golf course under the provisions of the Local Government Act. The Alberni Golf Club has requested this tax exemption since learning of its existence 18 years ago, and we are extremely appreciative that the Board has recognized the merits in granting it, and has been supportive and granted it in all 18 years. We have been scheduled to make a presentation to the Board at the September 9th, 2020 Board Meeting, and appreciate the opportunity to attend and update the Board on our Club's activities, and answer any questions you might have.

The Alberni Golf Club operates as a non-profit limited company, governed by a volunteer board and executive, and is supported by many volunteers. We are in a very competitive industry and are operating on an extremely conservative and fiscally responsible budget. We have an aging membership, and this fact, coupled with ever-rising costs of operation, make long term survival of the Club a constant challenge. Our ongoing success and survival is dependent upon the efforts of conscientious staff and volunteers, as well as the continued support of our tax exemption request from this Board. The ongoing Covid Pandemic has made this year particularly challenging, as we were closed for a portion of the golf season, all functions had to be cancelled, and consequently, normal revenue streams have been compromised. At the same time, new protocols have increased costs of operation. Support from the Regional District is vital to our efforts to provide a quality venue which attracts contestants and tourists, raises money for local charities, provides the facility for our local school district to introduce the game of golf at no cost to all local children, and cultivates one of the best and most active junior programs in the province.

As we have done since the first year in this process, we will include in our budget a provision for the Cherry Creek Fire Department.

We request your support again this year. I look forward to seeing you at the Board Meeting, and should you have any questions, I would be pleased to address them.

Sincerely,

Ken Sander, President Alberni Golf Club

CHERRY CREEK WATERWORKS DISTRICT

5920-A Cherry Creek Rd, Port Alberni, BC V9Y 8R7 email: [cwww@shaw.ca](mailto:cwww@shaw.ca) [www.cherrycreekwater.com](http://www.cherrycreekwater.com) Phone: 250-723-2214

June 22, 2020

Alberni Golf Club Ltd.  
6449 Cherry Creek Road  
Port Alberni, BC V9Y 8T3

Received June 27/20

Attention: Ken Sander

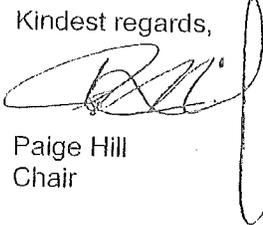
Dear Ken:

Re: 2021 Tax Exemption Support Letter.

The Cherry Creek Waterworks District Board of Trustees discussed your request for support in applying for an exemption from property taxes.

The Board of Trustees wish to lend their support to your request. The District is satisfied with the amount you contribute each year to Cherry Creek Volunteer Fire Department.

Kindest regards,



Paige Hill  
Chair

**September 18th, 2020**

**Alberni-Clayoquot Regional District**

**3008 Fifth Avenue**

**Port Alberni B.C.**

**V9Y 2E3**

**Dear Board of Directors of the West Coast Committee:**

**Re: Tax Exemption for Long Beach Recreation Co-op**

The Long Beach Recreation Co-op (Long Beach Golf Course) is requesting that the Board of the Alberni-Clayoquot Regional District grant Long Beach Golf Course a property tax exemption under the provisions of the Local Government Act for the 2021 year.

The Long Beach Golf Course continues to operate the golf course and campground as a non-profit organization. Our focus is to unite the towns of Tofino and Ucluelet, Vancouver Island, and tourists from all over the world through recreation.

During the last four years our board of directors have worked closely with general manager Cory Brent and his staff to ensure that the infrastructure of the golf course, campground, and all corners of the property is well maintained, clean, and in many instances restored. Our challenging golf course is revered among the golf community. This can be credited to the energy, motivation, and care that is continually put forth by the staff and board of directors of Long Beach Recreation. We will continue to put forth this quality work in order to provide a fun, safe, and beautiful recreation property. In addition to the golf course, driving range, and mini putt, we recently built a new practice area and putting green that has allowed new golfers and veterans to the sport an area to hone their skills.

These activities on our property have allowed us to provide jobs for adults and youth while generating cash flow in and around the community. Not only does our property provide recreational activities, we also continue to hold events and fundraisers to support other local business's and non-profit organisations.

Unfortunately, due to the ongoing Covid-19 pandemic, we have been unable to run most of our events and fundraisers that we have in the past. While we are disappointed those events did not take place, we are pleased that the West Coast Multiplex Fundraiser Tournament was able to go forward in a limited fashion. This tournament has raised over \$100,000 over the last four years and our donation of the golf course has been vital in the fundraising process. We will continue to support the West Coast Multiplex's dream of adding another exciting section of recreation in the area.

Although other fundraising events were unable to take place, we were still very involved in donating to organizations that support sports, children, families, and disadvantaged groups. Our commitment to these organisations is, and will continue to be, just as important to us as being an every day recreational venue for the West Coast.

Some of the organizations that we have supported this year by donation are:

Nanaimo Hospital Foundation

Cancer Society/Kick Cancers Ass

Tofino Hospice Society

Tofino and Ucluelet Fishing Derby

Hospital Activity Book for Children (Make-a-Wish Foundation Canada)

Diabetes Canada

Alberni Valley Bulldogs

Campbell River Hospital Foundation

Ucluelet Secondary Arts and Athletics

2020 BC & Yukon Virtual Gala for Type 1 Diabetes

Clayoquot Biosphere Trust

A new sponsorship for this year was a donation to a local resident that lost both his legs in a horrific sky diving accident. Tyler Turner will be competing in the Paralympic games in Japan in 2021 and we are happy to help him in his journey to capturing a medal for Canada. In addition to these donations, every golf course on Vancouver Island receives 10 golf passes to Long Beach Golf Course to hand out at their discretion to their members, guests, and friends. This not only gives our golf

course publicity, it also gives many people another reason to visit or vacation the area. A large part of what allows us to continue to donate, fundraise, and operate in the fashion that locals and tourists have become accustomed to, is our property tax exemption. The tax exemption is a tremendous help as we work to improve and add services to make the west coast experience more enjoyable for locals and visitors alike.

Unfortunately, this year has been a struggle to fundraise and support Vancouver Island organizations in the face of Covid-19 due to the governments' restrictions on gatherings. However, we are excited to hold all our regular fundraisers and tournaments in their fully capacity in 2021. Thank you in advance for your consideration and support of Long Beach Recreation Co-op. We hope to continue to work closely with you.

Sincerely,

Cory Brent

General Manager, Long Beach Recreation Co-op



Regional District of Alberni-Clayoquot

## Bylaw F1150

### 2021 Tax Exemption Bylaw

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**WHEREAS** the *Local Government Act* authorizes a Regional District Board to exempt from taxation land or improvements or both owned or held in trust by the owner for an athletic or service organization and used principally for public athletic or recreation purposes;

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

1. The following described property shall be exempt from taxation imposed under the *Local Government Act*:

- a. Land and improvements known as the **Alberni Golf Club** as outlined on **Schedule "A"** attached to and forming part of this Bylaw and legally described as follows:

**Lot 4, District Lot 17, Alberni District, Plan 13628, and,**

**The North ½ of Lot 96, Alberni District, being part of said lot lying North of the North boundary of Plan 1804, containing 80 acres more or less, except the south four chains of the East 7.50 chains containing 3 acres more or less except part in Plan VIP71603**

**PID Numbers: 000-958-859 & 000-959-049**

- b. Land and improvements known as the **Long Beach Recreation Cooperative** as outlined on **Schedule "B"** attached to and forming part of this Bylaw and legally described as follows:

**Parts of District Lots 166, 167, 178, 192, 193, 194, and 195, all part of the Long Beach Airport, all of the Clayoquot Land District**

**Parts of PID Numbers: 024-749-435, 010-322-451, 010-157-913, 024-749-389, 024-159-034, 024-158-569, 024-749-397**

2. The tax exemption established by this Bylaw shall be for the 2021 taxation year.

3. This Bylaw may be cited as **“2021 Tax Exemption Bylaw No. F1150”**.

Read a first time this                      day of                      ,                      2020.

Read a second time this                      day of                      ,                      2020.

Read a third time this                      day of                      ,                      2020.

ADOPTED this                      day of                      ,                      2020, by an affirmative vote of at least two-thirds the votes cast.

Certified true and correct copy of  
**“2021 Tax Exemption Bylaw No. F1150.”**

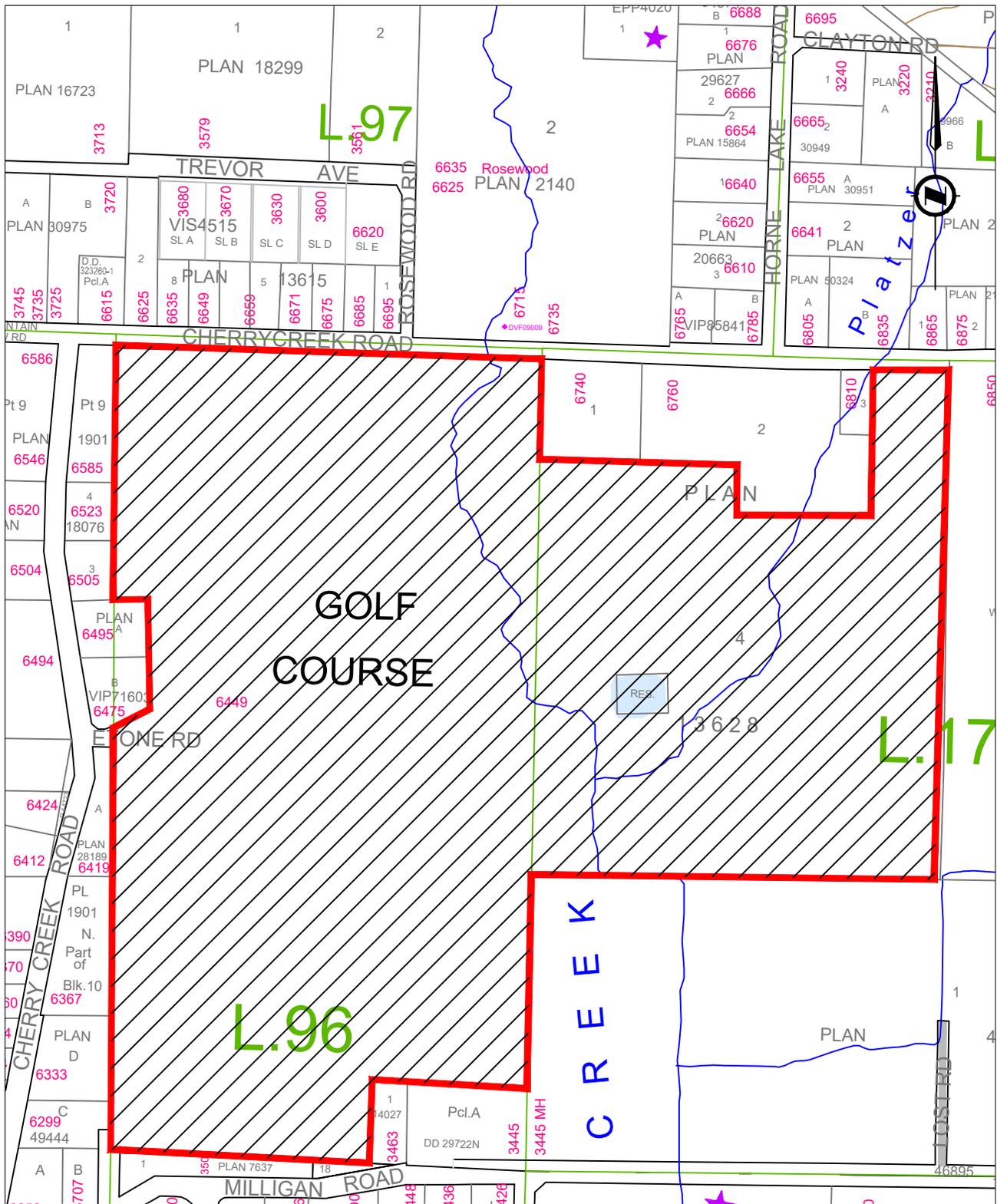
The Corporate seal of the Regional District of Alberni-Clayoquot was hereto affixed in the presence of:

\_\_\_\_\_  
GM of Administrative Services

\_\_\_\_\_  
Chairperson

# Schedule 'A'

This schedule is attached to and forms part of 2021 Tax Exemption Bylaw No. F1150



 Alberni Golf Club

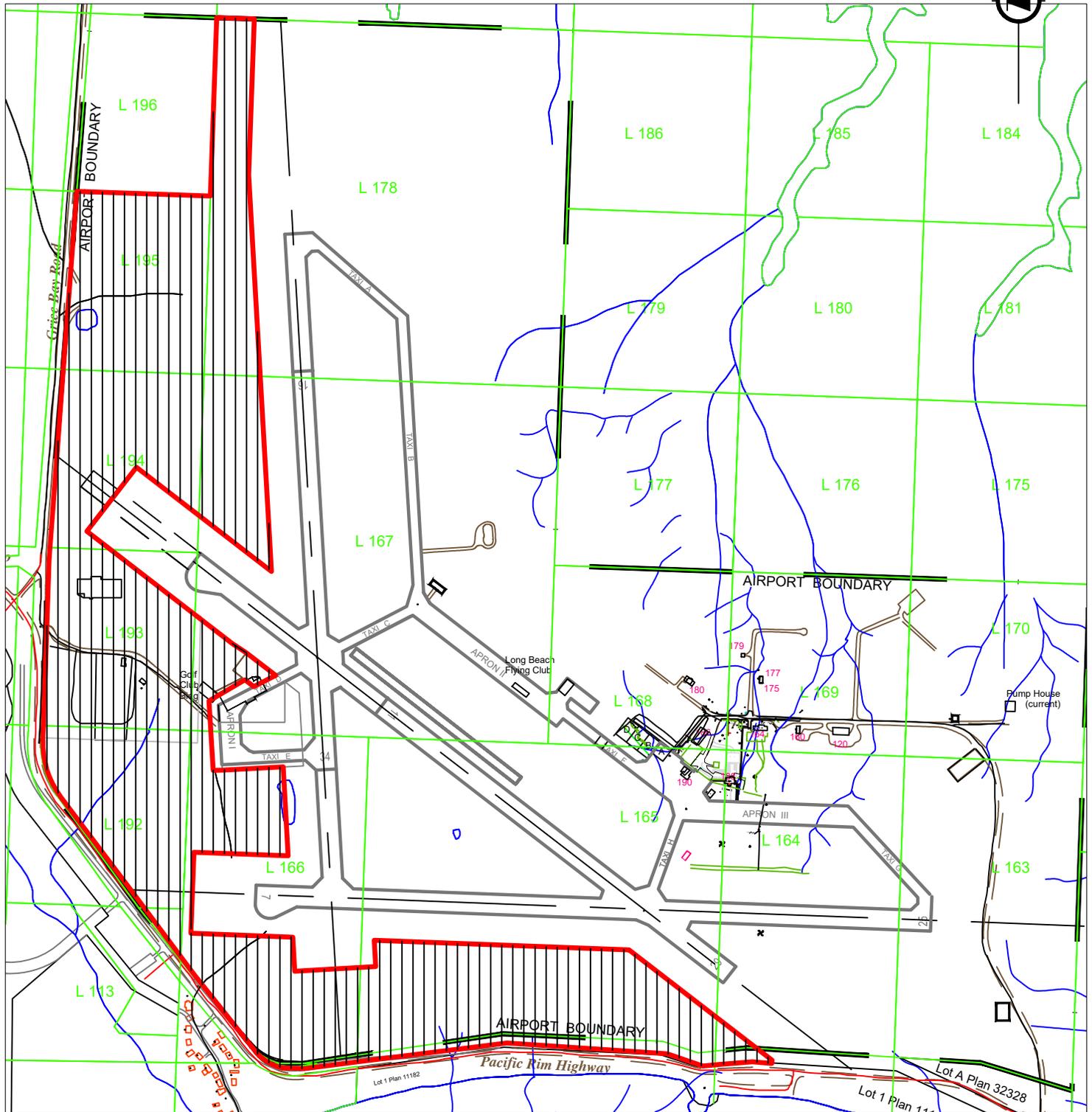


ALBERNI-CLAYOQUOT  
REGIONAL DISTRICT



# Schedule 'B'

This schedule is attached to and forms part of 2021 Tax Exemption Bylaw No. F1150



Long Beach Recreation Cooperative Lease Area



ALBERNI-CLAYOQUOT  
REGIONAL DISTRICT





## REQUEST FOR DECISION

**To:** Board of Directors  
**From:** Teri Fong, CPA, CGA, Chief Financial Officer  
**Meeting Date:** October 14, 2020  
**Subject:** BC Transit 3 Year Expansion Initiatives

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### **Recommendation:**

*That the Alberni-Clayoquot Regional District Board of Directors confirm the BC Transit 3 year expansion initiatives and sign the letter from BC Transit dated September 16, 2020.*

### **Desired Outcome:**

To confirm ACRD desire to proceed with BC Transit service expansion plans.

### **Summary:**

The ACRD has been working with BC Transit on 3 expansion initiatives:

- The implementation of a conventional transit service on the West Coast
  - The next step is for BC Transit to identify a viable service operator that includes vehicle maintenance capability. Even though the service is not scheduled to start until September 2022 this activity will proceed in 2021. ACRD staff will assist BC Transit staff in this process.
- The potential expansion of conventional transit in the Alberni Valley to the Electoral Areas
  - The next step is for staff at BC Transit, the City of Port Alberni and the ACRD to develop a terms of reference for the future service plan for consideration by City council, the Alberni Valley & Bamfield Services Committee and the ACRD Board. If the project is to proceed this winter then a complete review of the Port Alberni Transit System would occur to identify opportunities to broaden the service. This would include a public and stakeholders consultation process.
- Custom transit expansion to include some funds to increase taxi supplement to address unmet trips
  - There is no action required until budget discussion for 2021.

The signing of this letter will confirm the work plan between BC Transit and the ACRD. If the Directors would like to defer or expedite a project then now would be the time to express that desire to BC Transit for their consideration. It is important to note that BC Transit has currently paused all public communications, marketing & media until after the Provincial election.

### **Time Requirements – Staff & Elected Officials:**

A significant amount of staff time will be required to assist with both the implementation of the West Coast transit service and the potential expansion of the Alberni Valley service. The transit portfolio is currently being managed by the Chief Financial Officer (CFO) until the recruitment of a new General Manager of Community Services is completed. The CFO has very limited resources to dedicate to transit at this time and therefore does not recommend expediting any of the projects.

If the Board would like to proceed with both projects then additional resources may be required in the form of a contractor to assist with the two processes.

**Financial:**

There are no immediate financial implications of signing this 3 year expansion letter. BC Transit will be providing budget projections to the ACRD later this fall for the Custom Transit Annual Operating Agreement. The West Coast Transit service requires operator selection and agreement before updated financial implications are determined.

**Policy or Legislation:**

The expansion of a conventional transit service outside of City boundaries would require the development of an establishing bylaw including an electorate approval process.

**Options Considered:**

If the Board does not wish to secure additional resources for these projects then staff recommend delaying the investigation of the possible expansion of the Alberni Valley conventional system until winter 2021/22. This would delay the potential expansion date to September 2024.

If the BC Transit letter is signed with all 3 projects included then additional resources will be identified and brought forward for consideration during budget discussion for 2021.



Submitted by: \_\_\_\_\_

Teri Fong, CPA, CGA, Chief Financial Officer



Approved by: \_\_\_\_\_

Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



September 16, 2020

Attn: Doug Holmes  
CAO  
Alberni-Clayoquot Regional District  
3008 Fifth Avenue, Port Alberni, BC  
V9Y 2E3

**Re: 3 Year Expansion Initiatives**

Dear Doug,

As we continue to respond to the impact of COVID-19 and focus our efforts on recovery, the health and safety of our operators and customers remains paramount. As restrictions begin to lift across the province and customers are returning to their normal travel routines, there is also work underway to reinstate many of our key processes in collaboration with local governments. As much as the future remains uncertain, we must also begin to plan appropriately for the future growth of our transit systems.

Each year, BC Transit confirms service expansion plans for the coming year with local government partners, and also confirms service expansion priorities for the subsequent two years. This process ensures that 3-year expansion initiatives are consistent with the expectations of local governments, and allows BC Transit to proceed with securing the funding and resources to implement service expansions.

In late April, we communicated the decision to defer all planned 2020/21 expansion initiatives until 2021/22 in order to focus our efforts on service and ridership recovery across the province. As our society and the economy have begun to open back up, we have made every effort to ensure that transit service could accommodate increased travel while maintaining the safety of employees and customers. At the same time, we have begun to reinstate some of the initiatives that were put on hold, including our expansion planning. The purpose of this letter is to re-confirm the desire to proceed with the deferred expansion initiative(s) in 2021/22, as well as identify your expansion priorities for both 2022/23 and 2023/24.

We ask that a signed copy of this letter be returned to BC Transit by October 30, 2020. If you are unable to meet this deadline, please contact me at your earliest convenience to discuss further. Following confirmation of the provincial budget in February, we will confirm with you that supporting provincial funding has been secured and initiate a transit service implementation plan. I look forward to working with you on the continued improvement of your transit service and encourage you to contact me if you have any questions regarding these proposed initiatives.



Yours truly,



Myrna Moore  
Senior Manager, Government Relations  
BC Transit

## Three-Year Transit Expansion Plan

### Proposed Transit Service Expansion Initiatives

The table below outlines expansion initiatives previously identified for implementation in 2020/21, which are now deferred to 2021/22. The estimated costing remains unchanged from the Expansion Memorandum of Understanding (MOU) previously approved by your local government, and we anticipate that these estimates will be subject to further inflationary increases. Please ensure that these initiatives are consistent with your local government expectations.

PROPOSED CONVENTIONAL EXPANSION INITIATIVES – YEAR 1 (2021-22)						
AOA Period	In Service Date	Annual Hours	Vehicle Requirements	Estimated Annual Revenue	Estimated Annual Total Costs	Estimated Annual Net Municipal Share
2021/22	n/a					
		Description	*No deferred expansion initiatives			

PROPOSED CUSTOM EXPANSION INITIATIVES – YEAR 1 (2021-22)						
AOA Period	In Service Date	Annual Hours	Vehicle Requirements	Estimated Annual Revenue	Estimated Annual Total Costs	Estimated Annual Net Municipal Share
2021/22	Sep-21	0	0	\$1,400	\$22,000	\$5,928
		Description	Increase Taxi Supplement budget to address unmet trips			

The table below outlines expansion initiatives for year two and three of the three-year transit service expansion initiatives. Please note that we are unable to provide estimated costing for these initiatives as part of this year's revised process, but that cost estimates will be provided as part of next year's annual process for all three years. In the meantime, please ensure that these initiatives are consistent with the expectations of your local government.

<b>PROPOSED CONVENTIONAL EXPANSION INITIATIVES – YEARS 2 &amp; 3 (2022/23 and 2023/24)</b>			
<b>AOA Period</b>	<b>In Service Date</b>	<b>Annual Hours</b>	<b>Description</b>
2022/23	Sep-22	7,500	Introduce conventional transit service between Tofino and Ucluelet
2023/24	Sep-23	0	Expand transit to Electoral Areas, subject to Electoral Area/City of Port Alberni Service review completion

<b>PROPOSED CUSTOM EXPANSION INITIATIVES – YEARS 2 &amp; 3 (2022/23 and 2023/24)</b>		
<b>In Service Date</b>	<b>Annual Hours</b>	<b>Description</b>
Sep-22	0	Introduce Saturday service with Taxi Supplement
Sep-23		No expansion

## Approval

On behalf of the Alberni-Clayoquot Regional District, I/we are confirming to BC Transit our interest in proceeding with the deferred expansion initiative in 2021/22. Furthermore, I/we confirm that the expansion priorities identified for 2022/23 and 2023/34 align with our expectations, and that we will review and confirm these initiatives on an annual basis and with the knowledge that associated cost estimates will be once again be provided as part of this process in future years.

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
**Name:** \_\_\_\_\_ **Position:** \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
**Name:** \_\_\_\_\_ **Position:** \_\_\_\_\_

On behalf of BC Transit

**Signature:**  **Date:** September 16, 2020  
**Name:** Myrna Moore **Position:** Senior Manager, Government Relations



## REQUEST FOR DECISION

**To:** ACRD Board of Directors

**From:** Wendy Thomson, General Manager of Administrative Services

**Meeting Date:** October 14, 2020

**Subject:** ACRD Information Handling and Privacy Policy, 2020

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### **Recommendation:**

THAT the Alberni-Clayoquot Regional District Board of Directors adopt the Information and Handling Privacy Policy as presented.

### **Desired Outcome:**

To establish guidelines for the Alberni-Clayoquot Regional District (ACRD) respecting:

- a. The collection, use, disclosure, storage and retention of personal information;
- b. Ensuring personal information that is in the custody or under the control of the ACRD is protected, and;
- c. The handling of privacy breaches.

### **Background:**

The Provincial Government enacted the *Freedom of Information and Privacy Act (the Act)* in 1994 in order to make public bodies (local governments) more accountable to the public and to protect personal information. The *Act* protects the personal privacy of individuals by restricting the collection, use and disclosure of personal information.

In order to be compliant with the *Act*, the Provincial Government recommends that local governments implement a policy or policies detailing how each organization handles personal information and breaches. Regional District staff have developed the attached Information Handling Policy & Privacy Policy which sets guidelines and procedures for all Regional District departments in handling personal information, protecting privacy and privacy breaches.

The following are a few examples of the types of personal information the ACRD may collect:

- ACRD Staff – Personnel files
- Alternative Approval Process – Elector Response Form
- Referendums & Elections – Voter Registration
- ACRD Programs such as Emergency Social Services and Recycling Programs

Regional District staff recommend the ACRD Board of Directors adopt the Information Handling and Privacy Policy as presented.

### **Time Requirements – Staff & Elected Officials:**

Staff time to implement the policy and educate ACRD Staff and Directors as required.

**Financial:**

Any associated costs covered through General Government Services.

**Policy or Legislation:**

*The Freedom of Information and Protection of Privacy Act, Local Government Act and Bylaw A1087, ACRD Freedom of Information and Protection of Privacy, 2019 apply.*



Submitted by: \_\_\_\_\_  
Wendy Thomson, General Manager of Administrative Services



Approved by: \_\_\_\_\_  
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



## Alberni-Clayoquot Regional District

### INFORMATION HANDLING AND PRIVACY POLICY

Policy Issued By: Board of Directors  
Applicability: All Departments  
Date Adopted:  
Date(s) Amended:

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#### **PURPOSE:**

1. To establish guidelines for the collection, use, disclosure, storage, and retention of personal information by the ACRD and to ensure personal information in the custody or under the control of the ACRD is protected.
2. To ensure the ACRD, as a public body, is in compliance with its privacy obligations under the *Freedom of Information and Protection of Privacy Act* (the Act).

#### **SCOPE:**

3. This policy applies to personal information that the Regional District collects, uses or discloses in any form (including verbal, electronic or written personal information).

#### **POLICY:**

##### **Definitions**

4. The following definitions are used in this policy:
  - a. "ACRD" means the Alberni-Clayoquot Regional District.
  - b. "Contact Information" means information to enable an individual at a place of business to be contacted and includes the name, position name or title, business telephone number, business address, business email, or business fax number of the individual.
  - c. "General Manager of Administrative Services (GMAS)" means the "Head" designated by Bylaw A1087, *ACRD Freedom of Information and Protection of Privacy*.
  - d. "Personal information" comprises all recorded information about an identifiable individual such as home address, personal email, personal phone number, social insurance number, or family status, with the exception of contact information.

##### **Collection, Use, and Disclosure of Personal Information**

5. The ACRD will only collect personal information in accordance with the Act.
6. The ACRD will only collect personal information directly from the individual the information is about, unless it is through a method authorized under the Act.
7. The ACRD will only use personal information in its custody or under its control:
  - a. for a purpose for which that information was obtained or compiled, or for a use

- consistent with that purpose;
  - b. with consent of the individual whom the information is about; or
  - c. for a purpose for which that information may be disclosed in accordance with the *Act*.
8. The ACRD will only disclose personal information in its custody or under its control as permitted in accordance with the *Act*.
  9. The ACRD will maintain a record of the disclosure of any personal information in accordance with the *Act* for one year after the date of such disclosure in order to facilitate correction of personal information where requested.

### **Information Security**

10. The ACRD will employ security measures to protect personal information, such as requiring electronic passwords and user identification on software programs where personal information is stored.
11. Personal information in paper format shall be stored securely in a controlled access area and/or locked filing cabinet.
12. All personal information collected by the ACRD will be stored within Canada or in accordance with the *Act*.

### **Retention and Disposal**

13. Personal information collected by the ACRD will be classified, retained, and disposed in accordance with the Records Classification and Retention Schedule in the Local Government Management Association's Records Management Manual (the "LGMA Manual") as amended from time to time.
14. Paper documents are managed through an automated records management software program.
15. The GMAS is responsible for retaining and disposing records in accordance with the Records Retention Schedule in the (the "LGMA Manual") as amended from time to time.
16. Records are destroyed annually, by using appropriate methods to preserve the confidentiality of the content.
17. The ACRD will maintain a Destruction Register, indicating the type and the date records were destroyed.

### **Accuracy of Personal Information**

18. The ACRD will make every reasonable effort to ensure that personal information collected is accurate and complete.

### **Access to Personal Information**

19. An individual can request access to their personal information under the custody and control of the ACRD by contacting the GMAS.
20. ACRD Employees can request access to a copy of their own personal information by contacting the GMAS.

### Correction of Personal Information

21. Anyone can make a request to the ACRD to correct their personal information in the ACRD's custody or under its control by contacting the GMAS.
22. The ACRD will, within 30 days of receipt of a request under section 21 of this policy, either correct the information or annotate the information with the requested correction.
23. Upon correcting or annotating the information, the ACRD will notify any other public body or third party to whom that information has been disclosed during the one year period before the correction was requested.
24. On being notified under section 21 of this policy of a correction or annotation of personal information by another public body, the ACRD will make the correction or annotation on any record of that information in its custody or under its control.

### Privacy Breach Procedure

25. A privacy breach occurs when personal information is accessed, collected, used, disclosed, or disposed of without proper authorization.
26. All ACRD Employees, contractors, and volunteers have a duty under the *Act* to immediately report suspected privacy breaches to their supervisor or manager, who will then notify the GMAS.
27. The GMAS will then take the following steps:
  - a. immediately contain the breach by suspending the process or activity that caused the breach;
  - b. initiate an investigation and evaluate risks associated with the breach;
  - c. determine if the breach should be reported to the Privacy Commissioner;
  - d. determine if notification of affected individuals is required, then contact them if necessary;
  - e. determine if further investigation into the cause and extent of the breach is necessary;
  - f. ensure the details of the breach and corrective actions are documented;
  - g. if the investigation was initiated by way of a complaint, respond to the complainant in writing to provide the result of the investigation;
  - h. review investigative findings and develop prevention strategies; and
  - i. implement prevention strategies and monitor them through privacy/security audits at least annually.

### Privacy Complaints

28. Any complaints regarding the ACRD's compliance with the *Act*, or any enquiry concerning the ACRD's privacy policies or practices should be in writing and sent to the ACRD's GMAS.
29. Upon receiving a complaint, the ACRD will send written acknowledgement to the complainant within 14 business days.
30. The ACRD will follow the privacy breach procedure when responding to complaints of a privacy breach.

31. Within 30 business days of receiving a complaint, the ACRD will respond to the complainant in writing to provide the result of the investigation of the complaint, subject to operational requirements.

### **Privacy Impact Assessment**

32. Before developing a program, system, or any other initiative that involves personal information, a privacy impact assessment will be completed which will include a description of measures to mitigate any identified privacy risks.
33. In the privacy impact assessment, the ACRD will identify the authority for the collection, use, and disclosure of personal information.

### **Compliance**

34. The GMAS will be responsible for ensuring the procedures set out in this policy are being followed in compliance with the *Act*.
35. ACRD Employees will be required to review this policy and the applicable privacy impact assessment in relation to the operation of any new program, system, or any other initiative that involves personal information. Employees will complete a privacy impact assessment worksheet and consult with the GMAS prior to any program that involves personal information.
36. ACRD Employees shall receive additional information management and privacy training and/or updates as required.

### **Authority to Act**

37. The GMAS is delegated the responsibility and authority for ensuring compliance with this policy and the *Act*.

### **Related Documentation**

38. ACRD Bylaw A1087, Freedom of Information and Protection of Privacy, 2019 or any amended or updated versions.

### **Authority to Act**

39. This policy shall be reviewed by the GMAS at least every 3 years.



## REQUEST FOR DECISION

**To:** ACRD Board of Directors

**From:** Karen Freethy, Emergency Support Services Director

**Meeting Date:** October 14, 2020

**Subject:** Emergency Support Services – Evacuee Registration and Assistance Electronic Access Agreement

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**Recommendation:**

***THAT the Alberni-Clayoquot Regional District Board of Directors enter into an agreement with Emergency Management BC to use the Evacuee Registration and Assistance tool.***

**Desired Outcome:**

To modernize the delivery of ESS services in the Alberni-Clayoquot Regional District (ACRD) by applying the use of a new, online program, called the Evacuee Registration and Assistance (ERA) tool. Entering into an electronic access agreement with EMBC to allow ESS responders the ability to register and assist evacuees digitally when appropriate or desired. This program will also allow evacuees to self-register in the event of an evacuation order or alert.

**Background:**

ESS is a community-based emergency response program designed to preserve the physical, emotional and mental well-being of those affected by an emergency or disaster. ESS provides the temporary delivery of resources and services to provide support and to help evacuees re-establish themselves as quickly as possible.

Until recently, these services have only been offered in-person using paper forms. Responses to large scale events such as wildfires has prompted the province to develop a digital program to ease the burden on reception centres, increase the speed of registration and referral services and provide more timely financial reimbursements to service providers. The Province has been actively working towards updating provincial ESS services by developing a program that would modernize and digitalize response services. The ESS Modernization Project included updates to branding, legislation, policies, training and development of the online ERA tool. The application of this program was further accelerated by COVID-19. Due to the pandemic, where social distancing has been imperative, providing ESS services digitally became essential.

In April 2020, EMBC launched the ERA tool website to improve the registration and delivery of ESS. This tool allows evacuees to self-register, responders to enter registration and referrals digitally and suppliers to submit invoices and receipts online through any web browser.

The application of the ERA tool provides responders with another format to deliver effective ESS services. Although this is a great addition to ESS delivery models, it is not intended to replace face-to-face service and paper form processing and it will only be applied when deemed appropriate. However, the ERA tool does provide a functional alternative when in-person service is not possible or when a disaster is large in scale with mass evacuations.

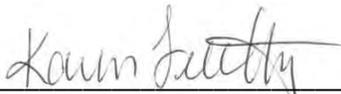
To implement the use of this program in the ACRD, the ACRD Board of Directors is required to enter into an ERA Electronic Access Agreement with EMBC. This agreement includes the ACRD Privacy Policy, pending approval from the Board of Directors at the October 14, 2020 meeting.

**Time Requirements – Staff & Elected Officials:**

Minimal staff time to enter into the agreement. Moderate and ongoing staff time to train ESS staff and volunteers to use the program.

**Financial:**

There are no costs to enter into the agreement nor to use the program however there would be staff time expenses for program training.

Submitted by:   
Karen Freethy, Emergency Support Services Director

Reviewed by:   
Heather Zenner, MA, RPF, Protective Services Manager

Approved by:   
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer

## ERA ELECTRONIC ACCESS AGREEMENT

BETWEEN:

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA, as represented by the Minister of the Public Safety and Solicitor General, on behalf of Emergency Management BC (“**EMBC**”).

AND:

[official community name] Alberni-Clayoquot Regional District  
Including any related and responsible components of the local emergency management program (“**community**”).

The Minister of Public Safety and Solicitor General and the community are referred to in this Agreement as the “**Participants**” and individually, each is referred to in this Agreement as a “**Participant**”.

### RECITALS

- A. All information provided to, collected by, delivered to or compiled by or on behalf of the Participants to this Agreement in the performance of their duties and responsibilities under this Agreement will be dealt with subject to and in accordance with the relevant provincial statutes, including the *Freedom of Information and Protection of Privacy Act*, R.S.B.C. 1996, c. 165 (“**FoIPPA**”).
- B. The Ministry of Public Safety and Solicitor General (“**PSSG**”) and the community are public bodies governed by FoIPPA and must collect, use and disclose Personal Information only as authorized under FoIPPA.
- C. Emergency Support Services (“**ESS**”) is a program of EMBC. EMBC is the Province's lead agency for coordinating all emergency management activities, including planning, training, testing and exercising, to help strengthen provincial resilience to emergencies .
- D. Under the *Emergency Program Act (EPA)*, each municipal council and regional district board that qualifies as a local authority must, as part of the local emergency plan, coordinate the provisions of food, clothing, shelter, transportation and medical services to victims of emergencies and disasters, whether that provision is made from within or outside of the local authority while EMBC is responsible for providing the program that supports the provisions of food, clothing, shelter, and transportation to those same local authority evacuees.
- E. Local authorities coordinate ESS jointly with EMBC by way of Public Safety Lifeline Volunteers (PSLV). The ESS PSLVs are considered employees of EMBC as per Schedule 1 of FoIPPA as the PSLVs are registered, trained and provided liability protection by the Province when deployed under the EPA to administer ESS. Additionally, EMBC reimburses volunteers for any travel related expenses incurred during a deployment

outside of their jurisdiction (i.e. Mileage or other modes of transportation, meal per-diem and accommodations).

- F. The local authority must, as part of the local emergency plan, coordinate the provisions of food, clothing, shelter, transportation and medical services to victims of emergencies and disasters, whether that provision is made from within or outside of the local authority.
- G. First Nations on federal reserves although not directly obligated by provincial legislation to provide ESS support to their residents, may choose to provide access to this same structured program through EMBC. The 10 year bi-lateral agreement with Indigenous Services Canada is designed to assist in the development of a community led emergency management program in First Nations communities to ensure all residents of the First Nation community will receive the same supports that residents of the local authorities receive in times of emergency or disaster.
- H. This agreement contains the terms and conditions that govern the community access to and use of the Emergency Support Services Registration and Assistance System (ERA) and where applicable, it also acts as an Information Sharing Agreement pursuant to section 69(5) of the *Freedom of Information and Protection of Privacy Act* (“**FoIPPA**”).
- I. All Participants wish to enter into this Agreement to document terms and conditions of the information sharing between the Participants.

#### **THE PARTICIPANTS AGREE AS FOLLOWS:**

##### **1. TERMS AND ACRONYMS**

- 1.1 As used in this Agreement, the following capitalized words and terms have the meanings ascribed to them below:
  - a) “**ERA**” means Emergency Support Services Registration and Assistance System, which is the case management system used to manage ESS registration used by EMBC.
  - b) “**ERA user**” means any individual who is authorized to have electronic access to ERA pursuant to this Agreement.
  - c) “**Authorized Persons**” means individuals who are either associated with or employees of the Participants who will be provided access to the Personal Information pursuant to this Agreement by a Participant.
  - d) “**Authorized Purpose**” has the meaning set out in section 4.1 of this Agreement.
  - e) “**Compliance Representative**” means the employee designated by a Participant who has substantive knowledge of and experience with, at a reasonably senior level, FoIPPA and its requirements, policies, procedures and regulations.
  - f) “**Data**” shall include, but is not limited to the Personal Information set out in Appendix A from both parties.

- g) **“Effective Date”** means the date the last of the Participants signs this Agreement.
- h) **“EMBC”** means the Emergency Management BC of the provincial government.
- i) **“Employee”** has the meaning set out in Schedule 1 of FoIPPA.
- j) **“ESS”** means Emergency Support Services.
- k) **“FoIPPA”** means the *Freedom of Information and Protection of Privacy Act*, R.S.B.C. 1996, c. 165 as amended or replaced from time to time.
- l) **“Information Incident”** means a single or a series of unwanted or unexpected events that threaten privacy or information security, including a privacy breach or the collection, use, disclosure, access, disposal, or storage of information, whether accidental or deliberate, that is not authorized by FoIPPA.
- m) **“OIPC”** means the Office of the Information and Privacy Commissioner of British Columbia.
- n) **“Participants”** means all partners of this agreement , and “Participant” means one of them, as the context may require.
- o) **“Personal Information”** has the meaning set out in FoIPPA, and refers only to Personal Information disclosed by either Participants pursuant to this Agreement.
- p) **“PSLV”** means Public Safety Lifeline Volunteers.
- q) **“PSSG”** means the Ministry of Public Safety and Solicitor General
- r) **“Public Body”** has the meaning set out in Schedule 1 of FoIPPA and includes a ministry of the government of British Columbia, an agency, board, commission, corporation, office or other body designated in, or added by regulation to, Schedule 2, or a local public body.
- s) **“SFTS”** means secured File Transfer Services

1.2 The Appendices to this Agreement are:

- (a) Appendix A – Personal Information Shared and Method of Disclosure.
- (b) Appendix B – Information Technology Support Procedures.
- (c) Appendix C – Compliance Representatives.
- (d) Appendix D – Information Handling and Privacy Policy
- (e) Appendix E – Privacy Breach Incident Procedures.
- (f) Appendix F – Contact Information for Notice.

**2. PURPOSE OF AGREEMENT**

The purpose of this Agreement is to document the terms and conditions of the collection, use, disclosure and retention of Personal Information by all the Participants, in compliance with the requirements of FoIPPA and any other relevant legislation.

**3. AUTHORITIES FOR THE COLLECTION, USE AND DISCLOSURE OF PERSONAL INFORMATION**

3.1 The Participants acknowledge that the Personal Information which is the subject of this Agreement:

- (a) will be collected directly by the EMBC and the community as per their relevant legislation;
- (b) will be disclosed to EMBC by the community pursuant to 33.2(a) [for the purpose for which it was obtained or compiled or for a use consistent with that purpose] and 33.2(l) of FoIPPA [to an officer or employee of a public body or to a minister, if the information is

necessary for the purposes of planning or evaluating a program or activity of a public body] and thus collected indirectly by community under the authority of sections 26(c) [the information relates directly to and is necessary for a program or activity of the public body], 26(e) [the information is necessary for the purposes of planning or evaluating a program or activity of a public body] and 27(1)(b) of FoIPPA [the information may be disclosed to the public body under sections 33 to 36]; and

- (c) will be disclosed to the community by EMBC pursuant to 33.2(a) [for the purpose for which it was obtained or compiled or for a use consistent with that purpose] and 33.2(l) of FoIPPA [to an officer or employee of a public body or to a minister, if the information is necessary for the purposes of planning or evaluating a program or activity of a public body] and thus collected indirectly by the community under the authority of sections 26(c) [the information relates directly to and is necessary for a program or activity of the public body], 26(e) [the information is necessary for the purposes of planning or evaluating a program or activity of a public body] and 27(1)(b) of FoIPPA [the information may be disclosed to the public body under sections 33 to 36].

#### **4. AUTHORIZED USE**

- 4.1 Without limiting any other use which a Participant may lawfully make of the Personal Information, under this Agreement the Participants may only use the Personal Information for the purpose of coordinating all emergency management activities (the “**Authorized Purpose**”).
- 4.2 If a Participant wishes to use the Personal Information received pursuant to this Agreement for a purpose different than the Authorized Purpose or a purpose for which it may otherwise lawfully use the Personal Information, then it must obtain prior written consent from the Participant who originally disclosed the Personal Information.

#### **5. PERSONAL INFORMATION DISCLOSED**

- 5.1 The Personal Information shared between the Participants and the method of disclosure are set out in Appendix A of this Agreement.
- 5.2 If a Participant wishes to disclose the Personal Information received pursuant to this Agreement for a purpose different than the Authorized Purpose, then it must obtain prior written consent from the Participant who originally disclosed the Personal Information.

#### **6. AUTHORIZED PERSONS**

- 6.1 Participants will restrict access to the Personal Information to the minimum number of individuals necessary to carry out the Authorized Purpose (the “**Authorized Persons**”).
- 6.2 Each Participant shall keep current a list of roles for its Authorized Persons, which includes the reason for data access of each role. Each Participant will ensure that the list is regularly updated to reflect changes in those roles and make the list available to the other Participant if requested.

#### **7. NO WARRANTY**

- 7.1 Participants will make all reasonable efforts to ensure that the Personal Information of an individual that is in its care or custody is accurate and complete. However, the Participants acknowledge and agree that all Personal Information is provided on an “as is” basis and the Participant providing the Personal Information makes no representations or warranties (express or implied) of any kind with respect to the Personal Information, including without limitation any warranties or representations that the Personal Information (or any part of it) is accurate, complete or up-to-date, or free from errors or omissions, in whole or in part, or that the Personal Information will be fit for any purpose.

## **8. COPYRIGHT AND LICENCE**

- 8.1 The community will not make copies of any ERA software that is owned by or licensed to EMBC, without the written consent of EMBC.

## **9. TRAINING**

- 9.1 The parties agree that community ERA users will be provided with the necessary instruction and practice in accordance with the Agreement before access is granted to the ERA Operations.

- 9.2 Training will be conducted through either of the following methods:

- a) With permission and where space is available, community ERA users will participate in EMBC training sessions; or
- b) community ERA users will be trained by a person who completed the ‘train the trainer’ module with EMBC.

- 9.3 The community will maintain and regularly review records of all users trained, including the dates of training sessions and names of the trainer(s). Only individuals who have signed an ERA User Agreement, received training on the use of ERA, and received a Business BCeID user account may access information as provided under this Agreement.

## **10. TECHNICAL SUPPORT**

Community ERA users may request assistance from the community computer services group for problems relating to hardware, network connectivity and other problems related to hardware infrastructure. If the issues cannot be resolved by the community computer services, community computer services group will contact their respective EMBC Regional Duty Manager via the EMBC Emergency Coordination Centre, who will facilitate any other technical support required, including support for internal hardware, connection and network. Procedures regarding technical support can be found in Appendix B of this Agreement.

- 10.1 The community computer services group creates, modifies and removes user access.

## **11. COMPLIANCE REPRESENTATIVE**

- 11.1 Each Participant will at all times have in place a knowledgeable senior person within its organization who is responsible for and has the authority to ensure privacy compliance generally and compliance with this Agreement (the “**Compliance Representative**”). As of the Effective Date of this Agreement, each Participant will have appointed the Compliance Representative set out in Appendix C of this Agreement.
- 11.2 Each Participant’s Compliance Representative will ensure that each of its Authorized Person is aware of the terms of this Agreement.
- 11.3 Each Participant will promptly notify the other Participant of any change to its Compliance Representative.

## **12. PRIVACY POLICY AND INFORMATION INCIDENT PROCEDURES**

- 12.1 The Participants acknowledge and agree to the following privacy procedures:
- (a) Each Participant will have an information handling and privacy policy or policies in place that are applicable to all of its Authorized Persons. Such policy or policies must clearly set out the responsibilities of each individual in the organization to keep Personal Information secure and to comply with the relevant privacy legislation and other generally accepted privacy principles (see Appendix D).
  - (b) Each Participant will ensure that all of its Authorized Persons have completed privacy training and any other relevant training prior to providing them with access to the Personal Information.
  - (c) Each Participant will have a privacy breach/information incident procedure to handle reports of suspected or confirmed privacy breaches (see Appendix E). In particular and without limitation, Participants will:
    - (i) Promptly notify the Compliance Representative of the other Participant and provide it with details of within 24 hours:
      - (a) any suspected or confirmed privacy or security incident concerning the subject matter of this Agreement, and
      - (b) any suspected or confirmed unauthorized access to, use, disclosure, or modification of Personal Information;
    - (ii) Assist the other Participant in investigating or preventing the recurrence of an Information Incident;
    - (iii) Provide ongoing communication and updates to the Compliance Representative of the other Participant during the course of any investigation into an Information Incident; and
    - (iv) If a Participant is required by its Information Incident protocols to promptly notify the OIPC of an Information Incident, the Participant will first notify the Compliance Representative of the other Participant before notifying the OIPC.

## **13. SECURITY**

- 13.1 All Participants will have appropriate physical, organizational and technological security measures in place to ensure that any and all Personal Information that is collected, accessed, used, disclosed or destroyed pursuant to this Agreement is done so only by Authorized Persons, except if disclosed pursuant to section 12.1(c) above, and only in accordance with FoIPPA, including without limitation:
- (a) access to all Participants' records containing paper copies of Personal Information will be restricted to Authorized Persons; and
  - (b) access to Personal Information stored on the Participants' computer systems and electronic storage devices and media will be restricted to Authorized Persons only.
- 13.2 All Participants will have the appropriate technological security measures in place, including but not limited to the following:
- a) Up-to-date Operating System (OS) with security patches and service packs;
  - b) active anti - virus software installed on the computer and configured to receive updates regularly; and
  - c) full computer virus scan set to run on a weekly basis.

#### **14. NO STORAGE OR ACCESS OUTSIDE CANADA**

- 14.1 All Participants will comply with FoIPPA restrictions by not storing or accessing Personal Information outside Canada.

#### **15. RECORDS RETENTION AND DESTRUCTION**

- 15.1 Subject to any legislated records retention and destruction obligations to which a Participant may be subject, a Participant will not retain any Personal Information in any form whatsoever (including, without limitation, hard copy or electronic formats), longer than is necessary to perform:
- (a) the Authorized Purpose;
  - (b) the Participant's obligations under this Agreement; and
  - (c) the Participant's legislated duties and obligations.
- 15.2 Once any legislated retention periods have been reached, and in accordance with its document retention and destruction policies, a Participant will securely destroy any and all Personal Information received pursuant to this Agreement from the other Participant and all records thereof in a manner that conforms to the requirements of relevant legislation and, is appropriate for the particular media, but in any event, in such a manner that the Personal Information contained in the record or any portion of the Personal Information cannot be subsequently retrieved, accessed or used by such Participant or by any other person.

## **16. COMPLIANCE**

- 16.1 A Participant will immediately notify the other Participant in writing of any non-compliance or anticipated non-compliance with this Agreement and will further inform the other Participant of all steps that the Participant proposes to take to address and prevent recurrence of such non-compliance or anticipated non-compliance.
- 16.2 A Participant shall promptly and fully assist and support any investigation or review by the OIPC in connection with the Personal Information. A Participant shall also comply with a decision of the OIPC unless any such decision is judicially reviewed.

## **17. COMPLAINTS**

- 17.1 A Participant will respond in a timely manner to any person who makes a complaint about its information practices with respect to the Personal Information exchanged under this Agreement, and will document each complaint and its resolution.
- 17.2 Where a complaint is not resolved to the complainant's satisfaction, a Participant will refer the complainant to the OIPC.
- 17.3 Each Participant will keep records of such complaints for a minimum of 2 years from the date of the resolution of the complaint, and will, subject to FoIPPA, provide those records to the other Participant upon request.

## **18. DISPUTE RESOLUTION PROCESS**

- 18.1 In the event of a dispute or disagreement relating to the interpretation or application of this Agreement or resulting from non-compliance with this Agreement, the Participants agree to:
- (a) Exercise all reasonable efforts to reach a resolution that is consistent with this Agreement, while meeting any legal requirements imposed by legislation or otherwise; and
  - (b) Resolve the dispute or disagreement through the following steps, in sequence:
    - (i) Staff members of the Participants who have the dispute or disagreement will consult and negotiate with each other;
    - (ii) If the dispute or disagreement is not resolved under section 18.1(b)(i) above, representatives of the Participants to the dispute or such other designates as those Participants may assign will try to reach a resolution; and
    - (iii) If the dispute or disagreement is not resolved under section 18.1(b)(ii) above, the Participants to the dispute will explore other appropriate dispute resolution processes, such as mediation.

## **19. TERM, SUBSTITUTION, AND TERMINATION**

- 19.1 The term of this Agreement as between the Participants will commence on the Effective Date.
- 19.2 Unless terminated earlier or extended upon agreement by the Participants, the term of this Agreement as between the Participants will continue in effect until February 1, 2029.

19.3 A Participant may terminate this Agreement by providing written notice to the other Participant 90 days prior to the date on which the notifying Participant intends the Agreement to terminate.

19.4 The obligations of all Participants to maintain the privacy, security and confidentiality of the Personal Information will survive the termination of this Agreement.

## **20. NOTICES**

20.1 All notices and communications required or permitted under this Agreement must be in writing and must be delivered to the other Participant at the address or electronic mail addresses set out in Appendix F. Delivery of notices and communications will be deemed to have occurred for the various delivery methods as follows:

- (a) By mail - 7 days after mailing.
- (b) By personal delivery - when delivered.
- (c) By courier - on the next business day following the date the courier indicates delivery.
- (d) By electronic transmission - on the same business day following the date of transmittal and acknowledgement of receipt by the recipient.

20.2 A Participant may notify the other Participant in writing of a change of address or email address and, following the receipt of such notice, the new address or email address (as applicable) will be deemed to be the address of that Participant.

## **21. GENERAL**

21.1 The community will establish and maintain policies and procedures to ensure that community ERA users comply with the terms and conditions of this Agreement. A copy of such policies and procedures will be provided to EMBC upon request.

21.2 The community will designate a central contact person who will be responsible for liaising with EMBC and will maintain a list of all community users assigned ERA accounts.

21.3 A list of community ERA users will be provided to EMBC upon request.

21.4 Community ERA users' access privileges will be revoked by community designate responsible for account access when they no longer require access due to changes in duties or status.

21.5 Nothing in this Agreement will be interpreted to conflict with or derogate from FoIPPA or the *Emergency Program Act*. Should any provision of this Agreement be found to conflict or derogate from those Acts, such provision will be null and void.

21.6 Nothing in this Agreement is in any way intended to replace or amend any obligation that the Participants are bound to or required to perform by operation of law.

21.7 Any amendments to this Agreement must be in writing and signed by all Participants.

- 21.8 The appendices of this Agreement may be amended or replaced at any time with the mutual consent of the Participants, and such amendments may be effected by an exchange of letters or emails at the address or electronic mail addresses set out in Appendix D.
- 21.9 A Participant will immediately notify the other Participant of any change in its name, or any change in its organizational structure that may affect any processes, procedures or a Participant's obligations under this Agreement in any manner.

The Participants have caused this Agreement to be executed below by their duly authorized representatives on the dates noted below:

**Signed by Emergency Management BC:**

\_\_\_\_\_  
 Melia Walker  
 Director, ESS and Mass Care  
 Emergency Management BC  
 Public Safety and Solicitor General

\_\_\_\_\_  
 Date

**Signed by community representative:**

\_\_\_\_\_  
*[Name]* Doug Holmes  
*[Title]* Chief Administrative Officer  
*[Official community name]*  
 Alberni-Clayoquot Regional District

\_\_\_\_\_  
 Date

*[Please replace the [bracketed] titles above with correct information before it is signed by a community representative (EPC or higher) with broad responsibility for the local emergency management program.]*

## Appendix A

### PERSONAL INFORMATION SHARED AND THE METHOD OF DISCLOSURE

#### 1. PERSONAL INFORMATION SHARED

1.1 The following personal information may be disclosed between Participants:

- Evacuee's name
- Address
- Phone number
- Email
- The good, money and services provided to the evacuees,
- Family composition
- Pets
- Security or vulnerability concerns
- Impacts on the evacuees
- Demographic (i.e. age, gender, relationship to head of household)
- Special needs
- ESS volunteer name and signature
- File number
- Task number (i.e. EMBC control number to enable tracking of approved response or training)
- Incident number (i.e. EMBC event number)
- Suppliers' contact information
- Quantity of goods and services that the evacuees are eligible for
- Valid Dates for services to be received; and
- General comments (i.e. misc. items, recovery plans or concerns or additional relevant information)

1.2 The following information may be collected by EMBC from the community:

- Names of volunteers and staff with access to system and relevant training.

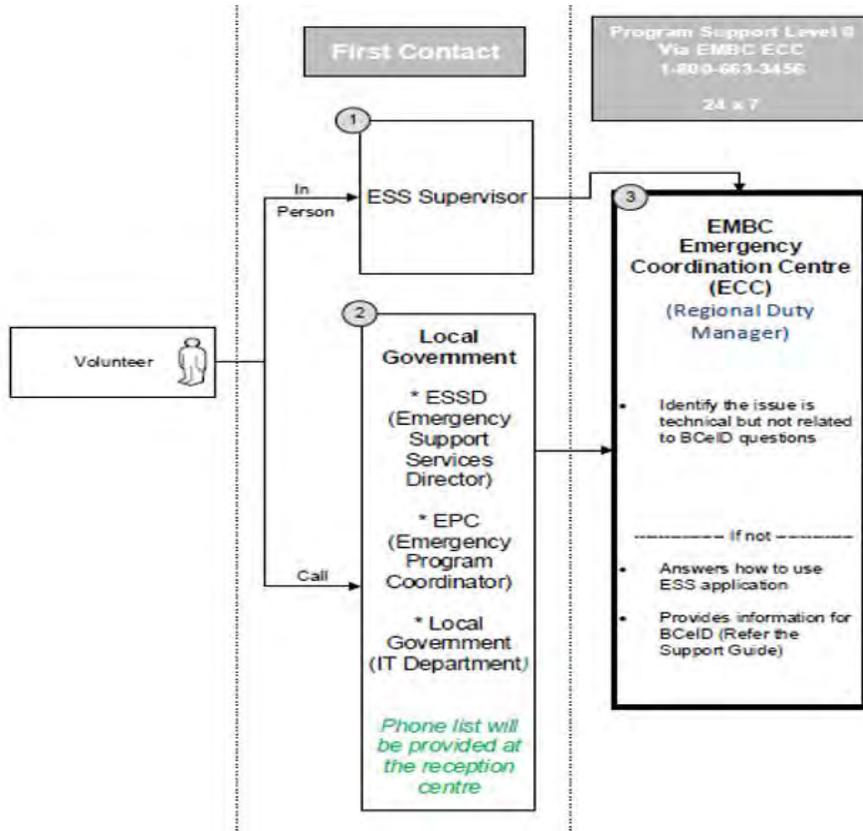
#### 2. METHOD OF DISCLOSURE

2.1 EMBC will provide access to information in ERA to the community ERA user via Business BCeID access account, and through established emergency management channels as required.

## Appendix B

### Information Technology Support Procedures

1. As of the effective date, if community requires IT supports, they will adhere to the following IT support model, first seeking solutions through the community computer services group, then escalating to EMBC.



## Appendix C

### COMPLIANCE REPRESENTATIVES

1. As of the Effective Date, EMBC has appointed the following person as its Compliance Representative:

Melia Walker  
Director, ESS and Mass Care  
Mailing address: PO Box 9201 Stn Prov Govt  
Victoria BC  
V8W 9J1  
E-mail: melia.walker@gov.bc.ca  
Phone: 250-952-1035

2. As of the Effective Date, the community has appointed the following person as its Compliance Representative:

*[Please fill in below with correct information before it is sent back to EMBC for completion.]*

Name: Wendy Thomson  
Title: General Manager of Administrative Services  
Mailing Address: 3008 5th Avenue, Port Alberni, BC V9Y 2E3  
E-mail: wthomson@acrd.bc.ca  
Phone: 250 720-2706

## Appendix D

### INFORMATION HANDLING AND PRIVACY POLICY

PSSG uses the BC Government Information Handling and Privacy Policy. Full details can be found on the Corporate Information and Records Management Office website, at [www.gov.bc.ca/privacypolicy](http://www.gov.bc.ca/privacypolicy)

The community has the following privacy policy:

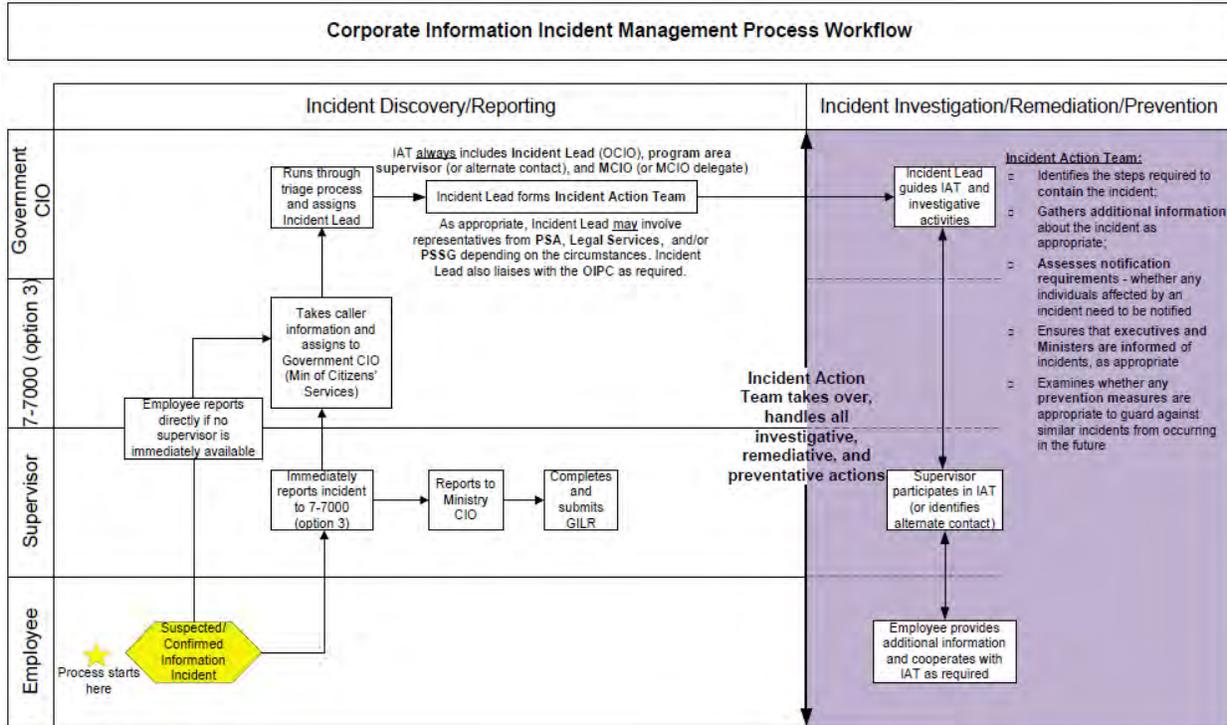
*[Please either insert text from the appropriate document or provide name here and attach copy of document to agreement when sending back to EMBC for completion]*

See Privacy Policy

## Appendix E

### PRIVACY BREACH INCIDENT PROCEDURE

PSSG uses the BC Government Information Incident Management Process. A simplified flowchart is inserted below. Full details can be found on the Office of the Chief Information Officer website, at [http://www.cio.gov.bc.ca/local/cio/information\\_incident/information\\_incident\\_management\\_process.pdf](http://www.cio.gov.bc.ca/local/cio/information_incident/information_incident_management_process.pdf).



The community has the following attached Privacy Breach Guidelines:  
*[Please either insert text from the appropriate document or provide name here and attach copy of document to agreement when sending back to EMBC for completion]*

See Privacy Policy

## Appendix F

### CONTACT INFORMATION FOR NOTICE

1. EMBC contact information for notice:

Melia Walker  
Director, ESS and Mass Care  
Mailing address: PO Box 9201 Stn Prov Govt  
Victoria BC  
V8W 9J1  
E-mail: melia.walker@gov.bc.ca  
Phone: 250-952-1035

2. The community designate contact information for notice:

*[Please fill in below with appropriate information before it is signed off by the community designate and sent to EMBC for completion.]*

Name: Doug Holmes  
Title: CAO, Alberni-Clayoquot Regional District  
Mailing Address: 3008 5th Ave, Port Alberni, BC  
E-mail: dholmes@acrd.bc.ca  
Phone: 250 720-2705



## REQUEST FOR DECISION

**To:** ACRD Board of Directors

**From:** Charlie Starratt, Regional Fire Services Manager

**Meeting Date:** October 14, 2020

**Subject:** Licence of Occupation Renewal – Faber Road Firehall

**Recommendation:**

*That the Alberni-Clayoquot Regional District Board of Directors authorize the ACRD Chair and CAO to sign on their behalf to renew the Licence of Occupation over a portion of Faber Road for the purpose of housing the Faber Road Firehall for a period of ten (10) years commencing December 1<sup>st</sup>, 2020 for a fee of \$600.00 per year plus GST.*

**Summary:**

The current licence of occupation with the Ministry of Transportation and Infrastructure will expire on November 30, 2020 and requires renewal. The area of the licence is approximately 3650 m<sup>2</sup> which houses the Faber Road Firehall, part of the Sproat Lake Volunteer Fire Department.

**Time Requirements – Staff & Elected Officials:**

Minimal.

**Financial:**

The ACRD will pay \$600.00 per year plus GST.

Submitted by: Charlie Starratt  
 Charlie Starratt, Regional Fire Services Manager

Reviewed by: Heather Zenner  
 Heather Zenner, MA, RPF, Protective Services Manager

Approved by: Douglas Holmes  
 Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



THIS AGREEMENT is made under section 62 of the *Transportation Act* and is dated for reference September 15, 2020.

BETWEEN:

**HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA**, as represented by the minister responsible for the *Transportation Act*

(the "Province")

AND

**ALBERNI – CLAYOQUOT REGIONAL DISTRICT**

(the "Licensee")

**WHEREAS:**

- A. The Land is a provincial public highway (as defined in the *Transportation Act*) and, in accordance with section 58 of the *Transportation Act*, the BCTFA holds all of the Province's right and title in and to the soil and freehold of the Land.
- B. The Province may, pursuant to subsections 58(3) and 62(1) of the *Transportation Act* authorize any person to use or occupy a provincial public highway.
- C. The Licensee wishes to use and occupy the Land and the Province has agreed to permit it to do so in accordance with the terms and conditions of this Agreement.

For valuable consideration, the parties agree as follows:

**ARTICLE 1 - DEFINITIONS**

1.1 In this Agreement,

"**Agreement**" means this licence of occupation;

"**BCTFA**" means BC Transportation Financing Authority, a corporation continued under the *Transportation Act*;

"**Commencement Date**" means December 1, 2020;

"**Fee**" means the fee set out in Article 3;

"**Improvements**" includes anything made, constructed, erected, built, altered, repaired or added to, in, on or under the Land, and attached to it or intended to become a part of it, and also includes any clearing, excavating, digging, drilling, tunnelling, filling, grading or ditching of, in, on or under the Land;

"**Land**" means that part of District Lot 120, Alberni District, shown as road on Plan 1725 RW, shown in bold on the attached Schedule A to this Agreement;

**"Realty Taxes"** means all taxes, rates, levies, duties, charges and assessments lawfully levied or charged, at any time, by any competent governmental authority which relate to the Land, the Improvements or both of them; and

**"Term"** means the period of time set out in section 2.2.

## ARTICLE 2 - GRANT AND TERM

- 2.1 On the terms and conditions set out in this Agreement, the Province grants the Licensee a licence of occupation over the Land for the purpose of housing a firehall by the Sprout Lake Volunteer Fire Department and the Licensee acknowledges that this Agreement does not grant it the exclusive use and occupancy of the Land.
- 2.2 The term of this Agreement commences on the Commencement Date and terminates on November 30, 2030, or such earlier date provided for in this Agreement.

## ARTICLE 3 - FEE

- 3.1 The Licensee will pay to the BCTFA \$600.00 plus GST (equalling \$30.00) payable in advance of the Commencement Date and each anniversary of the Commencement Date together with the tax imposed under Part IX of the Excise Tax (Canada) which is payable on that amount.

## ARTICLE 4 - COVENANTS

- 4.1 The Licensee must
- (a) pay, when due,
    - (i) the Fee to the Province at the address set out in Article 10,
    - (ii) the Realty Taxes, and
    - (iii) all charges for electricity, gas, water and other utilities supplied to the Land;
  - (b) deliver to the Province, immediately upon demand, receipts or other evidence of the payment of Realty Taxes and all other money required to be paid by it under this Agreement;
  - (c) observe, abide by and comply with
    - (i) all applicable laws, bylaws, orders, directions, ordinances and regulations of any competent governmental authority in any way affecting the Land and the Improvements, or their use and occupation, and
    - (ii) the provisions of this Agreement;
  - (d) keep the Land and the Improvements in a safe, clean and sanitary condition satisfactory to the Province, and at its written request, make the Land and the Improvements safe, clean and sanitary;
  - (e) not commit any wilful or voluntary waste, spoil or destruction on the Land or do anything on the Land that may be or become a nuisance or annoyance to an owner or occupier of land in the vicinity of the Land;
  - (f) use and occupy the Land only in accordance with and for the purposes set out in section 2.1;

- (g) not construct, place or affix any Improvement on or to the Land except as necessary for the purposes set out in section 2.1;
- (h) cut or remove timber on or from the Land
  - (i) only to address an unsafe condition or for the purposes set out in section 2.1, and
  - (ii) in accordance with an agreement issued to it under the *Forest Act* to permit the harvest of Crown timber on the Land unless the minister responsible for the *Forest Act* permits the harvest of timber on the Land without the issuance of an agreement under the *Forest Act*;
- (i) permit the Province, or its authorized representatives, to enter on the Land at any time to inspect the Land and the Improvements;
- (j) indemnify and save the Province and its servants, employees and agents (including the BCTFA and its officers, directors, employees, servants and agents) harmless against all claims, demands, actions, causes of action, losses, damages, fines, penalties, costs, expenses and liabilities, including fees of solicitors and other professional advisors, arising out of or in connection with
  - (i) the Licensee's breach, violation or nonperformance of a provision of this Agreement,
  - (ii) any personal injury, bodily injury (including death) or property damage occurring or happening on or off the Land by virtue of its entry upon, use or occupation of the Land, and
  - (iii) without limiting paragraph (ii), any environmental liability on or off the Land related to its entry upon, use or occupation of the Land, including, without limitation, any contamination or any liability related to any toxic, hazardous, dangerous or potentially dangerous substances migrating from the Land,

and the amount of all such losses, damages, fines, penalties, costs, expenses and liabilities will be payable to the Province immediately upon demand;
- (k) release the Province and its servants, employees and agents (including the BCTFA and its officers, directors, employees, servants and agents) from and against all claims, demands, actions, causes of action, losses, damages, fines, penalties, costs, expenses and liabilities arising out of or in connection with any environmental liability on or off the Land related to its entry upon, use or occupation of the Land, including, without limitation, any contamination or any liability related to any toxic, hazardous, dangerous or potentially dangerous substances migrating from the Land; and
- (l) on the termination of this Agreement,
  - (i) peaceably quit and deliver to the Province possession of the Land and, subject to paragraphs (ii) and (iii), the Improvements in a safe, clean and sanitary condition (including, without limitation, free of any environmental contamination related to its entry upon, use or occupation of the Land),
  - (ii) within 60 days, remove from the Land any Improvement the Licensee wants to remove, if the Improvement was placed on or made to the Land by or for it, is in the nature of a tenant's fixture normally removable by tenants and is not part of a building or part of the Land,
  - (iii) remove from the Land any Improvement that was placed on or made to the Land by or for the Licensee, and that the Province, in writing, directs or permits it to remove; and

- (iv) restore the surface of the Land as nearly as may reasonably be possible to the same condition as it was on the Commencement Date, to the Province's satisfaction, but if the Licensee is not directed or permitted to remove an Improvement under paragraph (ii) or (iii), this paragraph will not apply to that part of the surface of the Land on which that Improvement is located,

and all of its right, interest and estate in the Land will be absolutely forfeited to the Province, and to the extent necessary, this covenant will survive the termination of this Agreement.

- 4.2 The Licensee will not permit any person to do anything it is restricted from doing under this Article.

#### ARTICLE 5 - LIMITATIONS

- 5.1 The Licensee agrees with the Province that

- (a) the Province is under no obligation to provide access or services to the Land or to maintain or improve existing access roads;
- (b) the Province may, without the Licensee's consent, authorize other persons, including a Crown agency or ministry, to use and occupy the Land under section 62 of the *Transportation Act*;
- (c) the Licensee will make no claim for compensation, in damages or otherwise, in respect of an authorization granted by the Province under subsection (b),
- (d) all of the Licensee's costs and expenses, direct or indirect, that arise out of any interference with its rights under this Agreement as a result of an authorization granted by the Province under subsection (b) will be borne solely by the Licensee;
- (e) the Licensee releases and discharges the Province from all claims for loss or damage arising directly or indirectly out of any interference with its rights under this Agreement as a result of an authorization granted by the Province under subsection (b);
- (f) the Licensee releases and discharges the Province from all claims for losses or damages arising directly or indirectly out of any interference with its rights under this Agreement as a result of a disposition made by the Province under subsection (b);
- (g) the Licensee will not remove or permit the removal of any Improvement from the Land except as expressly permitted or required under this Agreement;
- (h) any interest the Licensee may have in the Improvements ceases to exist and becomes the Province's property upon termination of this Agreement, except where an Improvement may be removed under paragraph 4.1(I)(ii) or (iii) in which case any interest the Licensee may have in that Improvement ceases to exist and becomes the Province's property if the Improvement is not removed from the Land within the time period set out in paragraph 4.1(I)(ii) or the time period provided for in the direction or permission given under paragraph 4.1(I)(iii); and
- (i) if, after the termination of this Agreement, the Province permits the Licensee to remain in possession of the Land and the Province accepts money from it in respect of such possession, a tenancy from year to year will not be created by implication of law and the Licensee will be deemed to be a monthly tenant only subject to all of the provisions of this Agreement, except as to duration, in the absence of a written agreement to the contrary.

## ARTICLE 6 - INSURANCE

6.1 The Licensee must, without limiting its obligations or liabilities under this Agreement, at its expense, maintain during the Term

- (a) Commercial General Liability Insurance including non-owned automobile and contractual liability insurance with inclusive limits of not less than \$5,000,000.00 for bodily injury, death or property damage arising from any one accident or occurrence which insurance policy will indemnify the named insureds under the policy for all sums which the insured may become liable to pay or pays for bodily injury, death or property damage or for loss of use, arising out of or resulting from the work or operations of the parties under this Agreement which must be endorsed as follows:

"It is understood and agreed that Her Majesty the Queen in Right of the Province of British Columbia as represented by the Minister of Transportation and Infrastructure (the "Province"), together with the employees, agents (including the BC Transportation Financing Authority and its officers, directors, employees, servants and agents), and servants of the Province (the "Additional Named Insureds"), are each added as an Additional Named Insured, in respect of liability arising from the work or operations of the insured and each Additional Named Insured, in connection with contracts entered into between the insured and the Additional Named Insured.

The Insurance as is afforded by this policy will apply in the same manner and to the same extent as though a separate policy had been issued to each insured. Any breach of a condition of the policy by any insured will not affect the protection given by this policy to any other insured. The inclusion herein of more than one insured will not operate to increase the limit of liability under this policy.";

- (b) if vessels are owned, leased or rented or used in the performance of this Agreement by the Licensee and are not covered under the general liability policy, it will provide Protection and Indemnity insurance with limits of not less than \$N/A for such vessels and will include four-fourths collision liability insurance,
- (c) if any licensed vehicles are owned, leased, rented or used by the Licensee in the performance of this Agreement, Automobile Liability Coverage with inclusive limits of not less than \$1,000,000.00 providing third party liability and accident benefits insurance for all such vehicles, and
- (d) if aircraft (including helicopters) are owned, rented, leased or used by the Licensee in the performance of this Agreement, third party liability coverage with inclusive limits of not less than \$N/A;

which, in the case of the policies of insurance described in subsections (a), (b) and (d), must include endorsements or provisions that they may not be cancelled, reduced, altered or materially changed without the insurer or insurers giving not less than 30 days' prior written notice to the Province by registered mail, which endorsements must be in terms comparable to those normally obtainable from insurers in the Province of British Columbia or Canada issuing comparable policies.

6.2 All insurance required to be maintained by the Licensee under this Agreement must be placed with insurers licensed to transact business in British Columbia or Canada and, the Licensee must, under the insurance required to be maintained by it under this Agreement,

- (a) pay all deductibles;
- (b) not exclude hazardous operations such as excavation, pile driving, shoring, blasting, under-pinning

or demolition work or any other operation or work from insurance coverage;

- (c) deliver to the Province, on the Commencement Date, on the renewal of the insurance and at other times required by the Province,
  - (i) for all policies except Automobile Liability Insurance, a completed and executed certificate of insurance in a form acceptable to the Province (as of the Commencement Date, such form is entitled "Certificate of Insurance" and is numbered H-111), and
  - (ii) evidence of Automobile Liability Insurance in the form of a duly executed Insurance Corporation of British Columbia APV47 or APV250 form or a copy of the vehicle registration/insurance certificate;
- (d) on the Province's request, deliver to the Province evidence that the insurance remains in force and effect by way of the originals or certified copies of all current insurance policies and endorsements.

6.3 The Licensee acknowledges and agrees that, in the event of any third party loss or damage or any physical loss or damage to the Land (and its associated apparatus, improvements or fixtures), the settlement or payment by the insurer of the subsequent claim will be made without the right of subrogation against the Province or the BCTFA or those for whom the Province and the BCTFA are legally obligated to indemnify against such claims.

#### ARTICLE 7 - ASSIGNMENT

- 7.1 The Licensee must not sublicense, assign, mortgage or transfer this Agreement, or permit any person to use or occupy the Land, without the Province's prior written consent, which consent the Province may withhold in its sole discretion.
- 7.2 For the purpose of section 7.1, if the Licensee is a corporation, a change in control (as that term is defined in subsection 2(3) of the *Business Corporations Act*) of the Licensee will be deemed to be a transfer of this Agreement.
- 7.3 Section 7.2 does not apply to a corporation if the shares of the corporation which carry votes for the election of the directors of the corporation trade on a stock exchange located in Canada.
- 7.4 Prior to considering a request for consent under section 7.1, the Province may require the Licensee to meet certain conditions, including without limitation, that it provides to the Province a "site profile", "preliminary site investigation" or "detailed site investigation" (as those terms are defined in the *Environmental Management Act*) for the Land and or other similar type of investigation of the Land.

#### ARTICLE 8 - CANCELLATION

- 8.1 The Licensee agrees with the Province that
  - (a) if it
    - (i) defaults in the payment of any money payable by it under this Agreement, or
    - (ii) fails to observe, abide by and comply with the provisions of this Agreement (other than the payment of any money payable by you under this Agreement),

and its default or failure continues for 60 days after the Province gives written notice of the default or failure to it,

- (b) if, in the Province's opinion, it fails to make diligent use of the Land for the purposes set out in this Agreement, and its failure continues for 60 days after the Province gives written notice of the failure to it;
- (c) if it
  - (i) becomes insolvent or makes an assignment for the general benefit of its creditors,
  - (ii) commits an act which entitles a person to take action under the *Bankruptcy and Insolvency Act* (Canada) or a bankruptcy petition is filed or presented against it or it consents to the filing of the petition or a decree is entered by a court of competent jurisdiction adjudging it bankrupt under any law relating to bankruptcy or insolvency, or
  - (iii) voluntarily enters into an arrangement with its creditors;
- (d) if it is a corporation,
  - (i) a receiver or receiver-manager is appointed to administer or carry on its business, or
  - (ii) an order is made, a resolution passed or a petition filed for its liquidation or winding up;
- (e) if it is a society, it converts into a company in accordance with the *Society Act* without the Province's prior written consent; or
- (f) if this Agreement is taken in execution or attachment by any person;

this Agreement will, at the Province's option and with or without entry, terminate, and all of the Licensee's right, interest and estate in the Land will be absolutely forfeited to the Province.

- 8.2 If the condition complained of in subsection 8.1(a) or (b) (other than the payment of any money payable by the Licensee under this Agreement) reasonably requires more time to cure than 60 days, the Licensee will be deemed to have complied with the remedying of it if the Licensee commences remedying or curing the condition within 60 days and diligently complete the same.
- 8.3 The Licensee agrees with the Province that the Province may, on 60 days' written notice to it, terminate this Agreement if the Province or the BCTFA requires the Land for any purpose.
- 8.4 The Licensee agrees with the Province that it will make no claim for compensation, in damages or otherwise, upon the lawful termination of this Agreement under section 8.1 or 8.3 or under subsection 62(5) of the *Transportation Act*.

#### **ARTICLE 9 - DISPUTE RESOLUTION**

- 9.1 If any dispute arises under this Agreement, the parties will attempt to resolve the dispute within 60 days of the dispute arising (or within such other time period agreed to by the parties) and, subject to applicable laws, provide candid and timely disclosure to each other of all relevant facts, information and documents to facilitate those efforts.
- 9.2 Subject to section 9.5, if a dispute under this Agreement cannot be resolved under section 9.1, the dispute will be resolved by arbitration conducted by a sole arbitrator appointed pursuant to the *Commercial Arbitration Act*.
- 9.3 The cost of the arbitration referred to in section 9.2 will be shared equally by the parties and the arbitration will be governed by the laws of the Province of British Columbia.

- 9.4 The arbitration will be conducted at the office of the Province in Nanaimo, British Columbia, and if the Province has no office in Nanaimo, British Columbia, then at the office of the Province that is closest to Nanaimo, British Columbia.
- 9.5 A dispute under this Agreement in respect of a matter within the Province's sole discretion cannot, unless it agrees, be referred to arbitration as set out in section 9.2.

#### ARTICLE 10 - NOTICE

- 10.1 Any notice or other document required or permitted to be given by either party to the other must be in writing and will be deemed to be given if mailed by prepaid registered mail in Canada or delivered to the address of the other as follows:

to the Province:

Property Services  
3<sup>rd</sup> Flr – 2100 Labieux Road  
Nanaimo, BC V9T 6E9  
Attention: Lorna Andreychuk  
Telephone: (250) 734-4806

to the Licensee:

Alberni – Clayoquot Regional District  
3008 Fifth Avenue  
Port Alberni, BC V9Y 2E3  
Attention: Regional Fire Services Manager  
Telephone: (250) 724-1359

or at such other address as a party may, from time to time, direct in writing, and any such notice will be deemed to have been received if delivered, on the day of delivery, and if mailed, 7 days after the time of mailing, except in the case of mail interruption in which case actual receipt is required.

- 10.2 In order to expedite the delivery of any notice or other document required or permitted to be given by either party to the other, a concurrent facsimile copy of any notice will, where possible, be provided to the other party but nothing in this section, and specifically the lack of delivery of a facsimile copy of any notice, will affect the deemed delivery provided in section 10.1.
- 10.3 The delivery of all money payable to the Province under this Agreement will be effected by hand, courier or prepaid regular mail to the Province's address specified in or otherwise established under section 10.1, or by any other payment procedure agreed to by the parties, such deliveries to be effective on actual receipt.

#### ARTICLE 11 - MISCELLANEOUS

- 11.1 No provision of this Agreement will be considered to have been waived unless the waiver is in writing, and a waiver of a breach of a provision of this Agreement will not be construed as or constitute a waiver of any further or other breach of the same or any other provision of this Agreement, and a consent or approval to any act requiring consent or approval will not waive or render unnecessary the requirement to obtain consent or approval to any subsequent same or similar act.
- 11.2 No remedy conferred upon or reserved to the Province under this Agreement is exclusive of any other remedy in this Agreement or provided by law, but that remedy will be in addition to all other remedies in

this Agreement or then existing at law, in equity or by statute.

- 11.3 The grant of a sublicense, assignment or transfer of this Agreement does not release the Licensee from its obligation to observe and perform all the provisions of this Agreement on its part to be observed and performed unless the Province specifically releases the Licensee from such obligation in its consent to the sublicense, assignment or transfer of this Agreement.
- 11.4 This Agreement extends to, is binding upon and enures to the benefit of the parties, their heirs, executors, administrators, successors and permitted assigns.
- 11.5 If, due to a strike, lockout, labour dispute, act of God, inability to obtain labour or materials, law, ordinance, rule, regulation or order of a competent governmental authority, enemy or hostile action, civil commotion, fire or other casualty or any condition or cause beyond the Licensee's reasonable control, other than normal weather conditions, the Licensee is delayed in performing any of its obligations under this Agreement, the time for the performance of that obligation will be extended by a period of time equal to the period of time of the delay so long as the Licensee
- (a) gives notice to the Province within 30 days of the commencement of the delay setting forth the nature of the delay and an estimated time frame for the performance of its obligation; and
  - (b) diligently attempts to remove the delay.
- 11.6 The Licensee agrees with the Province that
- (a) the Province is under no obligation, express or implied, to provide financial assistance or to contribute toward the cost of servicing, creating or developing the Land or the Improvements and the Licensee is solely responsible for all costs and expenses associated with its use of the Land and the Improvements for the purposes set out in this Agreement;
  - (b) nothing in this Agreement constitutes the Licensee as an agent, joint venturer or partner of the Province or the BCTFA or gives its any authority or power to bind the Province or the BCTFA in any way; and
  - (c) any information regarding this Agreement or the Licensee may be disclosed or required to be disclosed under the *Freedom of Information and Protection of Privacy Act*, governmental policy or otherwise.
- 11.7 There are no warranties, representations, collateral agreements or conditions affecting this Agreement except as set out in this Agreement.

## ARTICLE 12 - INTERPRETATION

- 12.1 In this Agreement, "person" includes a corporation, firm or association and wherever the singular or masculine form is used in this Agreement it will be construed as the plural or feminine or neuter form, as the case may be, and vice versa where the context or parties require.
- 12.2 The captions and headings contained in this Agreement are for convenience only and do not define or in any way limit the scope or intent of this Agreement.
- 12.3 This Agreement will be interpreted according to the laws of the Province of British Columbia.
- 12.4 Where there is a reference to an enactment of the Province of British Columbia or of Canada in this Agreement, that reference will include a reference to every amendment to it, every regulation made under it and any subsequent enactment of like effect and, unless otherwise indicated, all enactments referred to in this Agreement are enactments of the Province of British Columbia.

- 12.5 If any section of this Agreement, or any part of a section, is found to be illegal or unenforceable, that section or part of a section, as the case may be, will be considered separate and severable and the remainder of this Agreement will not be affected and this Agreement will be enforceable to the fullest extent permitted by law.
- 12.6 Each schedule to this Agreement is an integral part of this Agreement as if set out at length in the body of this Agreement.
- 12.7 This Agreement constitutes the entire agreement between the parties and no understanding or agreement, oral or otherwise, exists between the parties with respect to the subject matter of this Agreement except as expressly set out in this Agreement and this Agreement may not be modified except by subsequent agreement in writing between the parties.
- 12.8 Each party will, upon the request of the other, do or cause to be done all lawful acts necessary for the performance of the provisions of this Agreement.
- 12.9 All provisions of this Agreement in the Province's favour and all of its rights and remedies, either at law or in equity, will survive the termination of this Agreement.
- 12.10 Time is of the essence of this Agreement.

12.11 Wherever this Agreement provides that an action may be taken, a consent or approval must be obtained or a determination must be made then each party will act reasonably in taking such action, deciding whether to provide such consent or approval or making such determination; but where this Agreement states that a party has sole discretion to take an action, provide a consent or approval or make a determination, there will be no requirement to show reasonableness or to act reasonably in taking that action, providing that consent or approval or making that determination.

The parties have executed this Agreement as of the date of reference of this Agreement.

**SIGNED** on behalf of **HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA** by the minister responsible for the *Transportation Act* or the minister's authorized representative

\_\_\_\_\_  
Minister responsible for the *Transportation Act*  
or the minister's authorized representative

**SIGNED** on behalf of **ALBERNI - CLAYOQUOT REGIONAL DISTRICT** by its authorized signatories

\_\_\_\_\_  
Authorized Signatory

\_\_\_\_\_  
Authorized Signatory

SCHEDULE A

Area of Licence 3650 m<sup>2</sup>, more or less

Scale: 1" = 60'





## REQUEST FOR DECISION

**To:** ACRD Board of Directors  
**From:** West Coast Committee/  
Jenny Brunn, Interim General Manager of Community Services  
**Meeting Date:** October 14, 2020  
**Subject:** West Coast Landfill Economic Analysis Report

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**Recommendation:**

***THAT the Alberni-Clayoquot Regional District Board of Directors continue to operate the West Coast Landfill and proceed with the design of leachate collection and treatment system upgrades required.***

**Desired Outcome:**

To address the leachate overflow and treatment deficiencies at the West Coast Landfill.

**Summary:**

At the October 7, 2020 West Coast Committee meeting, the West Coast Landfill Economic Analysis Report was presented as attached. The report outlines the costs and GHGs for either upgrading the WCL leachate system or closing the landfill and establishing a transfer station. The West Coast Committee supported staff recommendations and passed the above recommendation.

Submitted by:

Jenny Brunn, Interim General Manager of Community Services

Approved by:

Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



## REQUEST FOR DECISION

**To:** West Coast Committee Meeting  
**From:** John Thomas, Environmental Services Technician  
**Meeting Date:** October 7, 2020  
**Subject:** West Coast Landfill Economic Analysis Report

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### Recommendation:

THAT the West Coast Committee recommend that the ACRD Board of Directors continue to operate the West Coast Landfill and proceed with the design of leachate collection and treatment system upgrades required.

### Background:

The West Coast Landfill (WCL) leachate system was highlighted in the 2007 Solid Waste Management Plan as being out of compliance due to overflows and inadequate treatment methods. Since this time, the WCL has seen a continual increase in overflow events of the leachate pond. These more frequent events are thought to be caused by change in weather patterns that cause more rain fall over shorter periods of time. Leachate is the contaminated water that has had time to percolate through the landfill's solid waste which typically contains high nutrients and heavy metals. The WCL's leachate treatment system consists of a holding pond and a pumped irrigation area that has some uptake of pollutants with existing vegetation such as cedar trees.

The overflow leachate is caused by high rainfall events with the overflow entering an adjacent creek that flows into the Pacific Rim National Park. The 2019 WCL Annual Report showed that overall quality of the water leaving the site did not meet the Fresh Water Aquatic Life (FWAL) protection criteria. It also noted 17 overflow events where water left the site untreated, although diluted by rainfall. The overflow events are mandatory reportable offenses to the Ministry of Environment. The WCL requires leachate system upgrades in order to continue operating or must be closed and become a transfer station.

### Summary:

In 2020, the Alberni Clayoquot Regional District retained the landfill engineering company Sperling Hansen Associates (SHA) to assist with determining the cost of either:

- 1) Constructing an improved leachate system and upgrading the landfill to meet requirements. To remain as a landfill there are real costs such as \$2.6 million for upgrades to the leachate treatment, \$1.4 million for final landfill expansion, and potential increase in costs for cover material.
- 2) Closing the landfill and establishing a transfer station. The transfer station option considered would bring solid waste to the Alberni Valley Landfill (AVL) while capping the WCL landfill. The estimated capital cost of constructing a transfer station at the WCL would be \$800,000. The operational costs of hauling waste was estimated to be \$225,000 per year based on five trips per week during the high season. There are additional costs for tipping fees at the AVL of an additional \$90/tonne to share in the total expenses of the AVL operations.

SHA created Lifecycle Cost Assessments (LCA) for both the landfill upgrade option as well as the transfer station option to assess the overall costs to the West Coast Community Users. The LCA reviewed what the tipping fees would have to be over the life of the analysis in order for there to be zero debt from the operation of the system after 100 years of post-closure. Keeping the WCL as a landfill option was the least expensive option at approximately \$120/tonne. The option to haul waste to the AVL was determined to be significantly higher at \$220/tonne.

The report also considered the cost to the environment through the creation of greenhouse gasses (GHG). The anaerobic decomposition of organics in landfills is the main contributor to GHG generation. The report assumed that a

gas collection system would be implemented at the AVL therefore reducing the majority of GHGs that would be produced from waste on the west coast that would offset the additional GHGs created from the trucking required with transportation to the AVL. There will also be the opportunity to reduce GHGs at the WCL through passive gas collection installation through phased closure.

**Time Requirements – Staff & Elected Officials:**

There will be significant staff time required for design and construction of leachate system upgrades. This is a \$2.6 million dollar project that will need to be coordinated with the construction of the composting facility and other landfill upgrades. This will require the creation and award of engineering and construction RFPs, tenders and contract management and coordination throughout the project. Current staff resources are not available to perform this work. As this is critical work, it is recommended that additional resources be allocated to undertake this work. A project plan will be presented during 2021 budget discussions once resource options are considered by staff.

**Financial:**

The 2020 Financial Plan for the West Coast Landfill included a budget of \$45,000 for leachate remediation. This funding will be used to pay for the conceptual design which will select the most appropriate treatment technology, create a site layout for stormwater diversion and leachate treatment infrastructure and provide Class C cost estimates for detail design and construction.

The current capital reserve for the West Coast Landfill is budgeted to have approximately \$824,000 at the end of 2020. Therefore, the reserve fund will not be able to fully fund this project and borrowing will be required unless grant funding is found. The capital upgrades would need be financed through MFA borrowing of which the interest was incorporated in to the LCA in the report. In order to borrow, the ACRD will require a Loan Authorization Bylaw and this normally requires electorate approval. When the project is presented during the 2021 budget discussion staff will outline the borrowing process as our current Solid Waste Management Plan may enable the participants to consent on behalf of the electorate for this upgrade. ACRD staff will work with Ministry of Municipal Affairs and Housing staff this fall to confirm this exemption.

**Policy or Legislation:**

The *Environmental Management Act* requires that all regional districts prepare and submit a Solid Waste Management Plan to the provincial government and are bound to comply with the adopted plans. Furthermore, the Act requires that landfills meet their issued Operating Permits and the *2016 Landfill Criteria* has provided updated standards for landfill operations which requires much higher standards of monitoring, operation and planning. The ACRD's 2007 Solid Waste Management Plan identified the need to address leachate quality and committed to upgrade the leachate collection and treatment system to meet or exceed Ministry requirements and guidelines.

**Options Considered:**

**Engage with Stakeholders on the WCL Economic Analysis and Available Options**

There are significant costs, both financial and environmental for either the WCL remaining as a landfill or becoming a transfer station. The technical nature of these matters and the complicated legislative environment in which landfills operate make a meaningful stakeholder engagement effort very challenging (although certainly not impossible).

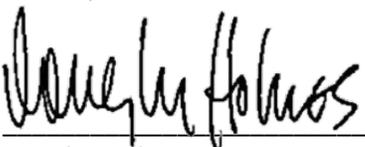
Short of introducing further options such as incineration or barging waste to an offsite location, we are left with the two options as presented. Given the preferable greenhouse gas profile and the significantly lower costs, the on-going requirement to monitor and manage leachate at the West Coast Landfill if it was closed and the fact that the AVL tenure is not resolved, staff maintain its recommendation as presented in this report.

Further, given this leachate problem is long standing, the recommended option is preferred as it will correct the problem fastest.



Submitted by: \_\_\_\_\_  
John Thomas, Environmental Services Technician

Reviewed by:   
Jenny Brunn, Interim GM of Community Services

Approved by:   
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer

# **West Coast Landfill Economic Analysis - FINAL REPORT-**

**PREPARED FOR: ALBERNI-CLAYOQUOT REGIONAL DISTRICT**

**PREPARED BY: SPERLING HANSEN ASSOCIATES**

**June 26, 2020**

**PRJ20011a**



- Landfill Engineering
- Solid Waste Planning
- Environmental Monitoring
- Landfill Fire Control

## EXECUTIVE SUMMARY

The Alberni-Clayoquot Regional District (ACRD) retained Sperling Hansen Associates (SHA) to complete an assessment on waste management options for the West Coast Landfill (WCL). Two potential waste management scenarios were considered for the West Coast: (1) Continuing landfilling at the existing landfill and (2) Closing the landfill and developing a transfer station to haul waste to the Alberni Valley Landfill (AVL). An economic analysis and a greenhouse gas (GHG) assessment of the emissions of these two scenarios were performed.

The population of the WCL service area, including tourists and transient seasonal workers, was estimated to be 10,242 as of 2018. A moderate growth rate of 2.5% population increase per year was used for population projections.

For Scenario 1 (landfill development), it was assumed that the WCL would be developed as per the design in the WCL Design Operations and Closure Plan (DOCP) (McGill, 2012) and continue to receive waste from the WCL service area. A lifespan analysis was completed for existing conditions and considering 25% organics diversion. The lifespan analysis results showed that under existing conditions, the landfill is expected to reach capacity by 2056 and with 25% organics diversion implemented, the landfill lifespan is expected to be extended to 2064. Cost estimates were made for developing the landfill which include lateral expansion costs, leachate treatment system upgrades costs, operating costs, landfill closure costs, and post closure costs.

For Scenario 2 (transfer station), it was assumed that the WCL would be closed in 2022 and waste would be transferred via hauling from an onsite transfer station to the AVL. Three hauling options were investigated: (1) 40 m<sup>3</sup> Bins (2) Self-Unloading Trailers and (3) End-Dump Trailers. The haul frequency and haul cost for each option was analyzed and it was determined that the most-cost effective solution would be to haul the waste using end-dump trailers.

A transfer station conceptual design was presented, which consists of a steel transfer station building with a two-bay design. Cost estimates were made for the transfer station option which include transfer station capital costs, operating costs, landfill closure costs, and post closure costs.

In order to assess the overall cost to the ACRD of the various scenarios, a Lifecycle Cost Assessment was completed for the landfill development option as well as for the transfer station option. A Break Even Tipping fee was calculated; the Break Even Tipping fee is the tipping fee the ACRD would have to charge over the life of the analysis in order for there to be zero debt from the operation of the system after 100 years of post-closure. The 'Transfer Station Existing Conditions' option has the lowest Break Even Tipping fee of \$116.13 per tonne, and hence provides the greatest value to the ACRD. However, the cost of disposing of the waste at the AVL under this scenario is assumed to cost an additional \$89.64/tonne, bringing the total cost for this scenario to \$205.77/tonne. With the cost of disposal at the AVL included in the analysis, the option with the lowest cost becomes the 'Landfill Development Existing Conditions' at \$121.77/tonne or 'Landfill Development 25% Organics Diversion' at \$122.00/tonne. SHA understand that the current tipping fee at the West Coast Landfill is \$130 per tonne and therefore either of the landfill development options is capable of being funded under the current tipping fee structure.

Overall, the Lifecycle Cost Assessment shows that the ‘Landfill Development Existing Conditions’ provides the most economical solution for the ACRD, when the cost of landfilling the waste at the AVL under the Transfer Station option is factored into the analysis.

SHA also conducted a greenhouse gas (GHG) emission assessment for continued operation of the WCL versus hauling waste via a transfer station from the WCL to the AVL. GHG emissions from landfill gas generated from the waste when it is disposed in a landfill, along with GHG emissions from trucks hauling the waste between the two landfills were considered. The lifespan for the GHG assessment assumed landfill closure in 2064 and a post-closure period of 100 years. For the assessment, it was assumed that no active gas collection system would be installed at the WCL and that an active gas collection system would be installed at the AVL with a 75% collection efficiency when methane generation surpasses 1,000 tonnes/year. Overall, the results indicate that disposing of waste at the AVL will generate lower GHG emissions at the end of the post-closure period. This is due to the assumption that an active gas collection system would be installed at the AVL in 2064, greatly reducing the GHG emissions during the post-closure period. Also, the results show that GHG emissions from landfilling are orders of magnitude higher than those from hauling of waste between the two landfill sites. This means that control of LFG is an important measure to reduce GHG emissions associated with the waste management options presented for the West Coast Landfill. The ACRD may want to consider options for reduction of GHGs at the West Coast Landfill through the use of biocover or a passive gas collection and flaring system.

## TABLE OF CONTENTS

Executive Summary.....	1
Table of Contents.....	3
List of In-Text Tables .....	4
List of In-Text Figures.....	4
List Of Tables .....	4
List of Appendices.....	4
1. Introduction.....	5
2. Population Statistics and Waste Disposal Analysis.....	5
3. Landfill Assessment.....	6
3.1 Lifespan Analysis .....	6
3.2 Landfill Development and Environmental Controls.....	7
3.2.1 Landfill Expansion.....	7
3.2.2 Leachate Treatment .....	7
3.2.3 Landfill Gas .....	7
3.2.4 Operational Issues.....	8
3.2.5 Landfill Closure .....	8
3.3 Cost Estimate.....	8
3.3.1 Landfill Expansion.....	8
3.3.2 Leachate Treatment System Upgrades .....	9
3.3.3 Closure Cost Estimate.....	9
3.3.4 Post Closure Cost Estimate.....	10
3.3.5 Operating Cost Estimate .....	10
4. Transfer Station Assessment.....	11
4.1 Hauling Options.....	11
4.1.1 Haul Frequency.....	11
4.1.2 Haul Cost Analysis .....	12
4.1.3 Haul Recommendation .....	13
4.2 Transfer Station Conceptual Design .....	13
4.3 Environmental Controls.....	15
4.3.1 Landfill Closure .....	15
4.3.2 Impact at Alberni Valley Landfill.....	15
4.4 Transfer Station Cost Estimate .....	16
4.4.1 Capital Costs.....	16
4.4.2 Closure Costs .....	16
4.4.3 Post Closure Costs .....	16
4.4.4 Operating Costs .....	16
5. Lifecycle Cost Assessment.....	17
5.1 Assumptions .....	17
5.2 Lifecycle Costs .....	18
6. Greenhouse Gas Emission Assessment .....	20
6.1 Scenario Definitions .....	20
6.2 Overarching Assumptions .....	20
6.3 LFG Modelling.....	21
6.4 Scenario 1 – Continued Waste Disposal at West Coast Landfill.....	21

6.4.1	Results.....	21
6.5	Scenario 2 – Waste Transfer to Alberni Valley Landfill.....	22
6.5.1	Results.....	23
6.5.2	Waste Transfer Emissions .....	24
6.6	Scenario Modelling Summary .....	24
7.	References.....	26
8.	Statement Of Limitations.....	27

## LIST OF IN-TEXT TABLES

Table 2-1:	West Coast Landfill Service Area Population Data.....	5
Table 3-1:	Lifespan Analysis Summary .....	7
Table 4-1:	Summary of Haul Cost Analysis.....	13
Table 5-1:	Summary of Lifecycle Cost Analysis .....	18
Table 6-1:	Historical and Future Waste Compositions for WCL.....	21
Table 6-2:	Historical and Future Waste Composition for the AVL .....	23
Table 6-3:	Summary of GHG Assessment Results.....	25

## LIST OF IN-TEXT FIGURES

Figure 6-1:	Lifespan Methane and LFG Generation Estimate for West Coast Landfill .....	22
Figure 6-2:	Lifespan Methane and LFG Generation Estimate for Alberni Valley Landfill (Assuming WCL contributes to AVL up to 2064).....	23

## LIST OF TABLES

Table 1:	West Coast Landfill Projected Waste Quantities and Lifespan Analysis .....	End of Report
Table 2:	Haul Analysis: Existing Conditions .....	End of Report
Table 3:	Haul Analysis: Organics Diversion (25%) .....	End of Report
Table 4:	Cashflow Analysis – Landfill Development Existing Conditions .....	End of Report
Table 5:	Cashflow Analysis – Landfill Development Organics Diversion 25% .....	End of Report
Table 6:	Cashflow Analysis – Transfer Station Existing Conditions .....	End of Report
Table 7:	Cashflow Analysis – Transfer Station Organics Diversion 25% .....	End of Report
Table 8:	Lifecycle Cost Assessment Summary .....	End of Report
Table 8:	Lifecycle Cost Assessment Summary .....	End of Report
Table 9:	Haul Analysis GHG Emissions .....	End of Report
Table 10:	GHG Assessment Results .....	End of Report

## LIST OF APPENDICES

Appendix A: LFG Modelling Results

## 1. INTRODUCTION

The Alberni-Clayoquot Regional District (ACRD) retained Sperling Hansen Associates (SHA) to complete an assessment on waste management options for the West Coast Landfill (WCL). The following report looks at two potential waste management scenarios for the West Coast: (1) Continuing landfilling at the existing landfill and (2) Closing the landfill and developing a transfer station to haul waste to the Alberni Valley Landfill (AVL). An assessment of the economic and GHG emissions of these options is presented in this report.

Under both scenarios, SHA included the option of 25% organics diversion from the waste stream in the event that the ACRD implements an organics diversion strategy. For this option, consideration has been made for the WCL to include an organics management facility and for the AVL Transfer Station to have upgraded infrastructure to accommodate an organics transfer area.

## 2. POPULATION STATISTICS AND WASTE DISPOSAL ANALYSIS

In order to determine the quantity of waste that would need to be managed, it is necessary to project future populations that would contribute to waste disposal in the intended service area. The West Coast Landfill service area consists of the District of Tofino, District of Ucluelet, First Nations Communities, and Parks Canada. As a resort community, the West Coast service area population fluctuates with the visitor and transient seasonal worker population throughout the year, with high season typically occurring from July to mid-September. The District of Tofino Liquid Waste Management Plan (Opus, 2017) was reviewed and used to determine the visitor to permanent resident ratio and population growth projections for the area. For Tofino, the visitor to permanent resident ratio was set at 0.901:1. For Ucluelet, the Chamber of Commerce suggests a 60:40 visitor split between Tofino and Ucluelet and therefore the visitor to permanent resident ratio for Ucluelet was set at 0.601:1. For the purpose of this analysis, the First Nation Communities and Parks Canada population are assumed to have a visitor to permanent resident ratio of zero.

The visitors and transient seasonal workers are assumed to reside in the area for three months per year and therefore the visitor and transient seasonal worker population was divided by four to determine the equivalent residents. Table 2-1 lists the population for each of the member municipalities, First Nations Communities, and Parks Canada based on 2018 data provided by the ACRD. A moderate growth scenario of 2.5% population increase per year is recommended for planning purposes (Opus, 2017).

**Table 2-1: West Coast Landfill Service Area Population Data**

Population Data	Permanent Population 2018	Visitor to Permanent Resident Ratio	Visitors 2018	Transient Seasonal Workers 2018	Equivalent Annual Population 2018	Growth Rate
District of Tofino	2,147	0.901	1,935	1,000	2,881	2.5%
District of Ucluelet	1,930	0.601	1,160	-	2,220	2.5%
First Nations Communities	1,212	-	-	-	1,212	2.5%
Parks Canada	858	-	-	-	858	2.5%
<b>Subtotal</b>	<b>6,147</b>	<b>-</b>	<b>3,095</b>	<b>1,000</b>	<b>7,171</b>	<b>2.5%</b>

Scale data indicates that 6,037 tonnes of waste was landfilled at the West Coast Landfill in 2018. As such, the waste disposal rate per capita is estimated to be 0.842 tonnes/person/year. The current and projected waste tonnages to be landfilled at the West Coast Landfill until landfill closure are presented in Table 1 at the end of this report. If organics diversion is implemented, it has been conservatively estimated that up to 25% of the waste stream could be diverted from the Landfill. The current and projected waste tonnages until landfill closure assuming 25% organics diversion are also presented in Table 1 for comparison purposes.

### 3. LANDFILL ASSESSMENT

This section assesses ‘Scenario 1: Continuing landfilling at the WCL’. For this scenario, it has been assumed that the West Coast Landfill would be developed as per the design in the West Coast Landfill Design Operations and Closure Plan (DOCP) (McGill, 2012) and continue to receive waste from the West Coast Landfill service area. As per the DOCP, the landfill would continue to be constructed in a series of cells, with finished slopes of 3 horizontal to 1 vertical and a finished elevation of approximately 120 m (based on the local survey datum) that is approximately 20 m high. This section looks at the following for the landfill option: lifespan, landfill development, environmental controls, and costing.

#### 3.1 Lifespan Analysis

A lifespan analysis was completed for the West Coast Landfill based on the following assumptions:

- Waste disposal rate set at 0.842 tonnes/person/year;
- West Coast Landfill service area population in 2018 set at 7,171;
- Population growth rate of 2.5% annually;
- Landfill waste compaction density of 0.57 tonnes/m<sup>3</sup> was used based on the average waste compaction density reported from 2013 to 2018 (McGill, 2019);
- Waste to cover ratio of 4.5:1 vol/vol was used as reported in the 2017 West Coast Landfill Annual Report (McGill, 2018). A waste to cover ratio was not reported for 2018.;
- Waste and soil cover placed in the landfill to settle 10% on a volume basis based on SHA experience at similar landfills; and,
- Landfill airspace remaining set at 737,154 m<sup>3</sup> as of December 31, 2018 (McGill, 2019).

Table 1 shows the detailed lifespan analysis. Under the existing conditions, there is approximately 36 years of capacity remaining for the landfill, with the landfill expected to reach capacity in 2056. In the event that organics diversion is implemented with 25% of the waste stream being diverted from the Landfill, the lifespan of the landfill could be extended an additional 8 years to 2064. Table 3-1 shows a summary of the lifespan analysis.

**Table 3-1: Lifespan Analysis Summary**

<b>Landfill Option</b>	<b>Airspace Available as of Dec 31, 2018 (m<sup>3</sup>)</b>	<b>Lifespan Remaining as of Jan 2020 (years)</b>	<b>Expected Year Capacity Reached</b>
Existing Conditions	737,154	36	2056
25% Organics Diversion	737,154	44	2064

## **3.2 Landfill Development and Environmental Controls**

This section provides an overview of the landfill development and environmental controls that would be required should Scenario 1 be pursued.

### **3.2.1 Landfill Expansion**

The West Coast Landfill has been developed as a natural control site, meaning that the site relies on the underlying natural soils to act as a liner. The Landfill is underlain by marine clays of low permeability that are believed to be in excess of 15 m thick (McGill, 2019).

The Landfill Criteria for Municipal Solid Waste, Second Edition (ENV, 2016) requires that lateral expansions of existing landfills that receive more than 5,000 tonnes of waste per year and greater than 500 mm of precipitation be developed with a landfill base liner comprised of a primary HDPE geomembrane liner and secondary compacted clay liner or geosynthetic clay liner. Given that the WCL meets these requirements, it has been assumed that the expansion areas would be lined as per the requirements in the Criteria. In general, if the landfill expansion is to be pursued, the virgin expansion areas would need to be prepared by stripping away vegetation and conducting earthworks to grade the areas. The bottom liner would then be deployed by a certified lining contractor.

### **3.2.2 Leachate Treatment**

A review of the existing leachate treatment system, comprised of a leachate lagoon and overland irrigation system, indicates that the system is prone to overflow events during and following storm events. If the landfill development option were to be pursued, the impact of the additional leachate generation from the increased waste footprint on the leachate treatment system would need to be evaluated. Given that the leachate lagoon is overflowing under current conditions, upgrades to the leachate system would be required. Upgrades may include the addition of an equalization pond, aeration pond, engineered wetland, sedimentation pond, sand filter, and/or phytoremediation area.

### **3.2.3 Landfill Gas**

SHA completed a landfill gas (LFG) generation estimate as part of the GHG emissions assessment in Section 6 of this report. The assessment indicates that an active LFG collection system should not be required at the site under the current LFG regulations.

SHA recommends that a passive LFG collection system be installed beneath the final cover system as part of closure. If desired, the collected LFG could be passed through a flare to convert methane to carbon dioxide, significantly reducing GHG emissions from the site.

### 3.2.4 Operational Issues

If the landfill was to be developed until the capacity is exhausted, required cover soil would continue to be imported to site. If the current source of this material is exhausted, or if soil prices increase, then this would drive up the costs of operating the landfill. The ACRD has implemented an alternate daily cover system at the landfill made from steel plates, reducing cover soil requirements. Nevertheless, it is expected that 201,570m<sup>3</sup> of cover soil would be required to 2064, assuming a waste to cover ratio of 4.5:1.

As mentioned previously, uncontrolled discharge of leachate has been known to occur at the leachate storage lagoon during large storm events. Sandhill Creek is located 40 m west of the lagoon and monitoring data from 2017 reflects likely impact from leachate (Paul Evans, 2019).

### 3.2.5 Landfill Closure

No final cover systems have been implemented at the West Coast Landfill to date. As reported in the 2012 DOCP, a conventional geomembrane closure system has been recommended for closure of the landfill. A phased closure of the landfill should be implemented in order to reduce environmental impacts of completed landfill slopes by reducing LFG and leachate generation.

## 3.3 Cost Estimate

This section provides cost estimates for the landfill development and environmental controls detailed in the previous section.

### 3.3.1 Landfill Expansion

A conceptual cost estimate was prepared for the capital works required to complete the landfill expansion based on SHA's experience at landfills throughout BC. For this assessment, it was assumed that the landfill would be expanded with a base liner system as per the requirements in the Criteria.

As reported in the West Coast Landfill 2018 Annual Report (McGill, 2019), the current landfill footprint is approximately 6.2 hectares (Ha). Given that the final waste footprint as per the Operating Certificate (OC) is 9.1 Ha., it is expected that a landfill expansion of 2.9 Ha would be required.

The components of the landfill expansion construction would include:

- Clearing & Grubbing
- Base Layer Grade Preparation
- Landfill Base Liner - Geosynthetic Clay Liner or 0.75 m Clay
- Landfill Secondary Liner – HDPE Geomembrane
- Cushion Layer – 12 oz. Non-Woven Geotextile or 0.2 m Sand
- Drainage Layer – 0.3 m Drainage Stone
- Filter Layer – 8 oz. Non-Woven Geotextile
- Engineering @ 20%
- Contingency @ 20%

SHA based the expansion costs on real costs at similar landfills, and added a 15% surcharge for the remote location factor of the West Coast Landfill. For the landfill expansion, SHA estimates that capital costs, including engineering and contingency, would be in the order of \$1.4 million or \$48/m<sup>2</sup>.

### 3.3.2 Leachate Treatment System Upgrades

SHA assumed that the leachate treatment and collection system would be upgraded as discussed in Section 3.2.2. The conceptual design for the upgraded leachate treatment system includes an equalization pond, aeration pond, sedimentation pond, sand filter, and phytoremediation area. The estimated costs for supply and install of the leachate treatment system were taken from the Forceman Ridge Waste Management Facility located near Terrace, BC. Although the Forceman Landfill receives about 2.3 times more waste per year than the West Coast Landfill, the precipitation at the West Coast Landfill is about 2.2 times higher than at Forceman and therefore the magnitude of the leachate treatment system would be similar between the two landfills. While it is likely that the components of the West Coast Landfill leachate treatment system may change during detailed design, the conceptual design from Forceman was used to provide a cost estimate for the upgrades.

For the leachate system upgrades, SHA estimates that capital costs including engineering and contingency would be in the order of \$2.6 million.

### 3.3.3 Closure Cost Estimate

For the purpose of this analysis, SHA has assumed that the landfill would be closed utilizing a geomembrane closure system as per the 2012 DOCP (McGill, 2012). SHA also included geotextile cushion and separation layers in the closure system as is standard practice. The components of the closure system would include (from bottom to top):

- Grading Layer – 600 mm Sand/Gravel
- Cushion Layer – 12 oz. Non-Woven Geotextile
- Barrier Layer – Geosynthetic Membrane Liner
- Cushion Layer – 12 oz. Non-Woven Geotextile
- Drainage Layer – 150 mm Gravel
- Separation Layer – 8 oz. Non-Woven Geotextile
- Subsoil Layer – 0.6 m Subsoil
- Topsoil Layer – 0.3 m Topsoil
- Vegetation Layer - Hydroseeding
- Engineering @ 20%
- Contingency @ 20%

SHA based the closure costs on real costs at similar landfills, and added a 15% surcharge for the remote location factor of the West Coast Landfill. SHA estimates that capital costs for landfill closure, including engineering and contingency, would be in the order of \$9.5 million or \$104/m<sup>2</sup>. This closure cost includes the installation of a passive landfill gas collection system.

It should be noted that utilizing on-site and/or local materials could reduce the overall closure cost of the site and should be investigated during detailed design.

### 3.3.4 Post Closure Cost Estimate

The post closure period for which post-closure care would be required is determined based on the contaminating lifespan of the landfill. A contaminating lifespan assessment has not yet been completed for the West Coast Landfill. In the absence of a contaminating lifespan assessment, the contaminating lifespan is determined by the quantity of waste in place at closure. For the West Coast Landfill, it is anticipated that approximately 528,860 tonnes of waste will be in place at closure (Table 1). The Criteria states that a post-closure period of 100 years shall be used for landfills with between 100,000 and 1,000,000 tonnes of waste in place at closure. Therefore, in the absence of a contaminating lifespan assessment, the West Coast Landfill is assumed to have a post-closure period of 100 years.

Post-closure costs include maintenance of the landfill final cover, operation and maintenance of leachate management facilities, operation and maintenance of landfill gas management facilities, operation and maintenance of site infrastructure including surface water control works, roads, fences, and annual environmental monitoring and reporting.

Based on a contaminating lifespan of 100 years, SHA recommends a more thorough post-closure monitoring program for the first 30 years following final closure. SHA typically allows \$1.00 per m<sup>2</sup> of the waste footprint for post closure costs. Based on this unit rate and a final waste footprint of 91,000 m<sup>2</sup> (9.1 Ha.), the landfill would have an annual post closure cost of around \$91,000. Assuming stable trends are observed in the monitoring data, the post-closure care could be scaled back to include annual preventative monitoring such as a site inspection and conductivity sampling along with a detailed water quality sampling every 5 years. It is recommended that preventative monitoring be completed for the remaining 70 years at an estimated unit cost of \$0.50/m<sup>2</sup> or \$45,500 per year.

### 3.3.5 Operating Cost Estimate

Operating costs for the landfill were estimated using information provided by the ACRD. The following costs as reported in the 2019-2024 ACRD Financial Plan were included:

<b>ACRD 2019-2024 Financial Plan</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Computer expense	\$1,049	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Operations Contract	\$442,996	\$525,000	\$535,500	\$546,200	\$557,100	\$568,200
Other operating costs	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Professional Fees	\$34,145	\$50,000	\$12,000	\$12,000	\$12,000	\$12,000
Utilities	\$7,084	\$9,000	\$9,400	\$9,800	\$10,200	\$10,600
Environmental Monitoring	\$32,005	\$35,000	\$36,400	\$37,900	\$39,400	\$41,000
<b>Total Landfill Operating Costs</b>	<b>\$557,279</b>	<b>\$661,000</b>	<b>\$635,300</b>	<b>\$647,900</b>	<b>\$660,700</b>	<b>\$673,800</b>
<b>Cost per Tonne</b>	<b>\$88.77</b>	<b>\$104.22</b>	<b>\$97.72</b>	<b>\$97.23</b>	<b>\$96.73</b>	<b>\$96.24</b>

The total annual operating cost for the site in 2019 was reported to be \$557,279. A unit cost of \$88.77 per tonne of waste was calculated for the 2019 waste disposal tonnage received at the Landfill. In 2020 the unit cost has been estimated at \$104.22/tonne with subsequent year estimates based on the above

table. Future operating costs at the landfill from 2025 onwards were projected using a fixed unit cost of \$96.24 per tonne.

## 4. TRANSFER STATION ASSESSMENT

This section assesses ‘Scenario 2: Closing the WCL and developing a transfer station to haul waste to the AVL’. For this scenario, it has been assumed that the West Coast Landfill would be closed in 2022 and waste would be transferred via hauling from an onsite transfer station to the AVL. This section details the following for the transfer station option: hauling options, haul frequency, haul cost analysis, transfer station conceptual design, environmental controls, and costing.

### 4.1 Hauling Options

The distance between the West Coast Landfill and the Alberni Valley Landfill is about 98 km on the Pacific Rim Highway. At the request of the ACRD, SHA selected hauling options that are compatible with hauling organics in the event that organics are backhauled from the Alberni Valley Landfill to the West Coast Landfill. Three hauling options were investigated as detailed below.

1. Using two (2) 40 cubic metre containers having a 76 m<sup>3</sup> capacity per haul (40-m<sup>3</sup> bins). This option is expected to average 18 tonnes of waste per haul, assuming a waste density of 0.24 tonnes/m<sup>3</sup>.
2. Using one (1) 53’ self-unloading trailer having a 113 m<sup>3</sup> capacity per haul (self-unloading trailer). This option is expected to average 24 tonnes of waste per haul, assuming a waste density of 0.21 tonnes/m<sup>3</sup>.
3. Using one (1) heavy duty 39’ end-dump trailer having a 75 m<sup>3</sup> capacity per haul (end-dump trailer). This option is expected to average 19 tonnes of waste per haul, assuming a waste density of 0.25 tonnes/m<sup>3</sup>.

For each of the options, an additional bin/trailer would be included so that there is redundancy for potential breakdowns and a spare bin/trailer available to be filled while the other bin/trailer is being hauled.

The above-reported trailer sizes are sourced from SHA’s expansive database as it includes actual data related to trailer haul capacities and trailer haul volumes. With that said there are many trailer options available and the trailers above are reported to provide a point of reference when choosing transfer station trailer(s).

#### 4.1.1 Haul Frequency

In order to optimize the haul frequency, it is important that the municipal waste load be tamped (compacted) prior to shipment. Tamping increases the waste density, thereby maximizing the tonnage of material that can be hauled per trip. It is important to note that tamping is limited on self-unloading trailers as it risks damaging the self-unloading mechanism. As a result, the waste density achieved in the self-unloading trailer is lower than that of the 40 m<sup>3</sup> bins or end-dump trailer. To ensure accuracy of the haul analysis, SHA spoke with representatives from several municipalities in BC to determine the average observed haul weight for each hauling option and calculated the waste densities being achieved. The self-unloading trailer (Option 2) has the highest haul capacity and averages 24 tonnes of MSW per

trip. The end-dump trailer (Option 3) can haul approximately 19 tonnes per trip and the 40 m<sup>3</sup> bins (Option 1) can haul about 18 tonnes per trip.

The average number of hauls per week for the three hauling options are reported in Table 2 at the end of this report. As seen in Table 2, the number of hauls required per week ranges from 5 trips for the self-unloading trailer, 6 trips for the end-dump trailer, and 7 trips for the 40 m<sup>3</sup> bins. SHA also considered the maximum number of hauls per week that would be required during high season, which is assumed to occur from July to September each year. During high season, the number of hauls per week increases to 8 trips for the self-unloading trailer and 10 trips for both the 40 m<sup>3</sup> bins and the end-dump trailer.

In the event that organics diversion is implemented on the West Coast, the quantity of waste requiring hauling would be significantly reduced. As mentioned previously, it is assumed that up to 25% of organics could be diverted from the waste stream. Under this scenario, SHA calculated the average number of hauls required per week and the results are presented in Table 3 at the end of this report. The required number of hauls per week could be minimized to 4 trips using the self-unloading trailer and 5 trips using the 40 m<sup>3</sup> bins or end-dump trailer. In high season, the required trips increase to 5 trips for the self-unloading trailer and 7 trips for both the 40 m<sup>3</sup> bins and the end-dump trailer.

In summary, the self-unloading trailer (Option 2) appears to be the most efficient option with the least number of trips required per week.

#### 4.1.2 Haul Cost Analysis

SHA completed a haul cost analysis for the Transfer Station option which estimates costs for transferring waste from the West Coast Transfer Station to the Alberni Valley Landfill. The results of the haul cost analysis are presented in Tables 2 and 3 at the end of this report, with Table 2 showing the costs under existing conditions and Table 3 showing costs under the organics diversion scenario.

SHA's haul cost analysis calculates a total haul cost on an annual and per tonne basis, which includes the costs associated with travel to and from the Alberni Valley Landfill, loading and unloading waste, and bin/trailer capital and maintenance costs. For the purpose of this analysis, the capital costs of the 40 m<sup>3</sup> bins and end-dump trailer are assumed to be amortized over a 10-year period. The self-unloading trailer has a shorter lifespan and therefore the capital costs have been amortized over a 7-year period. Maintenance costs for the bins and/or trailers vary significantly, with the annual maintenance cost of the self-unloading trailer reported to be \$25,000 per trailer and the annual maintenance cost for the 40 m<sup>3</sup> bins and end-dump trailer expected to be \$1,000 per bin and \$3,000 per trailer respectively. It is assumed that the haul trucks would be purchased and maintained by the hauling contractor and thus capital costs associated with haul trucks were not included in the analysis.

As seen in Table 2, under existing conditions, the most cost-effective option is to haul waste using the end-dump trailer. The cost per tonne from least expensive to most expensive is \$47.45/tonne (end-dump), \$48.85/tonne (self-unloading), and \$55.80/tonne (40 m<sup>3</sup> bins). The end-dump option is 7% cheaper than using the self-unloading trailer and 18% cheaper than using the 40 m<sup>3</sup> bins. While the end-dump trailer has a higher haul frequency than the self-unloading trailer, the rationale for the cost savings is the lower capital and maintenance costs for the trailers.

The haul cost analysis for the organics diversion scenario is presented in Table 3. As seen in Table 3, the end-dump trailer is the most cost-effective option to haul waste. The cost per tonne from least expensive

to most expensive is \$47.29/tonne (end-dump), \$54.60/tonne (self-unloading), and \$56.35/tonne (40 m<sup>3</sup> bins). While the cost on a per tonne basis is more expensive under the organics diversion scenario compared the existing scenario (Table 2), cost savings are realized on an annual basis since the quantity of waste being hauled is lower. For example, the total cost per year for the end-dump trailer under the existing scenario is \$288,271 whereas the total cost per year for the end-dump trailer under the organics diversion scenario is \$224,970 (22% decrease).

A summary of the haul cost analysis is presented in Table 4-1 below.

**Table 4-1: Summary of Haul Cost Analysis**

	Option 1: 40 m <sup>3</sup> Bins	Option 2: Self-Unloading Trailer	Option 3: End-Dump Trailer
Existing Condition – No Organics Diversion			
Avg. # of Trips per Week	7	5	6
Average number of Trips per Week (High Season)	10	8	10
<b>Total Cost Per Tonne</b>	<b>\$55.80</b>	<b>\$48.85</b>	<b>\$45.45</b>
<b>Total Cost Per Year</b>	<b>\$353,907</b>	<b>\$309,849</b>	<b>\$288,271</b>
25 % Organics Diversion			
Avg. # of Trips per Week	5	4	5
Avg # of Trips per Week (High Season)	7	5	7
<b>Total Cost Per Tonne</b>	<b>\$56.35</b>	<b>\$54.60</b>	<b>\$47.29</b>
<b>Total Cost Per Year</b>	<b>\$268,076</b>	<b>\$259,736</b>	<b>\$224,970</b>

Overall, the end-dump trailer is the most cost-effective option with a cost of \$45.45 per tonne and \$288,271 per year under existing conditions and \$47.29 per tonne and \$224,970 per year under the organics diversion scenario.

### 4.1.3 Haul Recommendation

The analysis concludes that the self-unloading trailer requires the least amount of haul trips per week but the end-dump trailer is the most cost-effective solution. SHA’s recommendation is the end-dump trailer (Option 3) as it has the lowest overall cost and requires considerably less maintenance compared to the self-unloading trailer (Option 2). The 40 m<sup>3</sup> bin option is not recommended due to its high overall cost compared to the other options. It should be noted that the analysis does not account for the expected down time associated with the reported \$25,000 annual cost to maintain the self-unloading trailer.

## 4.2 Transfer Station Conceptual Design

SHA has conceptualized a Transfer Station design for the West Coast Landfill for the analysis. The West Coast Transfer Station would be required to provide sufficient capacity for the quantities of MSW

projected to be disposed of in the West Coast Landfill service area. Additionally, the facility should be designed to be compatible with residential (curbside pick-up), self-haul, and commercial loads to be dropped off, processed, and shipped. With the above constraints in mind, SHA considered several options for the Transfer Station conceptual design including an open air Z-Wall, steel building with tipping floor, and coverall building with tipping floor. Each design was evaluated based on local weather conditions, local wildlife, capacity, functionality, operations costs, and capital costs.

The preferred design adopted by SHA consists of a Steel Building with a Tipping Floor. A building is preferred over an open-air facility such as a Z-Wall, as the building would shelter the waste from precipitation, which would reduce leachate generation and ensure a minimal moisture content of the waste for hauling. A building is also preferred as it acts as a barrier to wildlife, such as bears and birds, from accessing the waste. A steel building is preferred compared to a coverall building as coveralls are prone to damage from birds, require more maintenance, and have a shorter lifespan.

A tipping floor was chosen as it is versatile and could accommodate the wide variety of car and trucks that would be dumping at the Transfer Station. A tipping floor also allows for waste to be dumped and left in place without requiring an additional bin to be stationed at the Transfer Station.

The proposed transfer station building is being considered with a one (1) or two (2) bay design. A one-bay facility could accommodate about 7 vehicles per hour and a two-bay facility could accommodate about 14 vehicles per hour. SHA reviewed 2019 scale data provided by the ACRD to determine the estimated peak traffic volume at the site. Traffic volume estimates were calculated based on data that includes the tonnage and number of loads reported per day. SHA estimates that about 5 vehicles per hour visit the site and thus the traffic volume could be accommodated with one bay. However, SHA's recommendation is for a 2-bay design as it would not only meet current needs but also meet future needs accounting for population growth. Furthermore, a two-bay facility would allow for one of the bays to be dedicated to curbside and commercial loads and the other bay to be allocated for self-haul loads. The larger tipping floor area would result in safer operations and would aid with more efficient traffic management.

The preferred design adopted by SHA consists of a two level and two bay steel structure building. SHA recommends garage doors on the two-bay access. The roof would consist of a single pitch slope that would be graded in such that all run-off and snow would be shed to the rear of the building which would eliminate all falling ice and snow onto the entryways to the building.

The transfer trailer would be parked at the bottom level and two overhead doors would enclose the bottom level. The doors would secure the building when no one is on site and this would also prevent adverse weather from disturbing the waste material in the transfer station.

Proper ventilation of the transfer building is an important part of the design and louvre panels or grillages would need to be installed. The rear portion of the concrete tipping pad would be sloped towards a drain system to properly dispose of the excess accumulated liquid material while the front would be gently sloped to allow any rain water and melting snow to drain out of the building. Fences and safety devices would be installed to ensure that the transfer station equipment would not be able to fall into the transfer bin when pushing waste materials. An example of such transfer station safety measures is shown in Photo 1 below.



Photo 1: Example of Transfer Station Safety Rails

### 4.3 Environmental Controls

This section provides an overview of the environmental controls that would be required should Scenario 1 be pursued.

#### 4.3.1 Landfill Closure

As discussed in Section 3.2.5, no final cover systems have been implemented at the West Coast Landfill to date. If the Transfer Station option is to be pursued, the landfill would be required to close as soon as feasibly possible. For the purpose of this analysis, the landfill is assumed to be closed in 2023 under the Transfer Station scenario. As per Section 3.3, SHA has assumed a geomembrane closure system.

Benefits of closing the landfill early would be a reduced closure area and reduced environmental impact on the local environment. If the landfill were to be closed in 2023, approximately 62,000 m<sup>2</sup> of the landfill would require closure, which is about 29,000 m<sup>2</sup> less than if the landfill was to be built to capacity. The landfill closure system would reduce leachate generation and hence reduce the burden on the existing leachate treatment system as well as impacts to surface water and groundwater over time. Under the Transfer Station scenario, it is therefore assumed that a leachate treatment system upgrade would not be required. It is envisioned that landfill gas would be collected via passive venting and potentially run through a flare to reduce GHG emissions.

#### 4.3.2 Impact at Alberni Valley Landfill

By transferring waste for disposal to the Alberni Valley Landfill, most of the environmental impacts related to leachate and LFG would also be transferred to that site. However, by disposing of the waste at one site instead of two, capital funding could be focused to improve environmental protection at the Alberni Valley Landfill and savings made through economies of scale of landfill operation. These cost

savings could be invested into environmental infrastructure, such as phased landfill closure, leachate treatment system upgrades, biocover to reduce GHG emissions, and litter control programs.

Assuming that there would be backhaul of organics from Alberni Valley to the West Coast Landfill, the Alberni Valley Transfer Station would require upgrades to accommodate an organics transfer facility. The tonnage of waste disposed of at the AVL in 2019 was reported to be 15,972 and therefore the quantity of organics expected to be hauled is around 3,993 tonnes per year. A transfer station concept similar to the concept detailed in Section 4.2 could be constructed at the Alberni Valley Transfer station to manage the organics for transfer.

## 4.4 Transfer Station Cost Estimate

This section provides an overview of the costs should the Transfer Station option be pursued.

### 4.4.1 Capital Costs

Capital costs would include the cost for constructing the West Coast Transfer Station and in the event that organics diversion is implemented, would also include the cost for upgrading the Alberni Valley Transfer Station. SHA reviewed past costs for similar transfer stations and estimates that the capital cost for the West Coast Transfer Station would be in the order of \$800,000.

### 4.4.2 Closure Costs

Closure costs are discussed in Section 3.3. Based on a final waste footprint of 62,000 m<sup>2</sup> for the Transfer Station option, the landfill would have an estimated closure cost of \$6.5 million (\$104//m<sup>2</sup>). Closure costs include the cover system, passive landfill gas system, engineering and contingency.

### 4.4.3 Post Closure Costs

Post closure costs are discussed in Section 3.3.4. Based on a final waste footprint of 62,000 m<sup>2</sup> for the transfer station option, the landfill would have an annual post closure cost of around \$62,000 (\$1.00/m<sup>2</sup>) for the first 30 years under the current Landfill Criteria. Assuming stable trends are observed in the monitoring data, the post-closure care could be scaled back to include annual preventative monitoring. It is recommended that preventative monitoring would be completed for the remaining 70 years at an annual cost of \$31,000 (\$0.50/m<sup>2</sup>).

### 4.4.4 Operating Costs

In order to estimate the operating costs for the transfer station, SHA utilized numbers supplied by the ACRD, and also costs obtained from similar transfer station operations. The following assumptions were made to calculate the transfer station operating costs:

- The transfer station would operate 6 days a week (Mon-Sat) for 6 hours a day (10AM – 4PM).
- Utilities costs for the transfer station operation would be roughly equivalent to the utilities costs for current landfill operations, which is around \$2,000 per year.
- Computer expenses for the transfer station operation would be equivalent to the computer expenses for current landfill operations, which is around \$9,000 per year.
- Staffing would consist of one transfer station attendant and one supervisor in addition to the scale attendant.

- Equipment would consist of one loader operating 4 hours per day and a mini-hoe or hoe attachment operating 2 hours per day.

The operating costs for the transfer station are estimated to be \$398,192 per year.

## 5. LIFECYCLE COST ASSESSMENT

In order to assess the overall cost to the ACRD of the various scenarios, a Lifecycle Cost Assessment was completed for both of the landfill development options as well as the two transfer station options. The detailed lifecycle assessments for the two landfill options can be found in Tables 4 and 5 for the existing conditions and 25% organics diversion option respectively. Tables 6 and 7 present the two transfer station options for existing conditions and 25% organic diversion respectively. A summary of the lifecycle costs is presented in Table 8.

The lifecycle cost assessment tables provide a summary of all cost estimations shown in the year that each occurs. The lifespan chosen for all scenarios was one that runs until 2167, 100 years after closure of the option with the longest lifespan, the landfill development option with 25% organics diversion, so that an apples to apples comparison could be made. The year of landfill closure is highlighted and the associated closure costs are shown in the year in which they occur. Capital costs, such as leachate system upgrades, landfill expansion, or transfer station construction are shown as well. Operating costs for each year of landfill or transfer station operation are displayed. Annual post closure costs are shown for a period of 100 years following landfill closure. The funds put aside for the landfill closure reserve fund are also shown whilst the landfill is operational. Totals for each cost category over the life of the assessment are shown at the bottom of the table. The total cost for each scenario has been calculated based on a summation of the total capital, operating, closure and post closure costs on a per tonne basis. The total cost in comparison to the revenue collected from tipping fees is shown in the far right column. Interest payment on any debt or credit has also been calculated and is accrued from year to year.

### 5.1 Assumptions

The following assumptions were made for the Lifecycle Cost Assessments:

- Closure Reserve Fund set at \$859,858 as of end of 2019;
- Closure Reserve Sinking Fund set at \$120,000 per year for 2020 and \$92,000 per year thereafter;
- Closure works to be undertaken one year following landfill capacity;
- Post-Closure monitoring to begin one year following landfill closure;
- Landfill operating costs set as per the ACRD 2019-2024 Financial Plan. Landfill operating costs from 2025 onwards are projected based on fixed unit cost of \$96.24 per tonne;
- Leachate treatment system upgrade works to occur in 2022, if applicable;
- Transfer station construction to occur in 2022, if applicable;

- Expansion works to be undertaken when Cells A and B have reached capacity (est. 34,395 m<sup>3</sup> remaining as of 2019);
- Interest earnings from closure and post-closure fund is 2.1118% annually; and
- Break even tipping fee for disposal of waste at Alberni Valley Landfill set at \$89.64/tonne.

## 5.2 Lifecycle Costs

A summary of the Lifecycle Cost Assessment is shown in Table 8, and summarized in Table 5-1 below. The results are further described in the following section. A Break Even Tipping fee has been calculated and shown. The Break Even Tipping fee is the tipping fee the ACRD would have to charge over the life of the analysis in order for there to be zero debt from the operation of the system after 100 years of post-closure. This value incorporates all operational costs and revenues, as well as interest accrued on any debts or credits, and is the best indicator of the actual cost of the waste system to the ACRD during the analysis period.

**Table 5-1: Summary of Lifecycle Cost Analysis**

<b>Disposal Option</b>	<b>WCL Break Even Tipping Fee</b>	<b>AVL Break Even Tipping Fee</b>	<b>Total Cost per Tonne incl. AVL Tipping Fee</b>
	<b>(\$/tonne)</b>	<b>(\$/tonne)</b>	<b>(\$/tonne)</b>
<b>Landfill Development - Existing Conditions</b>	\$121.77	-	\$121.77
<b>Landfill Development - 25% Organics Diversion</b>	\$122.00	-	\$122.00
<b>Transfer Station - Existing Conditions</b>	\$116.13	\$89.64	\$205.77
<b>Transfer Station - 25% Organics Diversion</b>	\$130.27	\$89.64	\$219.91

The ‘Transfer Station Existing Conditions’ option has the lowest Break Even Tipping fee of \$116.13 per tonne, and hence would provide the greatest value to the ACRD. However, the cost of disposing of the waste at the Alberni Valley Landfill under this scenario is assumed to cost an additional \$89.64/tonne, bringing the total cost for this scenario to \$205.77/tonne. For the ‘Transfer Station Existing Conditions’ scenario to be comparable in cost to the ‘Landfill Development Existing Conditions’ scenario, the cost of landfilling at the AVL would have to be only \$5.65/tonne. While it is expected that some economy of scale would be realized by operating a single landfill under the transfer station scenarios, the additional landfilling costs at AVL make this option more expensive overall.

With the cost of disposal at the AVL included in the analysis, the option with the lowest cost becomes the ‘Landfill Development Existing Conditions’ with a break-even tipping fee of \$121.77/tonne. The ‘Landfill Development 25% Organics Diversion’ option has a comparable but slightly higher tipping fee of \$122.00/tonne. SHA understand that the current tipping fee at the West Coast Landfill is \$130 per tonne and therefore either of the landfill development options is capable of being funded under the current tipping fee structure.

In summary, the Lifecycle Cost Assessment shows that operating costs far outweigh capital or closure costs for any of the options. Hence, the option with the lowest operating costs would provide the cheapest solution, which happens to be the ‘Transfer Station Existing Conditions’ option. Unfortunately, the cost of landfilling the transferred waste at the AVL greatly increases the overall cost for this option, making it cost prohibitive compared to the Landfill Development options.

The total operating costs, factoring in all expenditures, range from \$82.60 to \$96.92 per tonne, with the ‘Transfer Station – Existing Conditions’ option being the lowest, and the ‘Landfill Development – 25% Organics Diversion’ option being the highest. The Transfer Station options have the lowest capital costs compared to the Landfill Development Options. Capital costs for Transfer Station Existing Conditions and 25% Organics Diversion are expected to be \$0.8 million. The Landfill Development options have the highest capital expenditures at \$4 million each.

Both of the transfer station options have the lowest closure costs at \$6.47 million, while the landfill options have the highest closure costs at \$9.49 million. Post closure costs are also lower for the transfer station options at \$4.03 million compared to \$5.92 million for the landfill development options. The difference in closure and post closure costs are a reflection of the closure areas, with the transfer station option having a smaller closure area than the landfill development option.

For all of the options, if closure were to be undertaken in the year specified, the closure reserve fund would not have adequate funds to cover the closure. For the ‘Landfill Development Existing Conditions’ option, the closure reserve fund would be about \$5.2 million less than required for closure. The ‘Landfill Development 25% Organics Diversion’ option would be about \$4.5 million less than required. The difference is greater should the Transfer Station options be pursued. For both the Transfer Station options, the closure reserve fund would be \$5.3 million less than required for closure.

Overall, the Lifecycle Cost Assessment shows that the ‘Landfill Development Existing Conditions’ provides the most economical solution for the ACRD, when the cost of landfilling the waste at the Alberni Valley Landfill under the Transfer Station option is factored into the analysis.

## 6. GREENHOUSE GAS EMISSION ASSESSMENT

The following section investigates the greenhouse gas (GHG) emissions from continued operation of the WCL versus the GHG emissions from hauling waste via a transfer station from the WCL to disposal at the AVL. GHG emissions from landfill gas generated from the waste when it is disposed in a landfill, along with GHG emissions from trucks hauling the waste between the two landfills were considered.

### 6.1 Scenario Definitions

The two scenarios developed for the GHG emission modelling were as follows:

- **Scenario 1: Continued Waste Disposal at West Coast Landfill – No Active LFG Collection**  
This scenario represents the option of continued operations at the West Coast Landfill with 25% reduction in waste disposal due to organics diversion. Under this scenario, there would be no active LFG collection system installed at the West Coast Landfill.
- **Scenario 2: Waste Transfer to Alberni Valley Landfill – Active LFG Collection System**  
This scenario represents the option of ceasing to landfill at the West Coast Landfill, developing a transfer station and hauling waste to the Alberni Valley Landfill for disposal. This option also considers 25% reduction in waste disposal due to organics diversion. Under this scenario, there would be an active LFG collection system installed at the Alberni Valley Landfill with a 75% collection efficiency when methane generation surpasses 1,000 tonnes/year. It should be noted that this scenario only considers GHG emissions from West Coast waste that is landfilled at the AVL. Any GHG emissions generated from AVL waste is not included in the analysis.

### 6.2 Overarching Assumptions

The following general assumptions have been made for all scenarios.

- Scenario lifespan considered from 2022 to 2064. This represents the time frame when the various options would be implemented, i.e. transfer station would not be built until 2022 at the earliest, and the lifespan of the West Coast Landfill, based on the remaining airspace with 25% waste reduction due to organics diversion, runs until 2064;
- Post-closure period assumed to be 100 years for both scenarios. GHG emissions from the post-closure period were therefore considered from 2064 to 2164;
- Waste disposal rates have been used as discussed in Section 2;
- Emissions from operation equipment at both landfills not factored into GHG emissions, as they are considered to be relatively equal;
- Emissions from waste tonnages disposed during the analysis period have been considered (2022 to 2164). Emissions from historical waste disposal at either site have not been considered;
- Emissions from residential traffic to the Landfill have not been considered as they are assumed to be the same under both scenarios;
- Emissions from capital works projects have not been considered;

- The GHG emissions that are presented are anthropogenic. In a landfill, the GHGs that are considered anthropogenic are those that result from the production of methane, and for waste transfer the GHGs that are considered anthropogenic are all those that result from combustion of fossil fuel;
- Methane has 21 times the Global Warming Potential of CO<sub>2</sub>; and
- GHG emissions from NMOC's were not considered under this assessment as they are considered to be very minor and inconsequential when compared to GHG emissions from methane. They would be similar for each scenario and therefore would not influence the overall results.

### 6.3 LFG Modelling

#### 6.4 Scenario 1 – Continued Waste Disposal at West Coast Landfill

Scenario 1 considers continued waste disposal at the West Coast Landfill with organics diversion. Using the waste composition analysis report by Dillon Consulting in 2019 (Dillon, 2019), and an overall 25% waste diversion target, SHA categorized the deposited and future waste for the West Coast Landfill as presented in Table 6-1 below. It was assumed that the 25% overall diversion target will be achieved through 54% diversion of food waste, yard waste, paper & cardboard, and wood waste. The diversion target is assumed to be achieved in 2022.

**Table 6-1: Historical and Future Waste Compositions for WCL**

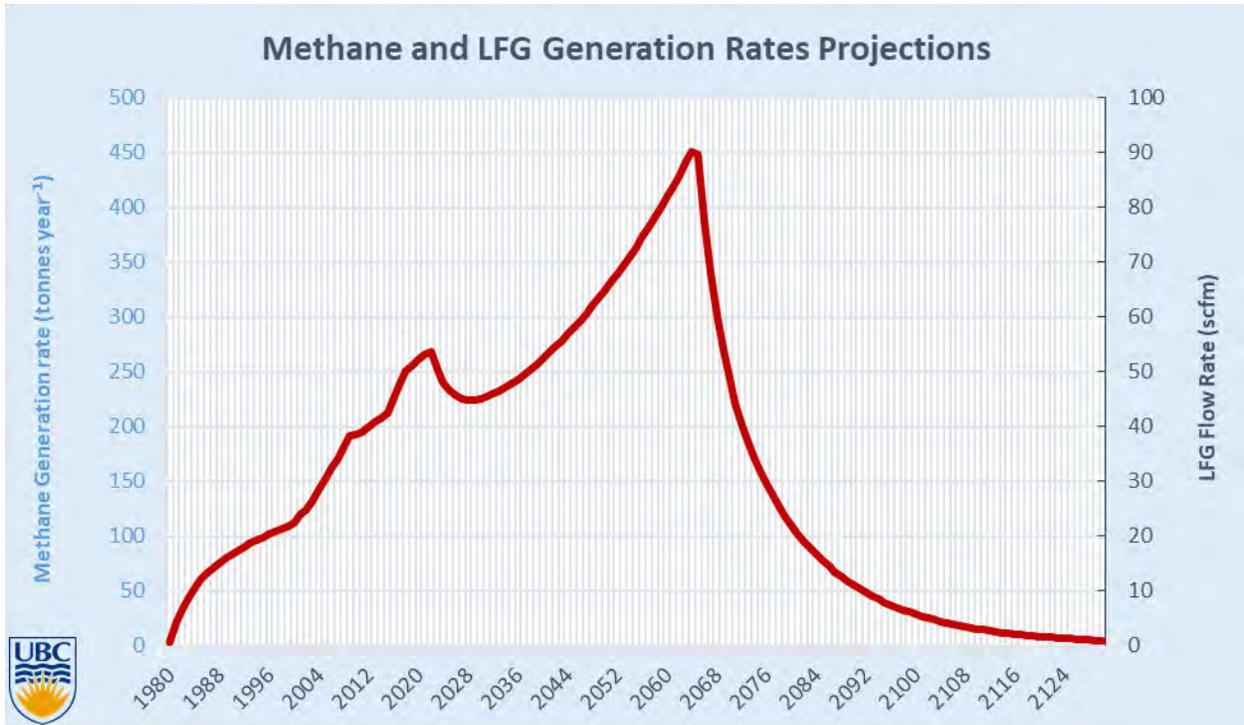
	UBCiModel - Input DOC used for West Coast LF Advanced LFG Modeling (SHA-PRJ20011a) - 25% Diversion Scenario							
	Food	Garden	Paper	Wood	Textile	Nappies	Inerts	Total
<b>2019 Analysis (pre-2022)</b>	18.9%	5.2%	13.4%	8.6%	13.7%	2.9%	37.3%	100%
<b>25% Diversion (2022 - End)</b>	11.5%	3.2%	8.2%	5.4%	18.2%	3.9%	49.7%	100%

The categories presented in Table 6-1 were input into the UBCiModel to estimate the LFG and hence GHG emissions from waste disposal at the WCL. Under this scenario, there would be no active LFG collection system installed at the WCL.

#### 6.4.1 Results

Illustration of lifespan methane and LFG generation for the WCL using the UBCiModel is provided below in Figure 6-1. Full results are also provided in Appendix A.

**Figure 6-1: Lifespan Methane and LFG Generation Estimate for West Coast Landfill**



The model shows that LFG generation at the WCL under this scenario will peak in 2064 at a maximum LFG generation rate of 89 scfm, equivalent to approximately 445 tonnes of CH<sub>4</sub> per year. The UBCiModel© predicted methane generation at the WCL will not exceed the ENV LFG regulation’s threshold of 1,000 tonnes CH<sub>4</sub> per year and therefore no active LFG collection system would be required.

As can be seen in Figure 6-1, the methane generation rate drops in 2022 as a result of reduction in waste quantity due to organics diversion. Furthermore, methane generation drops sharply in 2064 when the landfill reaches capacity and is assumed to be closed.

The methane and GHG emissions for each year during the analysis period is presented in Table 10 and a results summary is presented in Section 6.6

### 6.5 Scenario 2 – Waste Transfer to Alberni Valley Landfill

Scenario 2 considers transferring waste from the West Coast Landfill to the Alberni Valley Landfill for disposal. Using the waste composition analysis report by Dillon Consulting in 2019 (Dillon, 2019), and an overall 25% waste diversion target, SHA categorized the deposited and future waste for the Alberni Valley Landfill as presented in Table 6-2. It was assumed that the 25% overall diversion target will be achieved through 59% diversion of food waste, yard waste, paper & cardboard, and wood waste. The diversion target is assumed to be achieved in 2022.

**Table 6-2: Historical and Future Waste Composition for the AVL**

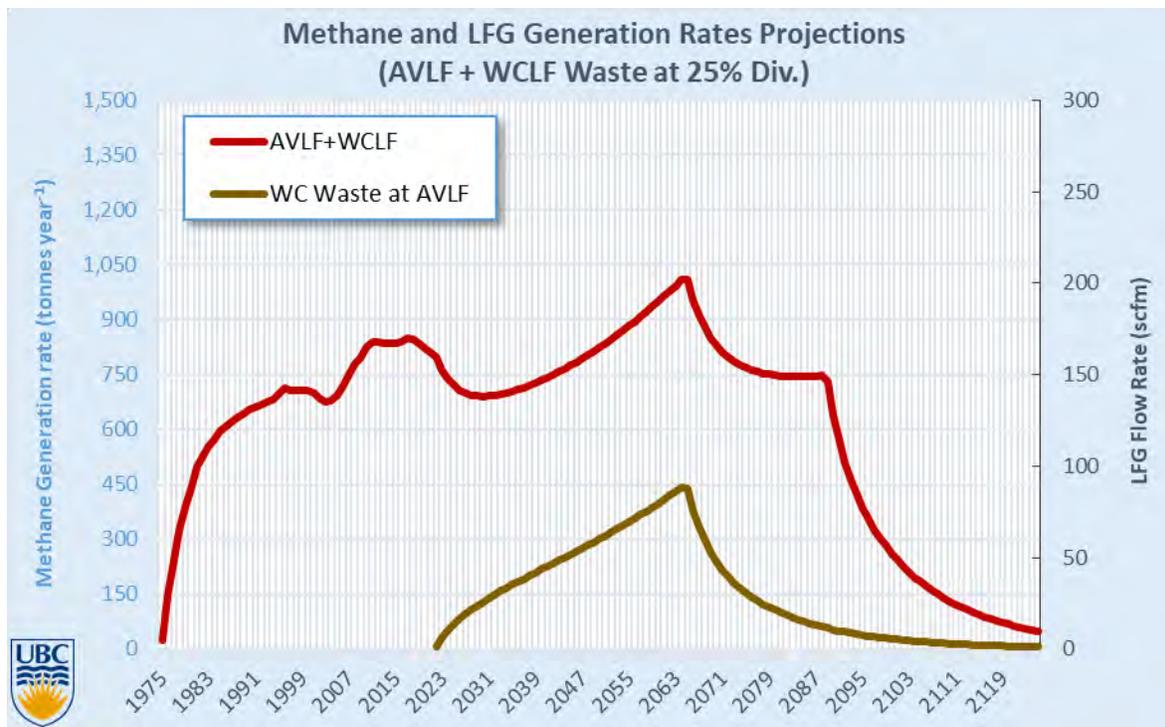
	UBCiModel - Input DOC used for Alberni Valley LF Advanced LFG Modeling (SHA-PRJ20011a) - 25% Diversion Scenario							
	Food	Garden	Paper	Wood	Textile	Nappies	Inerts	Total
<b>2019 Analysis (pre-2022)</b>	17.4%	3.9%	15.0%	6.7%	10.4%	2.8%	43.8%	100%
<b>25% Diversion (2022 - End)</b>	9.6%	2.2%	8.3%	4.0%	13.8%	3.7%	58.4%	100%
<b>Combined AVL &amp; WCLF (2022)</b>	10.2%	2.4%	8.3%	4.4%	15.1%	3.8%	55.9%	100%
<b>Combined AVL &amp; WCLF (2088)</b>	10.6%	2.7%	8.2%	4.7%	16.1%	3.8%	54.0%	100%

The categories presented in Table 6-2 were input into the UBCiModel to estimate the LFG and hence GHG emissions from waste disposal at the AVL. Under this scenario, there would be an active LFG collection system installed at the Alberni Valley Landfill with a 75% collection efficiency when methane generation reaches 1,000 tonnes/year.

**6.5.1 Results**

Illustration of lifespan methane and LFG generation for the AVL using the UBCiModel is provided below in Figure 6-2. Full results are also provided in Appendix A.

**Figure 6-2: Lifespan Methane and LFG Generation Estimate for Alberni Valley Landfill (Assuming WCL contributes to AVL up to 2064)**



The model shows that LFG generation at the AVL under this scenario will peak in 2064 at a maximum LFG generation rate of 200 scfm, equivalent to approximately 1,000 tonnes CH<sub>4</sub>/year. The UBCiModel© predicted methane generation at the AVL will exceed the ENV LFG regulation's threshold of 1,000 tonnes CH<sub>4</sub> per year in 2064 and therefore an active LFG collection system would be required at this time.

As can be seen in Figure 6-2, waste from the WCL is assumed to be transferred to the AVL beginning in 2022 and terminating in 2064.

The methane and GHG emissions for each year during the analysis period is presented in Table 10 and a results summary is presented in Section 6.6

## 6.5.2 Waste Transfer Emissions

The other source of GHG emissions that need to be considered under Scenario 2 is from transfer of the waste from the WCL to the AVL via trucks and trailers. Analysis of the required transfer frequency was completed by SHA and discussed in Section 4.1.1. The recommended option of hauling via Heavy Duty 39' End-Dump Trailers was used for the GHG assessment.

### 6.5.2.1 Assumptions

To calculate GHG generation from the waste transfer the following assumptions were made:

- Haul distance from WCL to AVL is 100 km one way;
- Trucks would travel from WCL to AVL loaded with MSW, and return loaded with organics. Emissions from round trip to be counted;
- Waste to be hauled using one (1) heavy duty 39' end-dump trailer having a 75 m<sup>3</sup> capacity per haul and is expected to average 19 tonnes of waste per haul, assuming a waste density of 0.25 tonnes/m<sup>3</sup>;
- Haul truck consumes average of 39 L/ 100 km loaded, assuming 2 stops and 10% time spent idling per trip;
- Diesel fuel emits approximately 0.00262 tonnes CO<sub>2E</sub> / L;
- Hauling 6 trips per week during regular season and 10 trips per week during high season (July to mid-September)

### 6.5.2.2 Results

Based on the haul scenario, SHA developed the GHG emissions estimate presented in Table 9. The modelling shows that GHG emissions from the waste haul between the WCL and AVL for waste tonnage projected between 2022 and 2064 will range from 54.0 to 152.4 tonnes CO<sub>2E</sub>/year. The total emitted over the 42-year period is projected to be 4,086 tonnes CO<sub>2E</sub>.

## 6.6 Scenario Modelling Summary

Table 6-3 below presents the total GHG emissions estimate for the tonnage of waste under consideration if it were to be disposed of at either the WCL or AVL. For this estimate, GHG emissions were calculated by multiplying the methane generation in tonnes by methane's global warming potential (GWP) of 21.

For Scenario 2, GHG emissions from waste disposal after 2064 were calculated by dividing the methane generation in tonnes by four to account for 75% LFG collection efficiency, and then multiplying the result by methane’s GWP of 21.

**Table 6-3: Summary of GHG Assessment Results**

	<b>Scenario 1 - WCL Closure in 2064</b>	<b>Scenario 2 - WCL Transfer Waste to AVL Until 2064</b>		
Period	Waste GHG Emissions (tonnes CO <sub>2E</sub> )	Waste GHG Emissions (tonnes CO <sub>2E</sub> )	Haul GHG Emissions (tonnes CO <sub>2E</sub> )	Total GHG Emissions (tonnes CO <sub>2E</sub> )
Landfill Operation (2022-2064)	217,308	217,308	4,086	221,394
Landfill Post Closure (2064-2164)	105,441	26,360	0	26,360
<b>Total</b>	<b>322,749</b>	<b>243,668</b>	<b>4,086</b>	<b>247,755</b>

The results presented above show that GHG emissions from waste disposed at the WCL under Scenario 1 will total 217,308 tonnes CO<sub>2E</sub> during landfill operation and 105,441 tonnes CO<sub>2E</sub> during the post closure period. The total GHG emissions at the WCL until 2164 is estimated to be 322,749 tonnes CO<sub>2E</sub>.

The results show that GHG emissions from waste disposed at the AVL under Scenario 2 will total 217,308 tonnes CO<sub>2E</sub> (for WCL waste only) and hauling emissions will total 4,086 tonnes CO<sub>2E</sub> during landfill operation. During the post closure period, the total GHG emissions at the AVL (from WCL waste only) is estimated to be 26,360 tonnes CO<sub>2E</sub>. The total GHG emissions at the AVL until 2164 is estimated to be 247,755 tonnes CO<sub>2E</sub>.

Overall, the results indicate that Scenario 2 will generate 74,994 tonnes CO<sub>2E</sub> less than Scenario 1 at the end of the post-closure period, which is equivalent to taking approximately 12,500 cars off the road for one year. Scenario 2 is seen to have lower overall GHG emissions due to the assumption that an active gas collection system would be installed at the AVL in 2064.

The results presented in this section show that GHG emissions from landfilling are orders of magnitude higher than those from hauling of waste between the two landfill sites. This means that control of LFG is an important measure to reduce GHG emissions associated with the waste management options presented for the West Coast Landfill. The ACRD may want to consider options for reduction of GHGs at the West Coast Landfill through the use of biocover or a passive gas collection and flaring system. Costs for these elective initiatives may be supplemented with climate change initiative funding.

## 7. REFERENCES

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Tetra Tech Canada Inc., 2019. Organic Waste Diversion Service Options.

## 8. STATEMENT OF LIMITATIONS

This report has been prepared by Sperling Hansen Associates (SHA) on behalf of the Alberni-Clayoquot Regional District in accordance with generally accepted engineering practices to a level of care and skill normally exercised by other members of the engineering and science professions currently practicing under similar conditions in British Columbia, subject to the time limits and financial and physical constraints applicable to the services.

The report, which specifically includes all tables, charts, and figures, is based on engineering analysis by SHA staff of data compiled during the course of the project. Except where specifically stated to the contrary, the information on which this study is based has been obtained from external sources. This external information has not been independently verified or otherwise examined by Sperling Hansen Associates to determine its accuracy and completeness. Sperling Hansen Associates has relied in good faith on this information and does not accept responsibility of any deficiency, misstatements or inaccuracies contained in the reports as a result of omissions, misinterpretation and/or fraudulent acts of the persons interviewed or contacted, or errors or omissions in the reviewed documentation.

The report is intended solely for the use of the Alberni-Clayoquot Regional District. Any use which a third party makes of this report, or any reliance on, or decisions to be made based on it, are the responsibilities of such third parties. Sperling Hansen Associates does not accept any responsibility for other uses of the material contained herein nor for damages, if any, suffered by any third party because of decisions made or actions based on this report. Copying of this intellectual property for other purposes is not permitted.

The findings and conclusions of this report are valid only as of the date of this report. The interpretations presented in this report and the conclusions and recommendations that are drawn are based on information that was made available to Sperling Hansen Associates during the course of this project. Should additional new data become available in the future, Sperling Hansen Associates should be requested to re-evaluate the findings of this report and modify the conclusions and recommendations drawn, as required.

**Report Prepared By:**

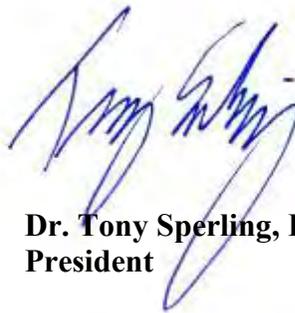


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**Dr. Tony Sperling, P.Eng.  
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*June 26, 2020*

TABLE 1 - WEST COAST LANDFILL PROJECTED WASTE QUANTITIES AND LIFESPAN ANALYSIS

Current Scenario											Organics Diversion (25%)				
Year	Population Growth Rate	Population	Waste Disposal Rate (tonnes/person/year)	Annual Waste Tonnage (tonnes/year)	Cumulative Waste Tonnage (tonnes)	Waste Compaction Density (tonnes/m3)	Annual Waste Volume (m3)	Annual Cover Volume (m3)	Annual Settlement @ 10% (m3)	Cumulative Volume starting end of 2018 incl. Settlement (m3)	Annual Waste Tonnage (tonnes/year)	Annual Waste Volume (m3)	Annual Cover Volume (m3)	Annual Settlement @ 10% (m3)	Cumulative Volume starting end of 2018 (m3)
2018	2.5%	7,171	0.842	6,037	143,703	0.57	10,591	2,354	-1,294	-	4,528	7,943	1,765	-971	-
2019	2.5%	7,350	0.842	6,287	149,990	0.57	11,029	2,451	-1,348	12,132	4,715	8,272	1,838	-1,011	9,099
2020	2.5%	7,534	0.842	6,343	156,332	0.57	11,127	2,473	-1,360	24,372	4,757	8,346	1,855	-1,020	18,279
2021	2.5%	7,722	0.842	6,501	162,834	0.57	11,406	2,535	-1,394	36,919	4,876	8,554	1,901	-1,046	27,689
2022	2.5%	7,915	0.842	6,664	169,497	0.57	11,691	2,598	-1,429	49,778	4,998	8,768	1,948	-1,072	37,334
2023	2.5%	8,113	0.842	6,830	176,328	0.57	11,983	2,663	-1,465	62,960	5,123	8,987	1,997	-1,098	47,220
2024	2.5%	8,316	0.842	7,001	183,329	0.57	12,283	2,729	-1,501	76,470	5,251	9,212	2,047	-1,126	57,353
2025	2.5%	8,524	0.842	7,176	190,505	0.57	12,590	2,798	-1,539	90,319	5,382	9,442	2,098	-1,154	67,739
2026	2.5%	8,737	0.842	7,355	197,860	0.57	12,904	2,868	-1,577	104,514	5,517	9,678	2,151	-1,183	78,385
2027	2.5%	8,955	0.842	7,539	205,400	0.57	13,227	2,939	-1,617	119,064	5,655	9,920	2,204	-1,212	89,298
2028	2.5%	9,179	0.842	7,728	213,127	0.57	13,558	3,013	-1,657	133,977	5,796	10,168	2,260	-1,243	100,483
2029	2.5%	9,409	0.842	7,921	221,049	0.57	13,897	3,088	-1,698	149,263	5,941	10,422	2,316	-1,274	111,947
2030	2.5%	9,644	0.842	8,119	229,168	0.57	14,244	3,165	-1,741	164,932	6,089	10,683	2,374	-1,306	123,699
2031	2.5%	9,885	0.842	8,322	237,490	0.57	14,600	3,244	-1,784	180,992	6,242	10,950	2,433	-1,338	135,744
2032	2.5%	10,132	0.842	8,530	246,020	0.57	14,965	3,326	-1,829	197,454	6,398	11,224	2,494	-1,372	148,090
2033	2.5%	10,385	0.842	8,743	254,763	0.57	15,339	3,409	-1,875	214,327	6,558	11,504	2,557	-1,406	160,745
2034	2.5%	10,645	0.842	8,962	263,725	0.57	15,723	3,494	-1,922	231,622	6,721	11,792	2,620	-1,441	173,716
2035	2.5%	10,911	0.842	9,186	272,911	0.57	16,116	3,581	-1,970	249,349	6,890	12,087	2,686	-1,477	187,012
2036	2.5%	11,184	0.842	9,416	282,327	0.57	16,519	3,671	-2,019	267,520	7,062	12,389	2,753	-1,514	200,640
2037	2.5%	11,464	0.842	9,651	291,978	0.57	16,932	3,763	-2,069	286,144	7,238	12,699	2,822	-1,552	214,608
2038	2.5%	11,750	0.842	9,892	301,870	0.57	17,355	3,857	-2,121	305,235	7,419	13,016	2,892	-1,591	228,926
2039	2.5%	12,044	0.842	10,140	312,010	0.57	17,789	3,953	-2,174	324,803	7,605	13,342	2,965	-1,631	243,602
2040	2.5%	12,345	0.842	10,393	322,403	0.57	18,234	4,052	-2,229	344,860	7,795	13,675	3,039	-1,671	258,645
2041	2.5%	12,654	0.842	10,653	333,056	0.57	18,689	4,153	-2,284	365,418	7,990	14,017	3,115	-1,713	274,063
2042	2.5%	12,970	0.842	10,919	343,975	0.57	19,157	4,257	-2,341	386,490	8,189	14,367	3,193	-1,756	289,868
2043	2.5%	13,294	0.842	11,192	355,167	0.57	19,636	4,363	-2,400	408,089	8,394	14,727	3,273	-1,800	306,067
2044	2.5%	13,627	0.842	11,472	366,640	0.57	20,126	4,473	-2,460	430,228	8,604	15,095	3,354	-1,845	322,671
2045	2.5%	13,967	0.842	11,759	378,398	0.57	20,630	4,584	-2,521	452,921	8,819	15,472	3,438	-1,891	339,691
2046	2.5%	14,316	0.842	12,053	390,451	0.57	21,145	4,699	-2,584	476,181	9,040	15,859	3,524	-1,938	357,136
2047	2.5%	14,674	0.842	12,354	402,805	0.57	21,674	4,816	-2,649	500,022	9,266	16,255	3,612	-1,987	375,017
2048	2.5%	15,041	0.842	12,663	415,468	0.57	22,216	4,937	-2,715	524,460	9,497	16,662	3,703	-2,036	393,345
2049	2.5%	15,417	0.842	12,980	428,448	0.57	22,771	5,060	-2,783	549,508	9,735	17,078	3,795	-2,087	412,131
2050	2.5%	15,803	0.842	13,304	441,752	0.57	23,340	5,187	-2,853	575,182	9,978	17,505	3,890	-2,140	431,387
2051	2.5%	16,198	0.842	13,637	455,389	0.57	23,924	5,316	-2,924	601,499	10,228	17,943	3,987	-2,193	451,124
2052	2.5%	16,603	0.842	13,978	469,366	0.57	24,522	5,449	-2,997	628,473	10,483	18,392	4,087	-2,248	471,355
2053	2.5%	17,018	0.842	14,327	483,693	0.57	25,135	5,586	-3,072	656,122	10,745	18,851	4,189	-2,304	492,091
2054	2.5%	17,443	0.842	14,685	498,379	0.57	25,764	5,725	-3,149	684,462	11,014	19,323	4,294	-2,362	513,346
2055	2.5%	17,879	0.842	15,052	513,431	0.57	26,408	5,868	-3,228	713,510	11,289	19,806	4,401	-2,421	535,133
2056	2.5%	18,326	0.842	15,429	528,860	0.57	27,068	6,015	-3,308	743,285	11,571	20,301	4,511	-2,481	557,464
2057	2.5%	18,784	0.842	15,814	544,674	0.57	27,745	6,165	-3,391	773,804	11,861	20,808	4,624	-2,543	580,353
2058	2.5%	19,254	0.842	16,210	560,884	0.57	28,438	6,320	-3,476	805,086	12,157	21,329	4,740	-2,607	603,814
2059	2.5%	19,735	0.842	16,615	577,499	0.57	29,149	6,478	-3,563	837,150	12,461	21,862	4,858	-2,672	627,862
2060	2.5%	20,229	0.842	17,030	594,529	0.57	29,878	6,640	-3,652	870,015	12,773	22,408	4,980	-2,739	652,511
2061	2.5%	20,734	0.842	17,456	611,985	0.57	30,625	6,805	-3,743	903,702	13,092	22,969	5,104	-2,807	677,777
2062	2.5%	21,253	0.842	17,893	629,878	0.57	31,390	6,976	-3,837	938,232	13,419	23,543	5,232	-2,877	703,674
2063	2.5%	21,784	0.842	18,340	648,217	0.57	32,175	7,150	-3,933	973,624	13,755	24,131	5,363	-2,949	730,218
2064	2.5%	22,329	0.842	18,798	667,016	0.57	32,980	7,329	-4,031	1,009,902	14,099	24,735	5,497	-3,023	757,426

201,570

Notes:

Landfill airspace remaining as of Dec 31, 2018 =

737,154

Anticipated Landfill Capacity Reached Under Existing Conditions

Anticipated Landfill Capacity Reached with 25% Organics Diversion

**TABLE 2 - HAUL ANALYSIS: EXISTING CONDITIONS**

	Option 1 - Two (2) 40 m <sup>3</sup> Containers	Option 2 - One (1) 53' Self-Unloading Trailer	Option 3 - One (1) 39' End-Dump Trailer
	Tamped	Uncompacted	Tamped
<b>Equipment Specifications</b>			
Commercial Transport Regulation Max Weight:	31 tonnes	24 tonnes	24 tonnes
Bin/Trailer Volume:	76 m <sup>3</sup>	113 m <sup>3</sup>	75 m <sup>3</sup>
Calculated Waste Density	0.24 tonnes/m <sup>3</sup>	0.21 tonnes/m <sup>3</sup>	0.25 tonnes/m <sup>3</sup>
Average Observed Haul Weight	18 tonnes	24 tonnes	19 tonnes
Average number of Trips per week	7 trips	5 trips	6 trips
Max. number of Trips per week in High Season (July-Sept)	10 trips	8 trips	10 trips
<b>Haul Cost Analysis</b>			
Truck + Driver Haul Cost	185.00 \$/hr	185.00 \$/hr	185.00 \$/hr
Haul Distance (one-way)	98 km	98 km	98 km
Average Haul Speed	60 km/hr	60 km/hr	60 km/hr
Haul Time	1.63 hr	1.63 hr	1.63 hr
Load Time	0.5 hr	0.3 hr	0.3 hr
Unload Time	1 hr	0.25 hr	0.25 hr
Backhaul Time	1.63 hr	1.63 hr	1.63 hr
Bin Drop Off Time	0.50 hr	0.25 hr	0.25 hr
Total Trip Time	5.3 hr	4.1 hr	4.1 hr
<b>Total Haul Cost per Trip</b> \$	<b>974 \$/trip</b>	<b>759 \$/trip</b>	<b>759 \$/trip</b>
<b>Total Haul Cost Per Tonne</b> \$	<b>54.13 \$/tonne</b>	<b>31.60 \$/tonne</b>	<b>39.92 \$/tonne</b>
<b>Total Haul Cost per Year</b> \$	<b>343,324 \$/year</b>	<b>200,453 \$/year</b>	<b>253,204 \$/year</b>
<b>Capital Cost Analysis</b>			
Number of Bins/Trailers Required	3	2	2
Cost per Bin/Trailer \$	20,000.00	175,000.00	115,000.00
Total Bin/Trailer Capital Cost \$	60,000.00	350,000.00	230,000.00
Expected Lifespan	10 years	7 years	10 years
Capital Cost Ammortized over Lifespan (\$/year) \$	7,582.73 \$/year	59,395.51 \$/year	29,067.13 \$/year
Annual Maintenance Cost \$	3,000.00 \$/year	50,000.00 \$/year	6,000.00 \$/year
<b>Total Capital Cost per Year</b>	<b>\$10,583 \$/year</b>	<b>\$109,396 \$/year</b>	<b>\$35,067 \$/year</b>
<b>Overall Cost</b>			
<b>Total Cost per Tonne</b> \$	<b>55.80 \$/tonne</b>	<b>48.85 \$/tonne</b>	<b>45.45 \$/tonne</b>
<b>Total Cost per Year</b> \$	<b>353,907 \$/year</b>	<b>\$309,849 \$/year</b>	<b>\$288,271 \$/year</b>

Assumptions:

Annual Waste Tonnage - 2020

6,343 tonnes

Assume trucks will be purchased by hauling contractor

**TABLE 3 - HAUL ANALYSIS - ORGANICS DIVERSION (25%)**

	Option 1 - Two (2) 40 m <sup>3</sup> Containers	Option 2 - One (1) 53' Self-Unloading Trailer	Option 3 - One (1) 39' End-Dump Trailer
	Tamped	Uncompacted	Tamped
<b>Equipment Specifications</b>			
Commercial Transport Regulation Max Weight:	31 tonnes	24 tonnes	24 tonnes
Bin/Trailer Volume:	76 m <sup>3</sup>	113 m <sup>3</sup>	75 m <sup>3</sup>
Calculated Waste Density	0.24 tonnes/m <sup>3</sup>	0.21 tonnes/m <sup>3</sup>	0.25 tonnes/m <sup>3</sup>
Average Observed Haul Weight	18 tonnes	24 tonnes	19 tonnes
Average number of Trips per week	5 trips	4 trips	5 trips
Max. number of Trips per week in High Season (July-Sept)	7 trips	5 trips	7 trips
<b>Haul Cost Analysis</b>			
Truck + Driver Haul Cost	185.00 \$/hr	185.00 \$/hr	185.00 \$/hr
Haul Distance (one-way)	98 km	98 km	98 km
Average Haul Speed	60 km/hr	60 km/hr	60 km/hr
Haul Time	1.63 hr	1.63 hr	1.63 hr
Load Time	0.5 hr	0.3 hr	0.3 hr
Unload Time	1 hr	0.25 hr	0.25 hr
Backhaul Time	1.63 hr	1.63 hr	1.63 hr
Bin Drop Off Time	0.50 hr	0.25 hr	0.25 hr
Total Trip Time	5.3 hr	4.1 hr	4.1 hr
<b>Total Haul Cost per Trip</b>	<b>\$ 974 \$/trip</b>	<b>\$ 759 \$/trip</b>	<b>\$ 759 \$/trip</b>
<b>Total Haul Cost Per Tonne</b>	<b>\$ 54.13 \$/tonne</b>	<b>\$ 31.60 \$/tonne</b>	<b>\$ 39.92 \$/tonne</b>
<b>Total Haul Cost per Year</b>	<b>\$ 257,493 \$/year</b>	<b>\$ 150,340 \$/year</b>	<b>\$ 189,903 \$/year</b>
<b>Capital Cost Analysis</b>			
Number of Bins/Trailers Required	3	2	2
Cost per Bin/Trailer	\$ 20,000.00	\$ 175,000.00	\$ 115,000.00
Bin/Trailer Capital Cost	\$ 60,000.00	\$ 350,000.00	\$ 230,000.00
Expected Lifespan	10 years	7 years	10 years
Capital Cost Ammortized over Lifespan (\$/year)	\$ 7,582.73 \$/year	\$ 59,395.51 \$/year	\$ 29,067.13 \$/year
Annual Maintenance Cost	\$ 3,000.00 \$/year	\$ 50,000.00 \$/year	\$ 6,000.00 \$/year
<b>Total Capital Cost per Year</b>	<b>\$10,583 \$/year</b>	<b>\$109,396 \$/year</b>	<b>\$35,067 \$/year</b>
<b>Overall Cost</b>			
<b>Total Cost per Tonne</b>	<b>\$ 56.35 \$/tonne</b>	<b>\$ 54.60 \$/tonne</b>	<b>\$ 47.29 \$/tonne</b>
<b>Total Cost per Year</b>	<b>\$ 268,076 \$/year</b>	<b>\$259,736 \$/year</b>	<b>\$224,970 \$/year</b>

**Assumptions:**

Annual Waste Tonnage - 2020

4,757 tonnes

Assume trucks will be purchased by hauling contractor

**Table 4 - Cashflow Analysis: Landfill Development Existing Conditions**

Year	Total Waste Disposal (tonnes/yr)	Cumulative Waste Disposal (tonnes)	EXPENSE						REQUIRED REVENUE				Notes	
			Closure Reserve Sinking Fund (\$/yr)	Closure Cost (\$/yr)	Post-Closure Cost (\$/yr)	Landfill Operations Cost (\$/yr)	Capital Costs (\$/yr)	Total Landfilling Cost (\$/yr)	Tipping Fee Revenue (\$/yr)	Net Revenue (\$/yr)	Cumulative Net Revenue (\$)	Interest (\$/yr)		
2018	6,037	6,037												
2019	6,287	12,324	\$859,858											
2020	6,343	18,666	\$120,000											
2021	6,501	25,168	\$92,000				\$661,000		\$661,000	\$772,371	\$971,229	\$971,229	\$20,510	
2022	6,664	31,831	\$92,000				\$635,300	\$1,410,850	\$2,046,150	\$791,680	-\$1,134,470	-\$142,730	-\$5,014	Landfill Expansion
2023	6,830	38,662	\$92,000				\$647,900	\$2,593,965	\$3,241,865	\$811,472	-\$2,338,392	-\$2,484,137	-\$52,460	Install Leachate System Upgrades
2024	7,001	45,663	\$92,000				\$660,700		\$660,700	\$831,759	\$263,059	-\$2,273,538	-\$48,013	
2025	7,176	52,839	\$92,000				\$673,800		\$673,800	\$852,553	\$270,753	-\$2,050,797	-\$43,309	
2026	7,355	60,194	\$92,000				\$690,645		\$690,645	\$873,867	\$275,222	-\$1,818,884	-\$38,411	
2027	7,539	67,734	\$92,000				\$707,911		\$707,911	\$895,714	\$279,803	-\$1,577,492	-\$33,313	
2028	7,728	75,461	\$92,000				\$725,609		\$725,609	\$918,106	\$284,498	-\$1,326,308	-\$28,009	
2029	7,921	83,383	\$92,000				\$743,749		\$743,749	\$941,059	\$289,310	-\$1,065,007	-\$22,491	
2030	8,119	91,502	\$92,000				\$762,343		\$762,343	\$964,586	\$294,243	-\$793,255	-\$16,752	
2031	8,322	99,824	\$92,000				\$781,401		\$781,401	\$988,700	\$299,299	-\$510,709	-\$10,785	
2032	8,530	108,354	\$92,000				\$800,936		\$800,936	\$1,013,418	\$304,481	-\$217,012	-\$4,583	
2033	8,743	117,097	\$92,000				\$820,960		\$820,960	\$1,038,753	\$309,793	-\$88,198	\$1,863	
2034	8,962	126,059	\$92,000				\$841,484		\$841,484	\$1,064,722	\$315,238	-\$405,299	\$8,559	
2035	9,186	135,245	\$92,000				\$862,521		\$862,521	\$1,091,340	\$320,819	-\$734,677	\$15,515	
2036	9,416	144,661	\$92,000				\$884,084		\$884,084	\$1,118,624	\$326,540	-\$1,076,732	\$22,738	
2037	9,651	154,312	\$92,000				\$906,186		\$906,186	\$1,146,589	\$332,403	-\$1,431,873	\$30,238	
2038	9,892	164,204	\$92,000				\$928,841		\$928,841	\$1,175,254	\$338,413	-\$1,800,525	\$38,023	
2039	10,140	174,344	\$92,000				\$952,062		\$952,062	\$1,204,635	\$344,574	-\$2,183,122	\$46,103	
2040	10,393	184,737	\$92,000				\$975,863		\$975,863	\$1,234,751	\$350,888	-\$2,580,113	\$54,487	
2041	10,653	195,390	\$92,000				\$1,000,260		\$1,000,260	\$1,265,620	\$357,360	-\$2,991,959	\$63,184	
2042	10,919	206,309	\$92,000				\$1,025,266		\$1,025,266	\$1,297,260	\$363,994	-\$3,419,138	\$72,205	
2043	11,192	217,501	\$92,000				\$1,050,898		\$1,050,898	\$1,329,692	\$370,794	-\$3,862,137	\$81,561	
2044	11,472	228,974	\$92,000				\$1,077,170		\$1,077,170	\$1,362,934	\$377,764	-\$4,321,461	\$91,261	
2045	11,759	240,732	\$92,000				\$1,104,100		\$1,104,100	\$1,397,008	\$384,908	-\$4,797,630	\$101,316	
2046	12,053	252,785	\$92,000				\$1,131,702		\$1,131,702	\$1,431,933	\$392,231	-\$5,291,177	\$111,739	
2047	12,354	265,139	\$92,000				\$1,159,995		\$1,159,995	\$1,467,731	\$399,736	-\$5,802,652	\$122,540	
2048	12,663	277,802	\$92,000				\$1,188,995		\$1,188,995	\$1,504,424	\$407,430	-\$6,332,622	\$133,732	
2049	12,980	290,782	\$92,000				\$1,218,720		\$1,218,720	\$1,542,035	\$415,315	-\$6,881,670	\$145,327	
2050	13,304	304,086	\$92,000				\$1,249,188		\$1,249,188	\$1,580,586	\$423,398	-\$7,450,395	\$157,337	
2051	13,637	317,723	\$92,000				\$1,280,417		\$1,280,417	\$1,620,101	\$431,683	-\$8,039,416	\$169,776	
2052	13,978	331,700	\$92,000				\$1,312,428		\$1,312,428	\$1,660,603	\$440,175	-\$8,649,368	\$182,657	
2053	14,327	346,027	\$92,000				\$1,345,238		\$1,345,238	\$1,702,118	\$448,880	-\$9,280,905	\$195,994	
2054	14,685	360,713	\$92,000				\$1,378,869		\$1,378,869	\$1,744,671	\$457,802	-\$9,934,701	\$209,801	
2055	15,052	375,765	\$92,000				\$1,413,341		\$1,413,341	\$1,788,288	\$466,947	-\$10,611,448	\$224,093	
2056	15,429	391,194	\$92,000				\$1,448,675		\$1,448,675	\$1,832,995	\$476,320	-\$11,311,861	\$238,884	
2057				\$9,491,300			\$1,484,891		\$1,484,891	\$1,878,820	\$485,928	-\$12,036,674	\$254,190	Landfill Capacity Reached
2058					\$91,000			\$9,491,300			-\$9,399,300	\$2,891,564	\$61,064	Landfill Closure Construction
2059					\$91,000			\$91,000			-\$91,000	\$2,861,628	\$60,432	
2060					\$91,000			\$91,000			-\$91,000	\$2,831,060	\$59,786	
2061					\$91,000			\$91,000			-\$91,000	\$2,799,846	\$59,127	
2062					\$91,000			\$91,000			-\$91,000	\$2,767,974	\$58,454	
2063					\$91,000			\$91,000			-\$91,000	\$2,735,428	\$57,767	
2064					\$91,000			\$91,000			-\$91,000	\$2,702,194	\$57,065	
2065					\$91,000			\$91,000			-\$91,000	\$2,668,259	\$56,348	
2066					\$91,000			\$91,000			-\$91,000	\$2,633,608	\$55,617	
2067					\$91,000			\$91,000			-\$91,000	\$2,598,224	\$54,869	
2068					\$91,000			\$91,000			-\$91,000	\$2,562,093	\$54,106	
2069					\$91,000			\$91,000			-\$91,000	\$2,525,200	\$53,327	
2070					\$91,000			\$91,000			-\$91,000	\$2,487,527	\$52,532	
2071					\$91,000			\$91,000			-\$91,000	\$2,449,059	\$51,719	
2072					\$91,000			\$91,000			-\$91,000	\$2,409,778	\$50,890	
2073					\$91,000			\$91,000			-\$91,000	\$2,369,667	\$50,043	
2074					\$91,000			\$91,000			-\$91,000	\$2,328,710	\$49,178	
2075					\$91,000			\$91,000			-\$91,000	\$2,286,888	\$48,294	
2076					\$91,000			\$91,000			-\$91,000	\$2,244,182	\$47,393	
2077					\$91,000			\$91,000			-\$91,000	\$2,200,575	\$46,472	
2078					\$91,000			\$91,000			-\$91,000	\$2,156,047	\$45,531	
2079					\$91,000			\$91,000			-\$91,000	\$2,110,578	\$44,571	
2080					\$91,000			\$91,000			-\$91,000	\$2,064,149	\$43,591	
2081					\$91,000			\$91,000			-\$91,000	\$2,016,740	\$42,590	
2082					\$91,000			\$91,000			-\$91,000	\$1,968,329	\$41,567	
2083					\$91,000			\$91,000			-\$91,000	\$1,918,897	\$40,523	
2084					\$91,000			\$91,000			-\$91,000	\$1,868,420	\$39,457	
2085					\$91,000			\$91,000			-\$91,000	\$1,816,877	\$38,369	
2086					\$91,000			\$91,000			-\$91,000	\$1,764,246	\$37,257	
2087					\$91,000			\$91,000			-\$91,000	\$1,710,503	\$36,122	
2088					\$91,000			\$91,000			-\$91,000	\$1,655,626	\$34,964	
2089					\$45,500			\$45,500			-\$45,500	\$1,645,089	\$34,741	
2090					\$45,500			\$45,500			-\$45,500	\$1,634,330	\$34,514	
2091					\$45,500			\$45,500			-\$45,500	\$1,623,344	\$34,282	
2092					\$45,500			\$45,500			-\$45,500	\$1,612,126	\$34,045	
2093					\$45,500			\$45,500			-\$45,500	\$1,600,671	\$33,803	
2094					\$45,500			\$45,500			-\$45,500	\$1,588,974	\$33,556	
2095					\$45,500			\$45,500			-\$45,500	\$1,577,030	\$33,304	
2096					\$45,500			\$45,500			-\$45,500	\$1,564,833	\$33,046	
2097					\$45,500			\$45,500			-\$45,500	\$1,552,379	\$32,783	
2098					\$45,500			\$45,500			-\$45,500	\$1,539,663	\$32,515	
2099					\$45,500			\$45,500			-\$45,500	\$1,526,677	\$32,240	
2100					\$45,500			\$45,500			-\$45,500	\$1,513,418	\$31,960	
2101					\$45,500			\$45,500			-\$45,500	\$1,499,878	\$31,674	
2102					\$45,500			\$45,500			-\$45,500	\$1,486,052	\$31,382	
2103					\$45,500			\$45,500			-\$45,500	\$1,471,935	\$31,084	
2104					\$45,500			\$45,500			-\$45,500	\$1,457,519	\$30,780	
2105					\$45,500			\$45,500			-\$45,500	\$1,442,799	\$30,469	
2106					\$45,500			\$45,500			-\$45,500	\$1,427,768	\$30,152	
2107					\$45,500			\$45,500			-\$45,500	\$1,412,420	\$29,827	
2108					\$45,500			\$45,500			-\$45,500	\$1,396,747	\$29,497	
2109					\$45,500			\$45,500			-\$45,500	\$1,380,744	\$29,159	
2110					\$45,500			\$45,500			-\$45,500	\$1,364,402	\$28,813	
2111					\$45,500			\$45,500			-\$45,500	\$1,347,716	\$28,461	
2112					\$45,500			\$45,500			-\$45,500	\$1,330,677	\$28,101	
2113					\$45,500			\$45,500			-\$45,500	\$1,313,278	\$27,734	
2114					\$45,500			\$45,500			-\$45,500	\$1,295,512	\$27,359	
2115					\$45,500			\$45,500			-\$45,500	\$1,277,370	\$26,976	
2116					\$45,500			\$45,500			-\$45,500	\$1,258,846	\$2	

**Table 5 - Cashflow Analysis: Landfill Development Organics Diversion 25%**

Year	Total Waste Disposal (tonnes/yr)	Cumulative Waste Disposal (tonnes)	EXPENSE						REQUIRED REVENUE				Notes	
			Closure Reserve Sinking Fund (\$/yr)	Closure Cost (\$/yr)	Post-Closure Cost (\$/yr)	Landfill Operations Cost (\$/yr)	Capital Costs (\$/yr)	Total Landfilling Cost (\$/yr)	Tipping Fee Revenue (\$/yr)	Net Revenue (\$/yr)	Cumulative Net Revenue (\$)	Interest (\$/yr)		
2018	6,037	6,037												
2019	6,287	12,324	\$859,858											
2020	4,757	17,081	\$120,000											
2021	4,876	21,957	\$92,000				\$635,300	\$1,410,850	\$2,046,150	\$594,839	-\$1,331,311	-\$535,668	-\$11,312	Landfill Expansion
2022	4,998	26,954	\$92,000				\$661,000	\$2,593,965	\$3,241,865	\$609,710	-\$2,540,155	-\$3,087,136	-\$65,194	Install Leachate System Upgrades
2023	5,123	32,077	\$92,000				\$660,700		\$660,700	\$624,952	\$56,252	-\$3,096,077	-\$65,383	
2024	5,251	37,328	\$92,000				\$673,800		\$673,800	\$640,576	\$58,776	-\$3,102,684	-\$65,522	
2025	5,382	42,710	\$92,000				\$517,984		\$517,984	\$656,591	\$230,607	-\$2,937,600	-\$62,036	
2026	5,517	48,227	\$92,000				\$530,933		\$530,933	\$673,005	\$234,072	-\$2,765,564	-\$58,403	
2027	5,655	53,881	\$92,000				\$544,207		\$544,207	\$689,830	\$237,624	-\$2,586,344	-\$54,618	
2028	5,796	59,677	\$92,000				\$557,812		\$557,812	\$707,076	\$241,264	-\$2,399,698	-\$50,677	
2029	5,941	65,618	\$92,000				\$571,757		\$571,757	\$724,753	\$244,996	-\$2,205,378	-\$46,573	
2030	6,089	71,707	\$92,000				\$586,051		\$586,051	\$742,872	\$248,821	-\$2,003,131	-\$42,302	
2031	6,242	77,949	\$92,000				\$600,702		\$600,702	\$761,444	\$252,741	-\$1,792,692	-\$37,858	
2032	6,398	84,346	\$92,000				\$615,720		\$615,720	\$780,480	\$256,760	-\$1,573,790	-\$33,235	
2033	6,558	90,904	\$92,000				\$631,113		\$631,113	\$799,992	\$260,879	-\$1,346,146	-\$28,428	
2034	6,721	97,625	\$92,000				\$646,891		\$646,891	\$819,992	\$265,101	-\$1,109,473	-\$23,430	
2035	6,890	104,515	\$92,000				\$663,063		\$663,063	\$840,491	\$269,428	-\$863,474	-\$18,235	
2036	7,062	111,577	\$92,000				\$679,640		\$679,640	\$861,504	\$273,864	-\$607,845	-\$12,836	
2037	7,238	118,815	\$92,000				\$696,631		\$696,631	\$883,041	\$278,411	-\$342,271	-\$7,228	
2038	7,419	126,234	\$92,000				\$714,046		\$714,046	\$905,117	\$283,071	-\$66,428	-\$1,403	
2039	7,605	133,839	\$92,000				\$731,897		\$731,897	\$927,745	\$287,848	\$220,017	\$4,646	
2040	7,795	141,634	\$92,000				\$750,195		\$750,195	\$950,939	\$292,744	\$517,407	\$10,927	
2041	7,990	149,623	\$92,000				\$768,950		\$768,950	\$974,712	\$297,763	\$826,096	\$17,446	
2042	8,189	157,813	\$92,000				\$788,174		\$788,174	\$999,080	\$302,907	\$1,146,448	\$24,211	
2043	8,394	166,207	\$92,000				\$807,878		\$807,878	\$1,024,057	\$308,179	\$1,478,838	\$31,230	
2044	8,604	174,811	\$92,000				\$828,075		\$828,075	\$1,049,659	\$313,584	\$1,823,652	\$38,512	
2045	8,819	183,630	\$92,000				\$848,777		\$848,777	\$1,075,900	\$319,123	\$2,181,288	\$46,064	
2046	9,040	192,670	\$92,000				\$869,996		\$869,996	\$1,102,798	\$324,801	\$2,552,153	\$53,896	
2047	9,266	201,935	\$92,000				\$891,746		\$891,746	\$1,130,367	\$330,621	\$2,936,671	\$62,017	
2048	9,497	211,433	\$92,000				\$914,040		\$914,040	\$1,158,627	\$336,587	\$3,325,275	\$70,434	
2049	9,735	221,167	\$92,000				\$936,891		\$936,891	\$1,187,592	\$342,702	\$3,748,411	\$79,159	
2050	9,978	231,145	\$92,000				\$960,313		\$960,313	\$1,217,282	\$348,969	\$4,176,539	\$88,200	
2051	10,228	241,373	\$92,000				\$984,321		\$984,321	\$1,247,714	\$355,393	\$4,620,133	\$97,568	
2052	10,483	251,856	\$92,000				\$1,008,929		\$1,008,929	\$1,278,907	\$361,978	\$5,079,679	\$107,273	
2053	10,745	262,601	\$92,000				\$1,034,152		\$1,034,152	\$1,310,880	\$368,728	\$5,555,679	\$117,325	
2054	11,014	273,615	\$92,000				\$1,060,006		\$1,060,006	\$1,343,652	\$375,646	\$6,048,650	\$127,735	
2055	11,289	284,905	\$92,000				\$1,086,506		\$1,086,506	\$1,377,243	\$382,737	\$6,559,123	\$138,516	
2056	11,571	296,476	\$92,000				\$1,113,669		\$1,113,669	\$1,411,674	\$390,006	\$7,087,644	\$149,677	
2057	11,861	308,337	\$92,000				\$1,141,510		\$1,141,510	\$1,446,966	\$397,456	\$7,634,776	\$161,231	
2058	12,157	320,494	\$92,000				\$1,170,048		\$1,170,048	\$1,483,140	\$405,092	\$8,201,100	\$173,191	
2059	12,461	332,955	\$92,000				\$1,199,299		\$1,199,299	\$1,520,219	\$412,919	\$8,787,210	\$185,568	
2060	12,773	345,728	\$92,000				\$1,229,282		\$1,229,282	\$1,558,224	\$420,942	\$9,393,720	\$198,377	
2061	13,092	358,820	\$92,000				\$1,260,014		\$1,260,014	\$1,597,180	\$429,166	\$10,021,263	\$211,629	
2062	13,419	372,240	\$92,000				\$1,291,514		\$1,291,514	\$1,637,109	\$437,595	\$10,670,487	\$225,339	
2063	13,755	385,995	\$92,000				\$1,323,802		\$1,323,802	\$1,678,037	\$446,235	\$11,342,061	\$239,522	
2064	14,099	400,093	\$92,000				\$1,356,897		\$1,356,897	\$1,719,988	\$455,091	\$12,036,674	\$254,190	Landfill Capacity Reached
2065				\$9,491,300			\$91,000		\$9,491,300	-\$91,000	-\$9,399,300	\$2,891,564	\$61,064	Landfill Closure Construction
2066					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,831,060	\$59,786	
2067					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,799,846	\$59,127	
2068					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,767,974	\$58,454	
2069					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,735,428	\$57,767	
2070					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,702,194	\$57,065	
2071					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,668,259	\$56,348	
2072					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,633,608	\$55,617	
2073					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,598,224	\$54,869	
2074					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,562,093	\$54,106	
2075					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,525,200	\$53,327	
2076					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,487,527	\$52,532	
2077					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,449,059	\$51,719	
2078					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,409,778	\$50,890	
2079					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,369,667	\$50,043	
2080					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,328,710	\$49,178	
2081					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,286,888	\$48,294	
2082					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,244,182	\$47,393	
2083					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,200,575	\$46,472	
2084					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,156,047	\$45,531	
2085					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,110,578	\$44,571	
2086					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,064,149	\$43,591	
2087					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$2,016,740	\$42,590	
2088					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$1,968,329	\$41,567	
2089					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$1,918,897	\$40,523	
2090					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$1,868,420	\$39,457	
2091					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$1,816,877	\$38,369	
2092					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$1,764,246	\$37,257	
2093					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$1,710,503	\$36,122	
2094					\$91,000		\$91,000		\$91,000	-\$91,000	-\$91,000	\$1,655,626	\$34,964	
2095					\$45,500		\$45,500		\$45,500	-\$45,500	-\$45,500	\$1,645,089	\$34,741	
2096					\$45,500		\$45,500		\$45,500	-\$45,500	-\$45,500	\$1,634,330	\$34,514	
2097					\$45,500		\$45,500		\$45,500	-\$45,500	-\$45,500	\$1,623,344	\$34,282	
2098					\$45,500		\$45,500		\$45,500	-\$45,500	-\$45,500	\$1,612,126	\$34,045	
2099					\$45,500		\$45,500		\$45,500	-\$45,500	-\$45,500	\$1,600,671	\$33,803	
2100					\$45,500		\$45,500		\$45,500	-\$45,500	-\$45,500	\$1,588,974	\$33,556	
2101					\$45,500		\$45,500		\$45,500	-\$45,500	-\$45,500	\$1,577,030	\$33,304	
2102					\$45,500		\$45,500		\$45,500	-\$45,500	-\$45,500	\$1,564,833	\$33,046	
2103					\$45,500		\$45,500		\$45,500	-\$45,500	-\$45,500	\$1,552,379	\$32,783	
2104					\$45,500		\$45,500		\$45,500	-\$45,500	-\$45,500	\$1,539,663	\$32,515	
2105					\$45,500		\$45,500		\$45,500	-\$45,500	-\$45,500	\$1,526,677	\$32,240	
2106					\$45,500		\$45,500		\$45,500	-\$45,500	-\$45,500	\$1,513,418	\$31,960	
2107					\$45,500		\$45,500		\$45,500	-\$45,500	-\$45,500	\$1,499,878	\$31,674	
2108					\$45,500		\$45,500		\$45,500	-\$45,500	-\$45,500	\$1,486,052	\$31,382	

Table 6 - Cashflow Analysis- Transfer Station Existing Conditions

Year	EXPENSE										REQUIRED REVENUE				Notes
	Total Waste Disposal (tonnes/yr)	Cumulative Waste Disposal (tonnes)	Closure Reserve Sinking Fund (\$/yr)	Closure Cost (\$/yr)	Post-Closure Cost (\$/yr)	Landfill Operations Cost (\$/yr)	Transfer Station Operations Cost (\$/yr)	Haul Cost (\$/yr)	Capital Costs (\$/yr)	Total Cost (\$/yr)	Tipping Fee Revenue (\$/yr)	Net Revenue (\$/yr)	Cumulative Net Revenue (\$)	Interest (\$/yr)	
2018	6,037	6,037													
2019	6,287	12,324	\$859,858												
2020	6,343	18,666	\$120,000			\$661,000				\$661,000	\$736,551	\$935,409	\$935,409	\$19,754	
2021	6,501	25,168	\$92,000			\$635,300				\$635,300	\$754,965	\$239,665	\$1,194,828	\$25,232	
2022	6,664	31,831	\$92,000			\$647,900			\$800,000	\$1,447,900	\$773,839	-\$582,061	\$637,999	\$13,473	WCL Transfer Station Construction
2023	6,830	38,662		\$6,466,600			\$398,192	\$310,437		\$7,175,229	\$793,185	-\$6,290,044	-\$5,638,571	-\$119,075	Landfill Closure Construction
2024	7,001	45,663			\$62,000		\$398,192	\$318,198		\$778,390	\$813,015	\$34,625	-\$5,723,022	-\$120,859	
2025	7,176	52,839			\$62,000		\$398,192	\$326,153		\$786,345	\$833,340	\$46,995	-\$5,796,885	-\$122,419	
2026	7,355	60,194			\$62,000		\$398,192	\$334,306		\$794,498	\$854,173	\$59,675	-\$5,859,629	-\$123,744	
2027	7,539	67,734			\$62,000		\$398,192	\$342,664		\$802,856	\$875,528	\$72,672	-\$5,910,701	-\$124,822	
2028	7,728	75,461			\$62,000		\$398,192	\$351,231		\$811,423	\$897,416	\$85,993	-\$5,949,530	-\$125,642	
2029	7,921	83,383			\$62,000		\$398,192	\$360,011		\$820,203	\$919,851	\$99,648	-\$5,975,524	-\$126,191	
2030	8,119	91,502			\$62,000		\$398,192	\$369,012		\$829,204	\$942,848	\$113,644	-\$5,988,071	-\$126,456	
2031	8,322	99,824			\$62,000		\$398,192	\$378,237		\$838,429	\$966,419	\$127,990	-\$5,986,538	-\$126,424	
2032	8,530	108,354			\$62,000		\$398,192	\$387,693		\$847,885	\$990,579	\$142,694	-\$5,970,267	-\$126,080	
2033	8,743	117,097			\$62,000		\$398,192	\$397,385		\$857,577	\$1,015,344	\$157,767	-\$5,938,580	-\$125,411	
2034	8,962	126,059			\$62,000		\$398,192	\$407,320		\$867,512	\$1,040,727	\$173,215	-\$5,890,776	-\$124,401	
2035	9,186	135,245			\$62,000		\$398,192	\$417,503		\$877,695	\$1,066,745	\$189,051	-\$5,826,127	-\$123,036	
2036	9,416	144,661			\$62,000		\$398,192	\$427,940		\$888,132	\$1,093,414	\$205,282	-\$5,743,881	-\$121,299	
2037	9,651	154,312			\$62,000		\$398,192	\$438,639		\$898,831	\$1,120,749	\$221,919	-\$5,643,262	-\$119,174	
2038	9,892	164,204			\$62,000		\$398,192	\$449,605		\$909,797	\$1,148,768	\$238,971	-\$5,523,465	-\$116,645	
2039	10,140	174,344			\$62,000		\$398,192	\$460,845		\$921,037	\$1,177,487	\$256,450	-\$5,383,659	-\$113,692	
2040	10,393	184,737			\$62,000		\$398,192	\$472,366		\$932,558	\$1,206,925	\$274,366	-\$5,222,985	-\$110,299	
2041	10,653	195,390			\$62,000		\$398,192	\$484,175		\$944,367	\$1,237,098	\$292,730	-\$5,040,553	-\$106,446	
2042	10,919	206,309			\$62,000		\$398,192	\$496,280		\$956,472	\$1,268,025	\$311,554	-\$4,835,446	-\$102,115	
2043	11,192	217,501			\$62,000		\$398,192	\$508,687		\$968,879	\$1,299,726	\$330,847	-\$4,606,714	-\$97,285	
2044	11,472	228,974			\$62,000		\$398,192	\$521,404		\$981,596	\$1,332,219	\$350,623	-\$4,353,375	-\$91,935	
2045	11,759	240,732			\$62,000		\$398,192	\$534,439		\$994,631	\$1,365,524	\$370,893	-\$4,074,416	-\$86,044	
2046	12,053	252,785			\$62,000		\$398,192	\$547,800		\$1,007,992	\$1,399,663	\$391,671	-\$3,768,789	-\$79,589	
2047	12,354	265,139			\$62,000		\$398,192	\$561,495		\$1,021,687	\$1,434,654	\$412,967	-\$3,435,411	-\$72,549	
2048	12,663	277,802			\$62,000		\$398,192	\$575,532		\$1,035,724	\$1,470,520	\$434,796	-\$3,073,164	-\$64,899	
2049	12,980	290,782			\$62,000		\$398,192	\$589,921		\$1,050,113	\$1,507,283	\$457,171	-\$2,680,892	-\$56,615	
2050	13,304	304,086			\$62,000		\$398,192	\$604,669		\$1,064,861	\$1,544,966	\$480,105	-\$2,257,403	-\$47,672	
2051	13,637	317,723			\$62,000		\$398,192	\$619,785		\$1,079,977	\$1,583,590	\$503,612	-\$1,801,462	-\$38,043	
2052	13,978	331,700			\$62,000		\$398,192	\$635,280		\$1,095,472	\$1,623,179	\$527,707	-\$1,311,798	-\$27,703	
2053	14,327	346,027			\$62,000		\$398,192	\$651,162		\$1,111,354	\$1,663,759	\$552,405	-\$787,095	-\$16,622	
2054	14,685	360,713			\$31,000		\$398,192	\$667,441		\$1,096,633	\$1,705,353	\$608,720	-\$194,997	-\$4,118	
2055	15,052	375,765			\$31,000		\$398,192	\$684,127		\$1,113,319	\$1,747,987	\$634,668	-\$435,552	\$9,398	
2056	15,429	391,194			\$31,000		\$398,192	\$701,230		\$1,130,422	\$1,791,686	\$661,264	-\$1,106,015	\$23,357	Year when landfill would have closed in Scenario 1
2057					\$31,000					\$31,000		-\$31,000	\$1,098,371	\$23,195	
2058					\$31,000					\$31,000		-\$31,000	\$1,090,567	\$23,031	
2059					\$31,000					\$31,000		-\$31,000	\$1,082,597	\$22,862	
2060					\$31,000					\$31,000		-\$31,000	\$1,074,460	\$22,690	
2061					\$31,000					\$31,000		-\$31,000	\$1,066,150	\$22,515	
2062					\$31,000					\$31,000		-\$31,000	\$1,057,665	\$22,336	
2063					\$31,000					\$31,000		-\$31,000	\$1,049,001	\$22,155	
2064					\$31,000					\$31,000		-\$31,000	\$1,040,154	\$21,966	
2065					\$31,000					\$31,000		-\$31,000	\$1,031,120	\$21,775	
2066					\$31,000					\$31,000		-\$31,000	\$1,021,895	\$21,580	
2067					\$31,000					\$31,000		-\$31,000	\$1,012,475	\$21,381	
2068					\$31,000					\$31,000		-\$31,000	\$1,002,857	\$21,178	
2069					\$31,000					\$31,000		-\$31,000	\$993,035	\$20,971	
2070					\$31,000					\$31,000		-\$31,000	\$983,006	\$20,759	
2071					\$31,000					\$31,000		-\$31,000	\$972,765	\$20,543	
2072					\$31,000					\$31,000		-\$31,000	\$962,308	\$20,322	
2073					\$31,000					\$31,000		-\$31,000	\$951,630	\$20,097	
2074					\$31,000					\$31,000		-\$31,000	\$940,726	\$19,866	
2075					\$31,000					\$31,000		-\$31,000	\$929,593	\$19,631	
2076					\$31,000					\$31,000		-\$31,000	\$918,224	\$19,391	
2077					\$31,000					\$31,000		-\$31,000	\$906,615	\$19,146	
2078					\$31,000					\$31,000		-\$31,000	\$894,761	\$18,896	
2079					\$31,000					\$31,000		-\$31,000	\$882,656	\$18,640	
2080					\$31,000					\$31,000		-\$31,000	\$870,296	\$18,379	
2081					\$31,000					\$31,000		-\$31,000	\$857,675	\$18,112	
2082					\$31,000					\$31,000		-\$31,000	\$844,788	\$17,840	
2083					\$31,000					\$31,000		-\$31,000	\$831,628	\$17,562	
2084					\$31,000					\$31,000		-\$31,000	\$818,190	\$17,279	
2085					\$31,000					\$31,000		-\$31,000	\$804,469	\$16,989	
2086					\$31,000					\$31,000		-\$31,000	\$790,457	\$16,693	
2087					\$31,000					\$31,000		-\$31,000	\$776,150	\$16,391	
2088					\$31,000					\$31,000		-\$31,000	\$761,541	\$16,082	
2089					\$31,000					\$31,000		-\$31,000	\$746,623	\$15,767	
2090					\$31,000					\$31,000		-\$31,000	\$731,390	\$15,446	
2091					\$31,000					\$31,000		-\$31,000	\$715,836	\$15,117	
2092					\$31,000					\$31,000		-\$31,000	\$699,953	\$14,782	
2093					\$31,000					\$31,000		-\$31,000	\$683,735	\$14,439	
2094					\$31,000					\$31,000		-\$31,000	\$667,174	\$14,089	
2095					\$31,000					\$31,000		-\$31,000	\$650,263	\$13,732	
2096					\$31,000					\$31,000		-\$31,000	\$632,995	\$13,368	
2097					\$31,000					\$31,000		-\$31,000	\$615,363	\$12,995	
2098					\$31,000					\$31,000					

Table 7 - Cashflow Analysis- Transfer Station 25% Organics Diversion

Year	Total Waste Disposal (tonnes/yr)	Cumulative Waste Disposal (tonnes)	EXPENSE								REQUIRED REVENUE				Notes		
			Closure Reserve Sinking Fund (\$/yr)	Closure Cost (\$/yr)	Post-Closure Cost (\$/yr)	Landfill Operations Cost (\$/yr)	Transfer Station Operations Cost (\$/yr)	Haul Cost (\$/yr)	Capital Costs (\$/yr)	Total Cost (\$/yr)	Tipping Fee Revenue (\$/yr)	Net Revenue (\$/yr)	Cumulative Net Revenue (\$)	Interest (\$/yr)			
2018	6,037	144,000															
2019	6,287	150,287	\$859,858														
2020	4,757	155,044	\$120,000														
2021	4,876	159,920	\$92,000				\$661,000				\$661,000	\$619,686	\$818,544	\$818,544	\$17,286		
2022	4,998	164,917	\$92,000				\$635,300				\$635,300	\$635,178	\$119,878	\$955,707	\$20,183		
2023	5,123	170,040					\$647,900				\$1,447,900	\$661,057	\$708,843	\$2,719,477	\$5,724		
2024	5,251	175,291		\$6,466,600	\$62,000		\$398,192	\$242,268			\$7,107,060	\$667,334	\$6,347,227	\$6,070,956	-\$128,206		WCI Transfer Station Construction
2025	5,382	180,673			\$62,000		\$398,192	\$248,325			\$708,517	\$684,017	-\$24,500	-\$6,223,662	-\$131,431		Landfill Closure Construction
2026	5,517	186,190			\$62,000		\$398,192	\$254,533			\$714,725	\$701,117	-\$13,608	-\$6,368,702	-\$134,494		
2027	5,655	191,844			\$62,000		\$398,192	\$260,897			\$721,089	\$718,645	-\$2,443	-\$6,505,639	-\$137,386		
2028	5,796	197,640			\$62,000		\$398,192	\$267,419			\$727,611	\$736,611	\$9,000	-\$6,634,025	-\$140,097		
2029	5,941	203,581			\$62,000		\$398,192	\$274,104			\$734,296	\$755,027	\$20,730	-\$6,753,392	-\$142,618		
2030	6,089	209,670			\$62,000		\$398,192	\$280,957			\$741,149	\$773,902	\$32,753	-\$6,863,257	-\$144,938		
2031	6,242	215,912			\$62,000		\$398,192	\$287,981			\$748,173	\$793,250	\$45,077	-\$6,963,118	-\$147,047		
2032	6,398	222,309			\$62,000		\$398,192	\$295,180			\$755,372	\$813,081	\$57,709	-\$7,052,457	-\$148,994		
2033	6,558	228,867			\$62,000		\$398,192	\$302,560			\$762,752	\$833,408	\$70,656	-\$7,130,794	-\$150,587		
2034	6,721	235,588			\$62,000		\$398,192	\$310,124			\$770,316	\$854,243	\$83,927	-\$7,197,394	-\$151,995		
2035	6,890	242,478			\$62,000		\$398,192	\$317,877			\$778,069	\$875,599	\$97,530	-\$7,251,858	-\$153,145		
2036	7,062	249,540			\$62,000		\$398,192	\$325,824			\$786,016	\$897,489	\$111,473	-\$7,293,529	-\$154,025		
2037	7,238	256,778			\$62,000		\$398,192	\$333,970			\$794,162	\$919,927	\$125,765	-\$7,321,789	-\$154,622		
2038	7,419	264,197			\$62,000		\$398,192	\$342,319			\$802,511	\$942,925	\$140,414	-\$7,335,996	-\$154,922		
2039	7,605	271,802			\$62,000		\$398,192	\$350,877			\$811,069	\$966,498	\$155,429	-\$7,335,489	-\$154,911		
2040	7,795	279,597			\$62,000		\$398,192	\$359,649			\$819,841	\$990,660	\$170,820	-\$7,319,580	-\$154,575		
2041	7,990	287,586			\$62,000		\$398,192	\$368,640			\$828,832	\$1,015,427	\$186,595	-\$7,287,560	-\$153,899		
2042	8,189	295,776			\$62,000		\$398,192	\$377,856			\$838,048	\$1,040,813	\$202,765	-\$7,238,694	-\$152,867		
2043	8,394	304,170			\$62,000		\$398,192	\$387,302			\$847,494	\$1,066,833	\$219,339	-\$7,172,222	-\$151,463		
2044	8,604	312,774			\$62,000		\$398,192	\$396,985			\$857,177	\$1,093,504	\$236,327	-\$7,087,359	-\$149,671		
2045	8,819	321,593			\$62,000		\$398,192	\$406,910			\$867,102	\$1,120,841	\$253,740	-\$6,983,290	-\$147,473		
2046	9,040	330,633			\$62,000		\$398,192	\$417,082			\$877,274	\$1,148,862	\$271,588	-\$6,859,175	-\$144,852		
2047	9,266	339,898			\$62,000		\$398,192	\$427,509			\$887,701	\$1,177,584	\$289,883	-\$6,714,144	-\$141,789		
2048	9,497	349,396			\$62,000		\$398,192	\$438,197			\$898,389	\$1,207,024	\$308,634	-\$6,547,299	-\$138,266		
2049	9,735	359,130			\$62,000		\$398,192	\$449,152			\$909,344	\$1,237,199	\$327,855	-\$6,357,710	-\$134,262		
2050	9,978	369,108			\$62,000		\$398,192	\$460,381			\$920,573	\$1,268,129	\$347,556	-\$6,144,416	-\$129,758		
2051	10,228	379,336			\$62,000		\$398,192	\$471,890			\$932,062	\$1,299,832	\$367,750	-\$5,906,423	-\$124,732		
2052	10,483	389,819			\$62,000		\$398,192	\$483,688			\$943,880	\$1,332,328	\$388,449	-\$5,642,707	-\$119,163		
2053	10,745	400,564			\$62,000		\$398,192	\$495,780			\$955,972	\$1,365,636	\$409,665	-\$5,352,205	-\$113,028		
2054	11,014	411,578			\$31,000		\$398,192	\$508,174			\$968,366	\$1,399,777	\$431,411	-\$5,033,822	-\$106,304		
2055	11,289	422,868			\$31,000		\$398,192	\$520,879			\$980,071	\$1,434,772	\$454,701	-\$4,655,425	-\$98,313		
2056	11,571	434,439			\$31,000		\$398,192	\$533,901			\$993,093	\$1,470,641	\$479,548	-\$4,246,190	-\$89,671		
2057	11,861	446,300			\$31,000		\$398,192	\$547,248			\$996,440	\$1,507,407	\$500,967	-\$3,804,894	-\$80,352		
2058	12,157	458,457			\$31,000		\$398,192	\$560,929			\$999,121	\$1,545,092	\$524,971	-\$3,330,275	-\$70,329		
2059	12,461	470,918			\$31,000		\$398,192	\$574,953			\$1,001,145	\$1,583,719	\$549,575	-\$2,821,029	-\$59,574		
2060	12,773	483,691			\$31,000		\$398,192	\$589,326			\$1,018,518	\$1,623,312	\$564,794	-\$2,275,809	-\$48,061		
2061	13,092	496,783			\$31,000		\$398,192	\$604,060			\$1,033,252	\$1,663,895	\$560,644	-\$1,693,226	-\$35,758		
2062	13,419	510,203			\$31,000		\$398,192	\$619,161			\$1,048,353	\$1,705,493	\$557,140	-\$1,071,844	-\$22,635		
2063	13,755	523,958			\$31,000		\$398,192	\$634,640			\$1,063,832	\$1,748,130	\$584,298	-\$410,181	-\$8,662		
2064	14,099	538,056			\$31,000		\$398,192	\$650,506			\$1,079,698	\$1,791,833	\$712,135	-\$293,292	\$6,194		Year when landfill would have closed in Scenario 2
2065					\$31,000		\$31,000	\$1,095,961			\$1,095,961	\$1,836,629	\$740,668	\$1,040,154	\$21,966		
2066					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$1,031,120	\$21,775		
2067					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$1,021,895	\$21,580		
2068					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$1,012,475	\$21,381		
2069					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$1,002,857	\$21,178		
2070					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$993,035	\$20,971		
2071					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$983,066	\$20,759		
2072					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$972,765	\$20,543		
2073					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$962,308	\$20,322		
2074					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$951,630	\$20,097		
2075					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$940,726	\$19,866		
2076					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$929,593	\$19,631		
2077					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$918,224	\$19,391		
2078					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$906,615	\$19,146		
2079					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$894,761	\$18,896		
2080					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$882,566	\$18,640		
2081					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$870,296	\$18,379		
2082					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$857,675	\$18,112		
2083					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$844,788	\$17,840		
2084					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$831,628	\$17,562		
2085					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$818,190	\$17,279		
2086					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$804,469	\$16,989		
2087					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$790,457	\$16,693		
2088					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$776,150	\$16,391		
2089					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$761,541	\$16,082		
2090					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$746,623	\$15,767		
2091					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$731,390	\$15,444		
2092					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$715,836	\$15,117		
2093					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$699,953	\$14,782		
2094					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$683,735	\$14,439		
2095					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$667,174	\$14,089		
2096					\$31,000		\$31,000	\$31,000			\$31,000	\$31,000	-\$31,000	\$650,263	\$13,732		
2097					\$31,000	</											

**Table 8: Lifecycle Cost Assessment Summary**

<b>Disposal Option</b>	<b>Landfill Development - Existing Conditions</b>	<b>Landfill Development - 25% Organics Diversion</b>	<b>Transfer Station - Existing Conditions</b>	<b>Transfer Station - 25% Organics Diversion</b>
<b>Revenue<sup>1</sup> (\$Millions)</b>	55.94	57.60	43.11	47.61
<b>Closure Reserve Fund (\$Millions)</b>	4.29	5.03	1.16	1.16
<b>Closure Costs (\$Millions)</b>	9.49	9.49	6.47	6.47
<b>Capital Costs (\$Millions)</b>	4.00	4.00	0.80	0.80
<b>Landfill Operating Expenses (\$Millions)</b>	36.53	38.19	1.94	1.94
<b>Transfer Station Operating Expenses (\$Millions)</b>	-	-	13.54	16.72
<b>Haul Costs (\$Millions)</b>	-	-	16.33	17.65
<b>Post Closure Cost (\$Millions)</b>	5.92	5.92	4.03	4.03
<b>Total Cost (\$Millions)</b>	55.94	57.60	43.11	47.61
<b>Operating Cost per Tonne (\$/tonne)</b>	\$94.85	\$96.92	\$82.60	\$92.16
<b>Break Even Tipping Fee (\$/tonne)</b>	\$121.77	\$122.00	\$116.13	\$130.27
<b>AVL Tipping Fee (\$/tonne)</b>	-	-	\$89.64	\$89.64
<b>Total Cost per Tonne (\$/tonne)</b>	\$121.77	\$122.00	\$205.77	\$219.91

1. Includes interest from closure reserve fund

**Table 9 - Haul Analysis GHG Emissions**  
**Transfer Station Scenario (25% Organics Diversion)**

Year	Waste Requiring Transfer (tonnes/yr)	Round Trips per Year	Haul Distance Round Trip (km/yr)	Fuel Usage (L/year)	Total GHG Emissions (tonnes CO <sub>2E</sub> /yr)
2020	4,757	250	50,073	19,620	51.4
2021	4,876	257	51,325	20,111	52.7
2022	4,998	263	52,608	20,614	54.0
2023	5,123	270	53,924	21,129	55.4
2024	5,251	276	55,272	21,657	56.7
2025	5,382	283	56,653	22,199	58.2
2026	5,517	290	58,070	22,754	59.6
2027	5,655	298	59,521	23,322	61.1
2028	5,796	305	61,010	23,906	62.6
2029	5,941	313	62,535	24,503	64.2
2030	6,089	320	64,098	25,116	65.8
2031	6,242	329	65,701	25,744	67.4
2032	6,398	337	67,343	26,387	69.1
2033	6,558	345	69,027	27,047	70.9
2034	6,721	354	70,752	27,723	72.6
2035	6,890	363	72,521	28,416	74.5
2036	7,062	372	74,334	29,127	76.3
2037	7,238	381	76,193	29,855	78.2
2038	7,419	390	78,097	30,601	80.2
2039	7,605	400	80,050	31,366	82.2
2040	7,795	410	82,051	32,150	84.2
2041	7,990	421	84,102	32,954	86.3
2042	8,189	431	86,205	33,778	88.5
2043	8,394	442	88,360	34,622	90.7
2044	8,604	453	90,569	35,488	93.0
2045	8,819	464	92,833	36,375	95.3
2046	9,040	476	95,154	37,285	97.7
2047	9,266	488	97,533	38,217	100.1
2048	9,497	500	99,971	39,172	102.6
2049	9,735	512	102,470	40,151	105.2
2050	9,978	525	105,032	41,155	107.8
2051	10,228	538	107,658	42,184	110.5
2052	10,483	552	110,349	43,239	113.3
2053	10,745	566	113,108	44,320	116.1
2054	11,014	580	115,936	45,428	119.0
2055	11,289	594	118,834	46,563	122.0
2056	11,571	609	121,805	47,727	125.0
2057	11,861	624	124,850	48,921	128.2
2058	12,157	640	127,972	50,144	131.4
2059	12,461	656	131,171	51,397	134.7
2060	12,773	672	134,450	52,682	138.0
2061	13,092	689	137,811	53,999	141.5
2062	13,419	706	141,257	55,349	145.0
2063	13,755	724	144,788	56,733	148.6
2064	14,099	742	148,408	58,151	152.4
<b>Total</b>	<b>378,137</b>	<b>19,902</b>	<b>3,980,386</b>	<b>1,559,648</b>	<b>4086.3</b>

*Assumptions*

Capacity per Haul	19 tonnes
One way trip distance	100 km
Fuel Efficiency	39.18 L/100 km
GHG Emissions	0.00262 tonnes CO <sub>2E</sub> /L

**Table 10 - GHG Assessment Results Summary**

Year	Scenario 1 - WCL Closure in 2064		Scenario 2 - AVL + WCL Waste Until 2064			
	Total CH <sub>4</sub> WCL Waste Only (tonnes)	Total Waste GHG Emissions (tonnes CO <sub>2E</sub> )	Total CH <sub>4</sub> WCL Waste Only (tonnes)	Total Waste GHG Emissions (tonnes CO <sub>2E</sub> )	Haul GHG Emissions (tonnes CO <sub>2E</sub> )	Total GHG Emissions (tonnes CO <sub>2E</sub> )
2022	5	105	5	105	54	159
2023	30	630	30	630	55	685
2024	50	1,050	50	1,050	57	1,107
2025	67	1,407	67	1,407	58	1,465
2026	83	1,743	83	1,743	60	1,803
2027	96	2,016	96	2,016	61	2,077
2028	108	2,268	108	2,268	63	2,331
2029	119	2,499	119	2,499	64	2,563
2030	130	2,730	130	2,730	66	2,796
2031	140	2,940	140	2,940	67	3,007
2032	149	3,129	149	3,129	69	3,198
2033	158	3,318	158	3,318	71	3,389
2034	167	3,507	167	3,507	73	3,580
2035	176	3,696	176	3,696	74	3,770
2036	184	3,864	184	3,864	76	3,940
2037	193	4,053	193	4,053	78	4,131
2038	201	4,221	201	4,221	80	4,301
2039	209	4,389	209	4,389	82	4,471
2040	217	4,557	217	4,557	84	4,641
2041	226	4,746	226	4,746	86	4,832
2042	234	4,914	234	4,914	88	5,002
2043	242	5,082	242	5,082	91	5,173
2044	250	5,250	250	5,250	93	5,343
2045	259	5,439	259	5,439	95	5,534
2046	267	5,607	267	5,607	98	5,705
2047	276	5,796	276	5,796	100	5,896
2048	284	5,964	284	5,964	103	6,067
2049	293	6,153	293	6,153	105	6,258
2050	302	6,342	302	6,342	108	6,450
2051	311	6,531	311	6,531	111	6,642
2052	320	6,720	320	6,720	113	6,833
2053	329	6,909	329	6,909	116	7,025
2054	338	7,098	338	7,098	119	7,217
2055	348	7,308	348	7,308	122	7,430
2056	357	7,497	357	7,497	125	7,622
2057	367	7,707	367	7,707	128	7,835
2058	377	7,917	377	7,917	131	8,048
2059	387	8,127	387	8,127	135	8,262
2060	398	8,358	398	8,358	138	8,496
2061	409	8,589	409	8,589	141	8,730
2062	419	8,799	419	8,799	145	8,944
2063	431	9,051	431	9,051	149	9,200
2064	442	9,282	442	9,282	152	9,434
<b>Sub Total</b>	<b>10,348</b>	<b>217,308</b>	<b>10,348</b>	<b>217,308</b>	<b>4,086</b>	<b>221,394</b>
	Landfill Closure		Active LFG System Installed with 75% Collection Efficiency			
2065	440	9,240	110	2,310	0	2,310
2066	380	7,980	95	1,995	0	1,995
2067	333	6,993	83	1,748	0	1,748
2068	295	6,195	74	1,549	0	1,549
2069	264	5,544	66	1,386	0	1,386
2070	238	4,998	60	1,250	0	1,250
2071	216	4,536	54	1,134	0	1,134
2072	197	4,137	49	1,034	0	1,034
2073	181	3,801	45	950	0	950
2074	167	3,507	42	877	0	877
2075	154	3,234	39	809	0	809
2076	143	3,003	36	751	0	751
2077	132	2,772	33	693	0	693
2078	123	2,583	31	646	0	646
2079	114	2,394	29	599	0	599

Year	Scenario 1 - WCL Closure in 2064		Scenario 2 - AVL + WCL Waste Until 2064			
	Total CH <sub>4</sub> WCL Waste Only (tonnes)	Total Waste GHG Emissions (tonnes CO <sub>2E</sub> )	Total CH <sub>4</sub> WCL Waste Only (tonnes)	Total Waste GHG Emissions (tonnes CO <sub>2E</sub> )	Haul GHG Emissions (tonnes CO <sub>2E</sub> )	Total GHG Emissions (tonnes CO <sub>2E</sub> )
2080	106	2,226	27	557	0	557
2081	99	2,079	25	520	0	520
2082	92	1,932	23	483	0	483
2083	86	1,806	22	452	0	452
2084	80	1,680	20	420	0	420
2085	75	1,575	19	394	0	394
2086	70	1,470	18	368	0	368
2087	65	1,365	16	341	0	341
2088	61	1,281	15	320	0	320
2089	57	1,197	14	299	0	299
2090	53	1,113	13	278	0	278
2091	50	1,050	13	263	0	263
2092	47	987	12	247	0	247
2093	44	924	11	231	0	231
2094	41	861	10	215	0	215
2095	38	798	10	200	0	200
2096	36	756	9	189	0	189
2097	33	693	8	173	0	173
2098	31	651	8	163	0	163
2099	29	609	7	152	0	152
2100	28	588	7	147	0	147
2101	26	546	7	137	0	137
2102	24	504	6	126	0	126
2103	23	483	6	121	0	121
2104	21	441	5	110	0	110
2105	20	420	5	105	0	105
2106	19	399	5	100	0	100
2107	18	378	5	95	0	95
2108	16	336	4	84	0	84
2109	15	315	4	79	0	79
2110	15	315	4	79	0	79
2111	14	294	4	74	0	74
2112	13	273	3	68	0	68
2113	12	252	3	63	0	63
2114	11	231	3	58	0	58
2115	11	231	3	58	0	58
2116	10	210	3	53	0	53
2117	9	189	2	47	0	47
2118	9	189	2	47	0	47
2119	8	168	2	42	0	42
2120	8	168	2	42	0	42
2121	7	147	2	37	0	37
2122	7	147	2	37	0	37
2123	7	147	2	37	0	37
2124	6	126	2	32	0	32
2125	6	126	2	32	0	32
2126	5	105	1	26	0	26
2127	5	105	1	26	0	26
2128	5	105	1	26	0	26
2129	5	105	1	26	0	26
2130	4	84	1	21	0	21
2131	4	84	1	21	0	21
2132	4	84	1	21	0	21
2133	4	84	1	21	0	21
2134	3	63	1	16	0	16
2135	3	63	1	16	0	16
2136	3	63	1	16	0	16
2137	3	63	1	16	0	16
2138	3	63	1	16	0	16
2139	3	63	1	16	0	16
2140	2	42	1	11	0	11

Year	Scenario 1 - WCL Closure in 2064		Scenario 2 - AVL + WCL Waste Until 2064			
	Total CH <sub>4</sub> WCL Waste Only (tonnes)	Total Waste GHG Emissions (tonnes CO <sub>2E</sub> )	Total CH <sub>4</sub> WCL Waste Only (tonnes)	Total Waste GHG Emissions (tonnes CO <sub>2E</sub> )	Haul GHG Emissions (tonnes CO <sub>2E</sub> )	Total GHG Emissions (tonnes CO <sub>2E</sub> )
2141	2	42	1	11	0	11
2142	2	42	1	11	0	11
2143	2	42	1	11	0	11
2144	2	42	1	11	0	11
2145	2	42	1	11	0	11
2146	2	42	1	11	0	11
2147	2	42	1	11	0	11
2148	2	42	1	11	0	11
2149	1	21	0	5	0	5
2150	1	21	0	5	0	5
2151	1	21	0	5	0	5
2152	1	21	0	5	0	5
2153	1	21	0	5	0	5
2154	1	21	0	5	0	5
2155	1	21	0	5	0	5
2156	1	21	0	5	0	5
2157	1	21	0	5	0	5
2158	1	21	0	5	0	5
2159	1	21	0	5	0	5
2160	1	21	0	5	0	5
2161	1	21	0	5	0	5
2162	1	21	0	5	0	5
2163	1	21	0	5	0	5
2164	1	21	0	5	0	5
<b>Sub Total</b>	<b>5,021</b>	<b>105,441</b>	<b>1,255</b>	<b>26,360</b>	<b>0</b>	<b>26,360</b>
	End of 100 Year Post Closure Period		End of 100 Year Post Closure Period			
<b>Total</b>	<b>15,369</b>	<b>322,749</b>	<b>11,603</b>	<b>243,668</b>	<b>4,086</b>	<b>247,755</b>

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**APPENDIX A**  
**LFG Generation Results**

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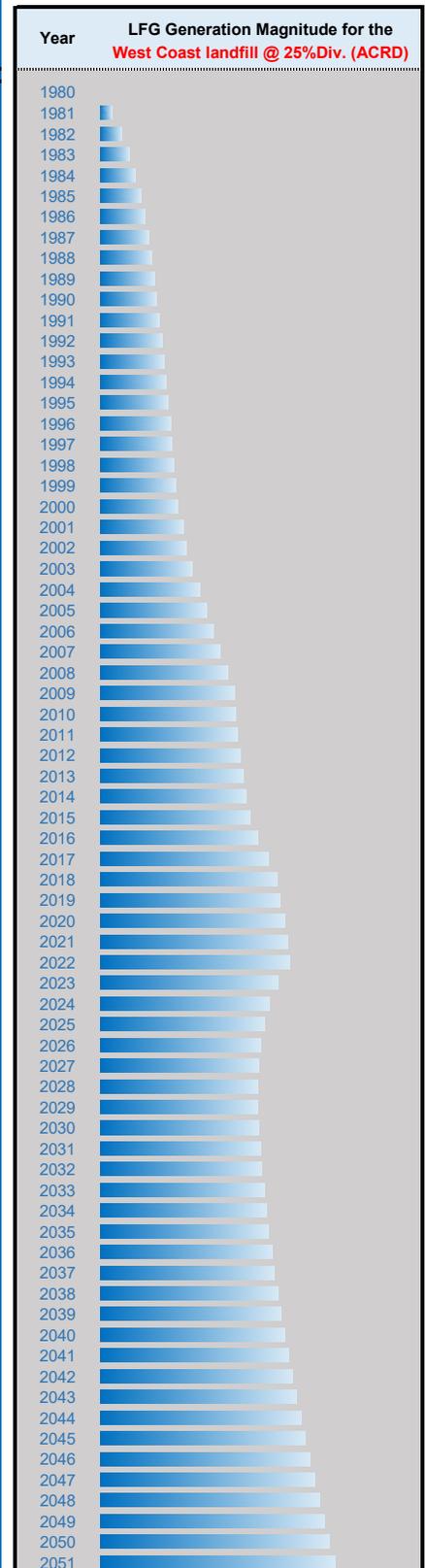
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## Methane Generation Estimates from the West Coast landfill @ 25%Div. (ACRD)

Actual CH<sub>4</sub> Yields

L <sub>o</sub> (m <sup>3</sup> /tonne)	127	158	143	71	114	103	64.7
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Year	Methane generation estimates for the West Coast landfill @ 25%Div. (ACRD)							Methane Generation Potential (L <sub>o</sub> , m <sup>3</sup> /tonne)	Total LFG Flow Rate Estimated (scfm)
	Food	Garden	Paper	Wood	Textile	Nappies	Total		
	(tonnes)	(tonnes)	(tonnes)	(tonnes)	(tonnes)	(tonnes)	(tonnes)		
1980	2	0	0	0	0	0	3	76.3	1
1981	13	2	2	0	2	0	20	76.3	4
1982	21	3	4	1	4	1	34	76.3	7
1983	26	5	6	1	5	1	44	76.3	9
1984	30	6	8	2	6	1	53	76.3	11
1985	33	7	9	2	8	1	60	76.3	12
1986	35	8	11	2	9	2	66	76.3	13
1987	36	8	12	3	10	2	71	76.3	14
1988	37	9	14	3	11	2	76	76.3	15
1989	38	10	15	3	12	2	79	76.3	16
1990	38	10	16	3	13	2	83	76.3	16
1991	39	11	17	4	14	3	87	76.3	17
1992	40	11	18	4	15	3	90	76.3	18
1993	40	11	19	4	16	3	93	76.3	19
1994	40	12	20	4	16	3	96	76.3	19
1995	41	12	21	5	17	3	99	76.3	20
1996	41	12	22	5	18	3	102	76.3	20
1997	42	13	23	5	18	4	105	76.3	21
1998	42	13	24	5	19	4	107	76.3	21
1999	43	13	24	6	20	4	109	76.3	22
2000	44	14	25	6	20	4	112	76.3	22
2001	47	14	26	6	21	4	120	76.3	24
2002	49	15	27	7	22	4	124	76.3	25
2003	53	16	29	7	24	4	132	76.3	26
2004	58	17	31	7	25	5	143	76.3	28
2005	62	18	33	8	27	5	152	76.3	30
2006	67	19	35	8	28	5	162	76.3	32
2007	70	20	37	9	30	6	171	76.3	34
2008	75	21	39	9	32	6	182	76.3	36
2009	79	22	41	10	33	6	191	76.3	38
2010	77	23	42	10	34	7	193	76.3	38
2011	77	23	43	11	35	7	195	76.3	39
2012	77	23	45	11	36	7	199	76.3	39
2013	78	24	46	11	37	7	204	76.3	41
2014	79	24	47	12	38	7	208	76.3	41
2015	80	25	49	12	39	8	213	76.3	42
2016	86	26	51	13	41	8	224	76.3	44
2017	93	28	53	13	43	8	238	76.3	47
2018	99	29	56	14	45	9	251	76.3	50
2019	99	30	57	14	47	9	256	76.3	51
2020	100	30	59	15	48	9	261	76.3	52
2021	101	31	60	15	49	9	266	76.3	53
2022	99	31	62	16	51	10	268	60.0	53
2023	85	29	60	16	52	10	252	60.0	50
2024	75	28	59	15	53	10	240	60.0	48
2025	68	26	58	15	55	10	233	60.0	46
2026	64	25	57	15	56	11	228	60.0	45
2027	61	25	56	15	58	11	226	60.0	45
2028	60	24	55	15	59	11	225	60.0	45
2029	59	23	54	15	61	12	225	60.0	45
2030	59	23	54	15	62	12	226	60.0	45
2031	60	23	54	15	64	12	227	60.0	45
2032	60	22	53	15	66	13	230	60.0	46
2033	61	22	53	15	67	13	233	60.0	46
2034	63	22	53	16	69	13	236	60.0	47
2035	64	22	53	16	71	14	239	60.0	47
2036	65	23	53	16	73	14	243	60.0	48
2037	67	23	53	16	75	14	247	60.0	49
2038	68	23	54	16	76	15	252	60.0	50
2039	70	23	54	16	78	15	257	60.0	51
2040	72	24	55	16	80	15	262	60.0	52
2041	73	24	55	16	82	16	267	60.0	53
2042	75	24	56	17	84	16	272	60.0	54
2043	77	25	56	17	87	17	278	60.0	55
2044	79	25	57	17	89	17	284	60.0	56
2045	81	26	58	17	91	17	290	60.0	58
2046	83	26	59	18	93	18	297	60.0	59
2047	85	27	59	18	96	18	303	60.0	60
2048	87	27	60	18	98	19	310	60.0	61
2049	89	28	61	18	101	19	317	60.0	63
2050	92	29	63	19	103	20	324	60.0	64
2051	94	29	64	19	106	20	332	60.0	66



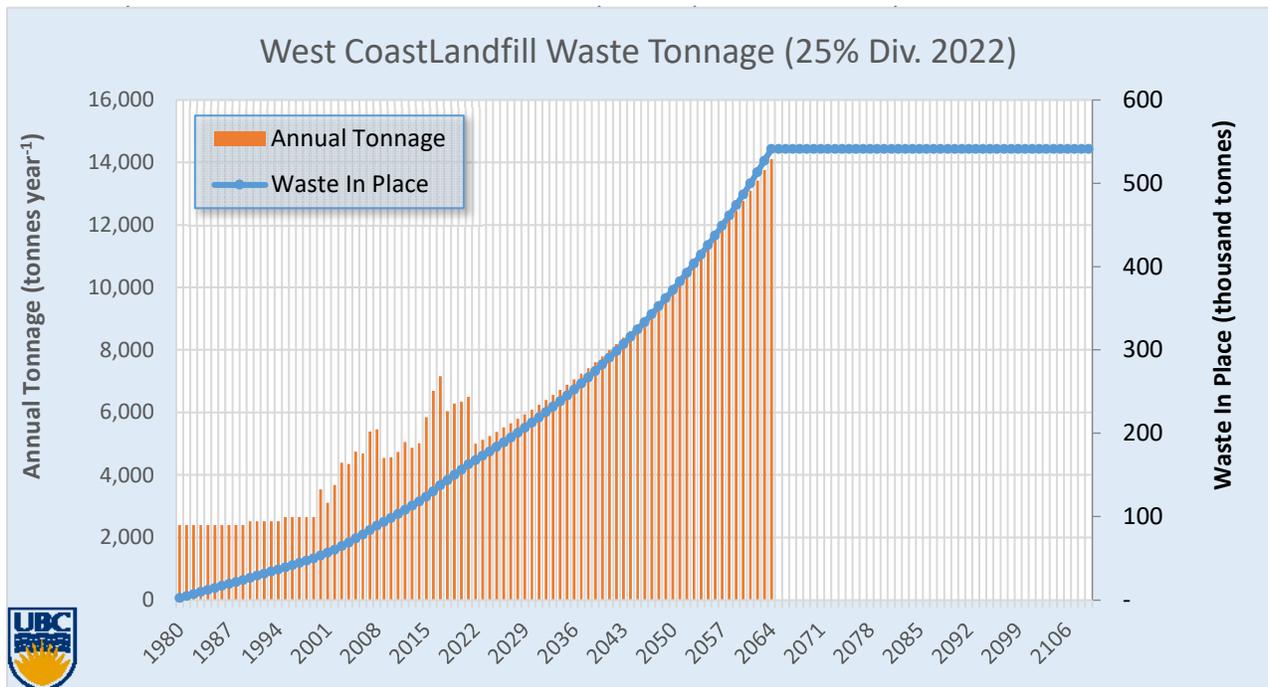
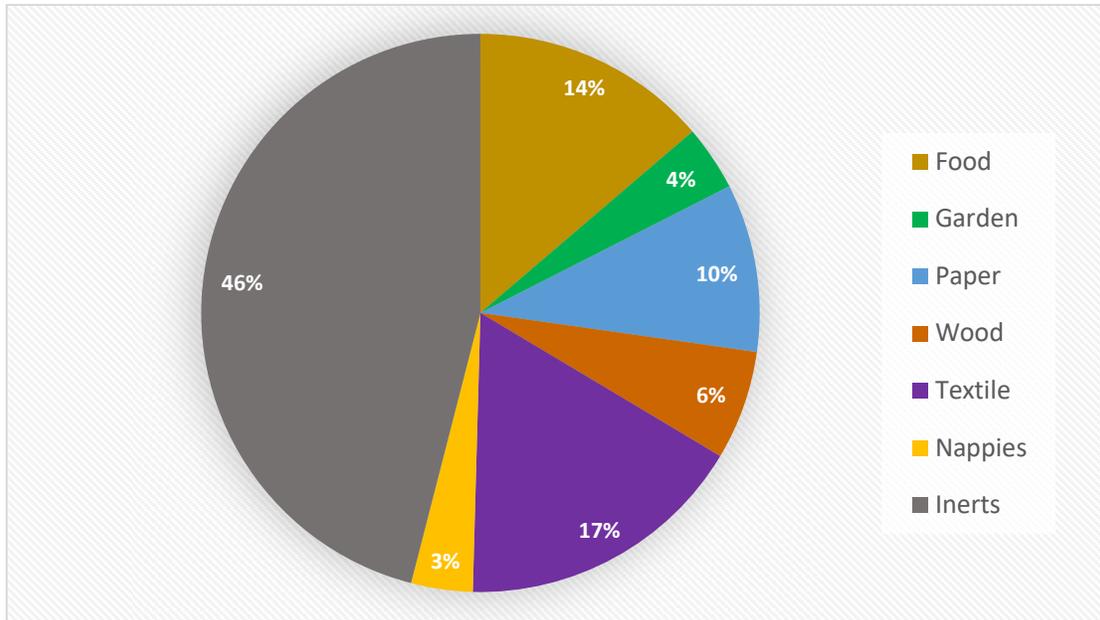
Year	Methane generation estimates for the West Coast landfill @ 25%Div. (ACRD)							Methane Generation Potential (L <sub>0</sub> , m <sup>3</sup> /tonne)	Total LFG Flow Rate Estimated (scfm)	Year	LFG Generation Magnitude for the West Coast landfill @ 25%Div. (ACRD)
	Food (tonnes)	Garden (tonnes)	Paper (tonnes)	Wood (tonnes)	Textile (tonnes)	Nappies (tonnes)	Total (tonnes)				
2052	96	30	65	19	108	21	340	60.0	67	2052	[Bar]
2053	99	31	66	20	111	21	347	60.0	69	2053	[Bar]
2054	101	32	67	20	114	22	356	60.0	71	2054	[Bar]
2055	104	32	69	20	117	22	364	60.0	72	2055	[Bar]
2056	106	33	70	21	120	23	373	60.0	74	2056	[Bar]
2057	109	34	72	21	123	23	382	60.0	76	2057	[Bar]
2058	112	35	73	21	126	24	391	60.0	78	2058	[Bar]
2059	114	36	75	22	129	25	400	60.0	79	2059	[Bar]
2060	117	36	76	22	132	25	410	60.0	81	2060	[Bar]
2061	120	37	78	23	135	26	420	60.0	83	2061	[Bar]
2062	123	38	80	23	139	26	430	60.0	85	2062	[Bar]
2063	126	39	82	24	142	27	440	60.0	87	2063	[Bar]
2064	129	40	84	24	146	28	451	60.0	89	2064	[Bar]
2065	125	40	84	24	147	28	449		89	2065	[Bar]
2066	88	35	79	23	137	26	388		77	2066	[Bar]
2067	62	30	73	23	128	24	340		67	2067	[Bar]
2068	44	26	68	22	119	23	302		60	2068	[Bar]
2069	31	23	64	21	111	21	271		54	2069	[Bar]
2070	22	20	59	20	104	20	244		48	2070	[Bar]
2071	15	17	55	19	97	18	222		44	2071	[Bar]
2072	11	15	52	18	90	17	203		40	2072	[Bar]
2073	8	13	48	18	84	16	187		37	2073	[Bar]
2074	5	11	45	17	78	15	172		34	2074	[Bar]
2075	4	10	42	16	73	14	159		32	2075	[Bar]
2076	3	9	39	16	68	13	147		29	2076	[Bar]
2077	2	7	36	15	64	12	136		27	2077	[Bar]
2078	1	6	34	15	59	11	127		25	2078	[Bar]
2079	1	6	32	14	55	11	118		23	2079	[Bar]
2080	1	5	29	13	51	10	110		22	2080	[Bar]
2081	0	4	27	13	48	9	102		20	2081	[Bar]
2082	0	4	26	12	45	9	95		19	2082	[Bar]
2083	0	3	24	12	42	8	89		18	2083	[Bar]
2084	0	3	22	11	39	7	83		16	2084	[Bar]
2085	0	2	21	11	36	7	78		15	2085	[Bar]
2086	0	2	19	11	34	6	72		14	2086	[Bar]
2087	0	2	18	10	32	6	68		13	2087	[Bar]
2088	0	2	17	10	29	6	63		13	2088	[Bar]
2089	0	1	16	9	27	5	59		12	2089	[Bar]
2090	0	1	15	9	26	5	55		11	2090	[Bar]
2091	0	1	14	9	24	5	52		10	2091	[Bar]
2092	0	1	13	8	22	4	48		10	2092	[Bar]
2093	0	1	12	8	21	4	45		9	2093	[Bar]
2094	0	1	11	8	19	4	42		8	2094	[Bar]
2095	0	1	10	7	18	3	40		8	2095	[Bar]
2096	0	1	10	7	17	3	37		7	2096	[Bar]
2097	0	0	9	7	16	3	35		7	2097	[Bar]
2098	0	0	8	7	15	3	33		6	2098	[Bar]
2099	0	0	8	6	14	3	31		6	2099	[Bar]
2100	0	0	7	6	13	2	29		6	2100	[Bar]
2101	0	0	7	6	12	2	27		5	2101	[Bar]
2102	0	0	6	6	11	2	25		5	2102	[Bar]
2103	0	0	6	5	10	2	24		5	2103	[Bar]
2104	0	0	5	5	10	2	22		4	2104	[Bar]
2105	0	0	5	5	9	2	21		4	2105	[Bar]
2106	0	0	5	5	8	2	20		4	2106	[Bar]
2107	0	0	4	5	8	1	18		4	2107	[Bar]
2108	0	0	4	4	7	1	17		3	2108	[Bar]
2109	0	0	4	4	7	1	16		3	2109	[Bar]
2110	0	0	4	4	6	1	15		3	2110	[Bar]
2111	0	0	3	4	6	1	14		3	2111	[Bar]
2112	0	0	3	4	5	1	13		3	2112	[Bar]
2113	0	0	3	4	5	1	13		3	2113	[Bar]
2114	0	0	3	3	5	1	12		2	2114	[Bar]
2115	0	0	3	3	4	1	11		2	2115	[Bar]
2116	0	0	2	3	4	1	11		2	2116	[Bar]
2117	0	0	2	3	4	1	10		2	2117	[Bar]
2118	0	0	2	3	4	1	9		2	2118	[Bar]
2119	0	0	2	3	3	1	9		2	2119	[Bar]
2120	0	0	2	3	3	1	8		2	2120	[Bar]
2121	0	0	2	3	3	1	8		2	2121	[Bar]
2122	0	0	2	3	3	1	7		1	2122	[Bar]
2123	0	0	1	2	3	0	7		1	2123	[Bar]
2124	0	0	1	2	2	0	6		1	2124	[Bar]
2125	0	0	1	2	2	0	6		1	2125	[Bar]
2126	0	0	1	2	2	0	6		1	2126	[Bar]
2127	0	0	1	2	2	0	5		1	2127	[Bar]
2128	0	0	1	2	2	0	5		1	2128	[Bar]
2129	0	0	1	2	2	0	5		1	2129	[Bar]
2130	0	0	1	2	2	0	5		1	2130	[Bar]



# West Coast landfill @ 25%Div. (ACRD)

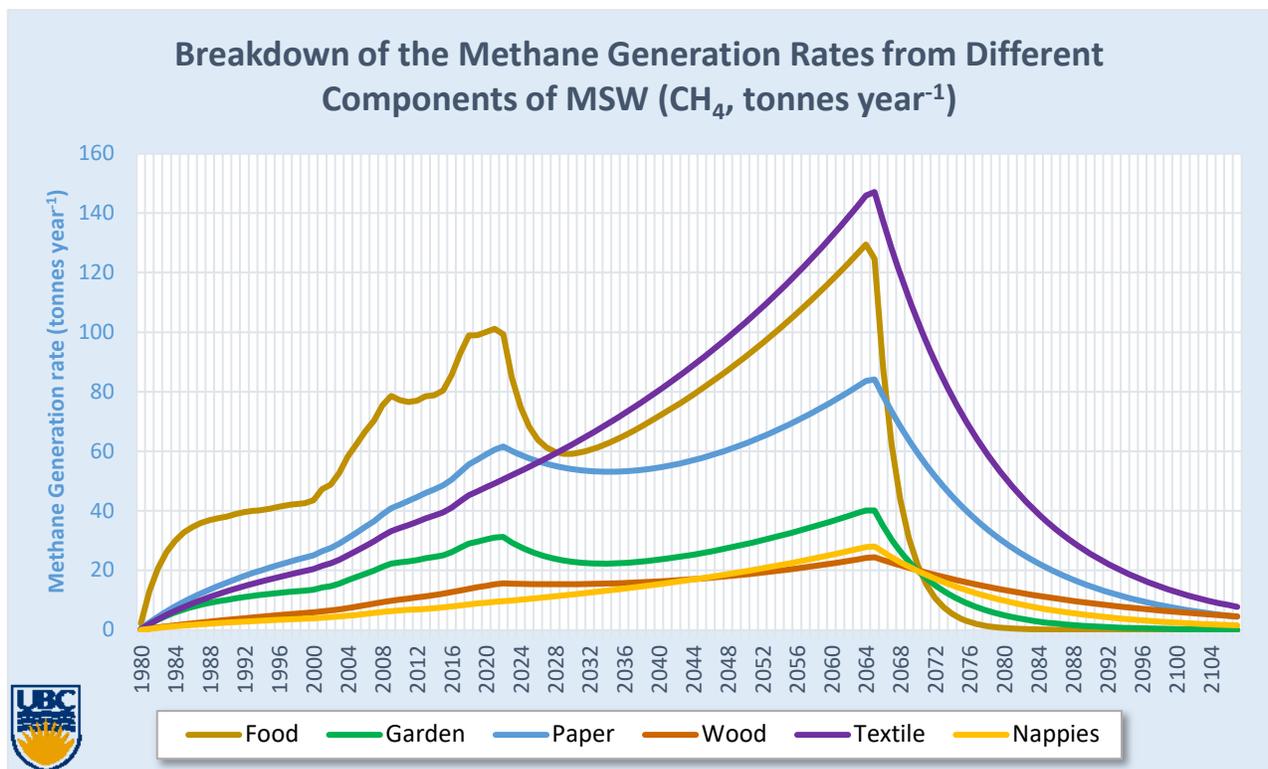
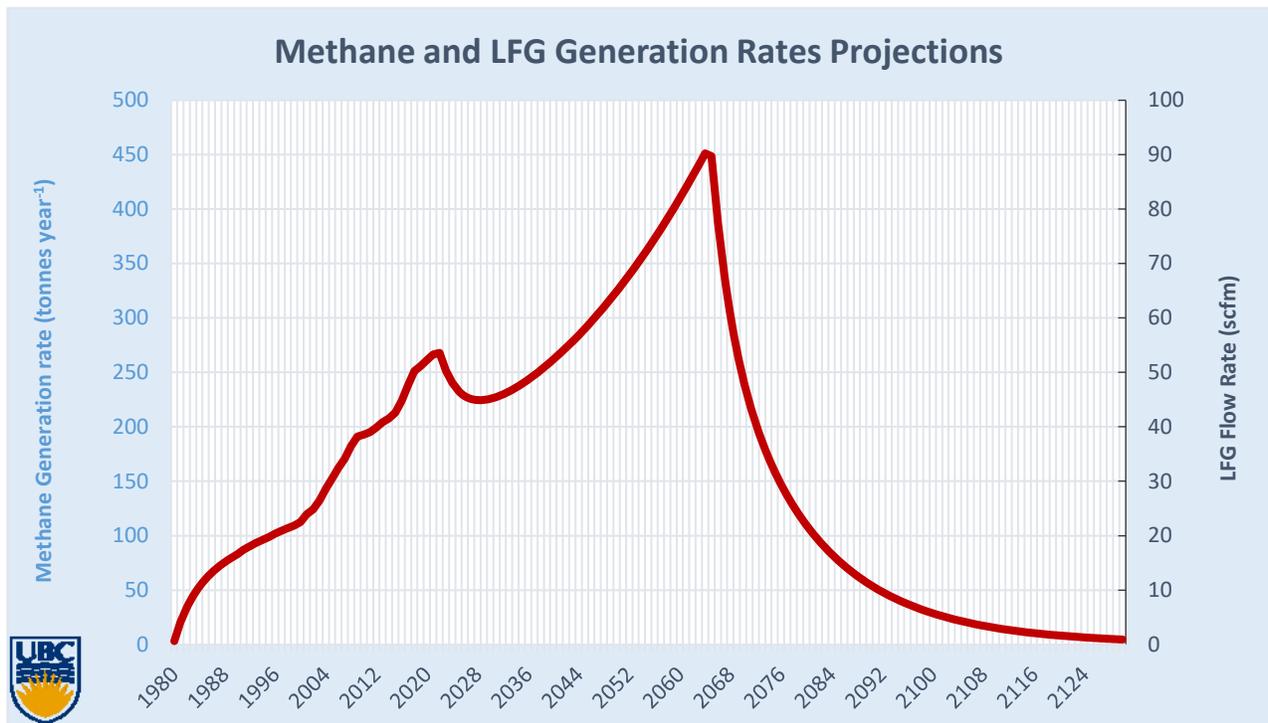
## Landfill Gas Generation Analysis GRAPHICAL RESULTS

### Average Deposited Waste Composition



# West Coast landfill @ 25%Div. (ACRD)

## Landfill Gas Generation Analysis GRAPHICAL RESULTS

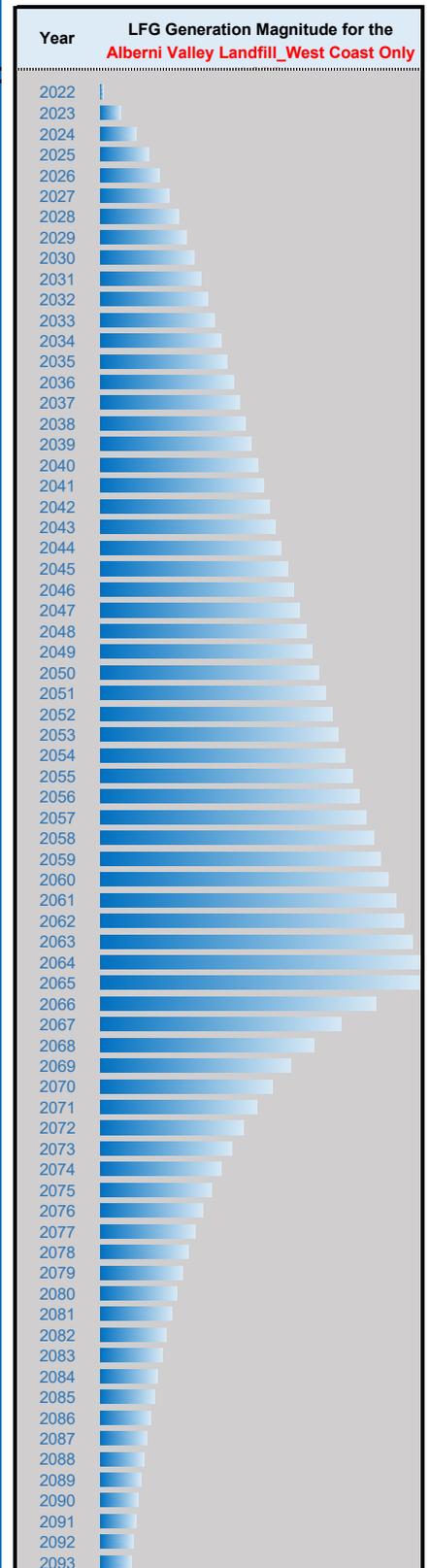


## Methane Generation Estimates from the Alberni Valley Landfill\_West Coast Only (ACRD)

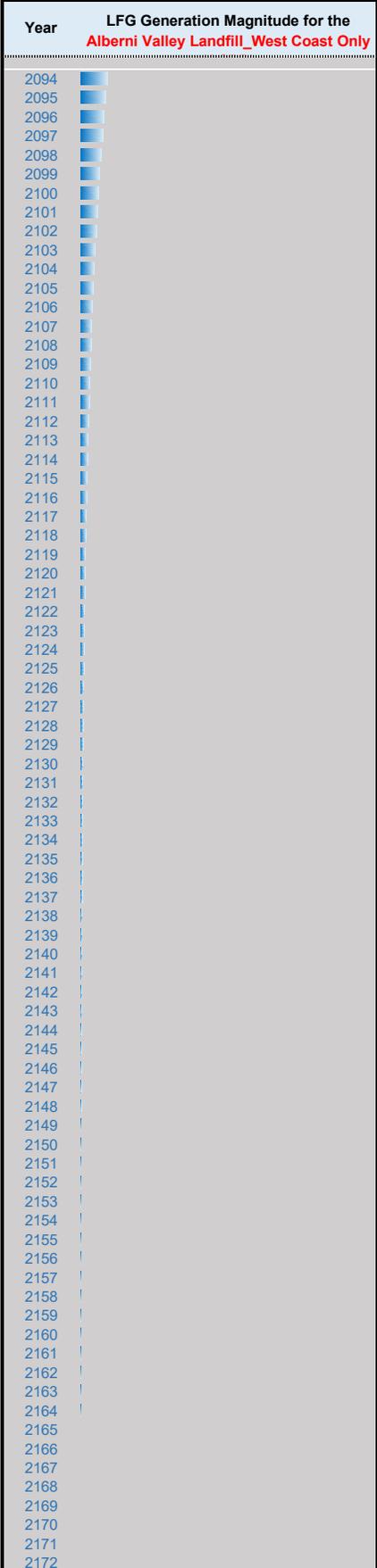
Actual CH<sub>4</sub> Yields

L <sub>0</sub> (m <sup>3</sup> /tonne)	127	158	143	72	114	103	60.0
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Year	Methane generation estimates for the Alberni Valley Landfill_West Coast Only (ACRD)							Methane Generation Potential (L <sub>0</sub> , m <sup>3</sup> /tonne)	Total LFG Flow Rate Estimated (scfm)
	Food (tonnes)	Garden (tonnes)	Paper (tonnes)	Wood (tonnes)	Textile (tonnes)	Nappies (tonnes)	Total (tonnes)		
2022	3	0	0	0	1	0	5	60.0	1
2023	17	3	3	1	6	1	30	60.0	6
2024	27	4	6	1	10	2	50	60.0	10
2025	34	6	8	2	14	3	67	60.0	13
2026	40	8	10	2	19	4	83	60.0	16
2027	44	9	13	3	23	4	96	60.0	19
2028	48	11	15	3	27	5	108	60.0	21
2029	51	12	17	4	30	6	119	60.0	24
2030	53	13	19	4	34	6	130	60.0	26
2031	55	14	21	5	37	7	140	60.0	28
2032	57	15	23	5	41	8	149	60.0	30
2033	59	16	25	5	44	8	158	60.0	31
2034	61	17	27	6	48	9	167	60.0	33
2035	63	17	29	6	51	10	176	60.0	35
2036	65	18	30	7	54	10	184	60.0	37
2037	66	19	32	7	57	11	193	60.0	38
2038	68	20	34	8	60	11	201	60.0	40
2039	70	20	35	8	63	12	209	60.0	41
2040	72	21	37	9	66	13	217	60.0	43
2041	73	22	39	9	69	13	226	60.0	45
2042	75	22	41	10	72	14	234	60.0	46
2043	77	23	42	10	75	14	242	60.0	48
2044	79	24	44	11	78	15	250	60.0	50
2045	81	25	46	11	81	15	259	60.0	51
2046	83	25	47	12	84	16	267	60.0	53
2047	85	26	49	12	87	17	276	60.0	55
2048	87	27	51	13	90	17	284	60.0	56
2049	89	27	52	13	93	18	293	60.0	58
2050	92	28	54	14	96	18	302	60.0	60
2051	94	29	56	14	99	19	311	60.0	62
2052	96	30	57	15	102	20	320	60.0	63
2053	99	30	59	15	105	20	329	60.0	65
2054	101	31	61	16	109	21	338	60.0	67
2055	104	32	63	16	112	21	348	60.0	69
2056	106	33	65	17	115	22	357	60.0	71
2057	109	34	66	17	118	23	367	60.0	73
2058	112	35	68	18	122	23	377	60.0	75
2059	114	35	70	18	125	24	387	60.0	77
2060	117	36	72	19	129	25	398	60.0	79
2061	120	37	74	19	132	25	409	60.0	81
2062	123	38	76	20	136	26	419	60.0	83
2063	126	39	78	21	139	27	431	60.0	85
2064	129	40	80	21	143	27	442	60.0	88
2065	125	40	81	22	145	28	440	60.0	87
2066	88	35	76	21	135	26	380	60.0	75
2067	62	30	71	20	126	24	333	60.0	66
2068	44	26	66	19	117	22	295	60.0	58
2069	31	23	61	18	109	21	264	60.0	52
2070	22	20	57	18	102	19	238	60.0	47
2071	15	17	53	17	95	18	216	60.0	43
2072	11	15	50	16	89	17	197	60.0	39
2073	8	13	46	16	83	16	181	60.0	36
2074	5	11	43	15	77	15	167	60.0	33
2075	4	10	40	15	72	14	154	60.0	31
2076	3	9	38	14	67	13	143	60.0	28
2077	2	7	35	13	62	12	132	60.0	26
2078	1	6	33	13	58	11	123	60.0	24
2079	1	6	30	12	54	10	114	60.0	23
2080	1	5	28	12	51	10	106	60.0	21
2081	0	4	27	11	47	9	99	60.0	20
2082	0	4	25	11	44	8	92	60.0	18
2083	0	3	23	11	41	8	86	60.0	17
2084	0	3	21	10	38	7	80	60.0	16
2085	0	2	20	10	36	7	75	60.0	15
2086	0	2	19	9	33	6	70	60.0	14
2087	0	2	17	9	31	6	65	60.0	13
2088	0	2	16	9	29	6	61	60.0	12
2089	0	1	15	8	27	5	57	60.0	11
2090	0	1	14	8	25	5	53	60.0	11
2091	0	1	13	8	23	4	50	60.0	10
2092	0	1	12	7	22	4	47	60.0	9
2093	0	1	11	7	20	4	44	60.0	9



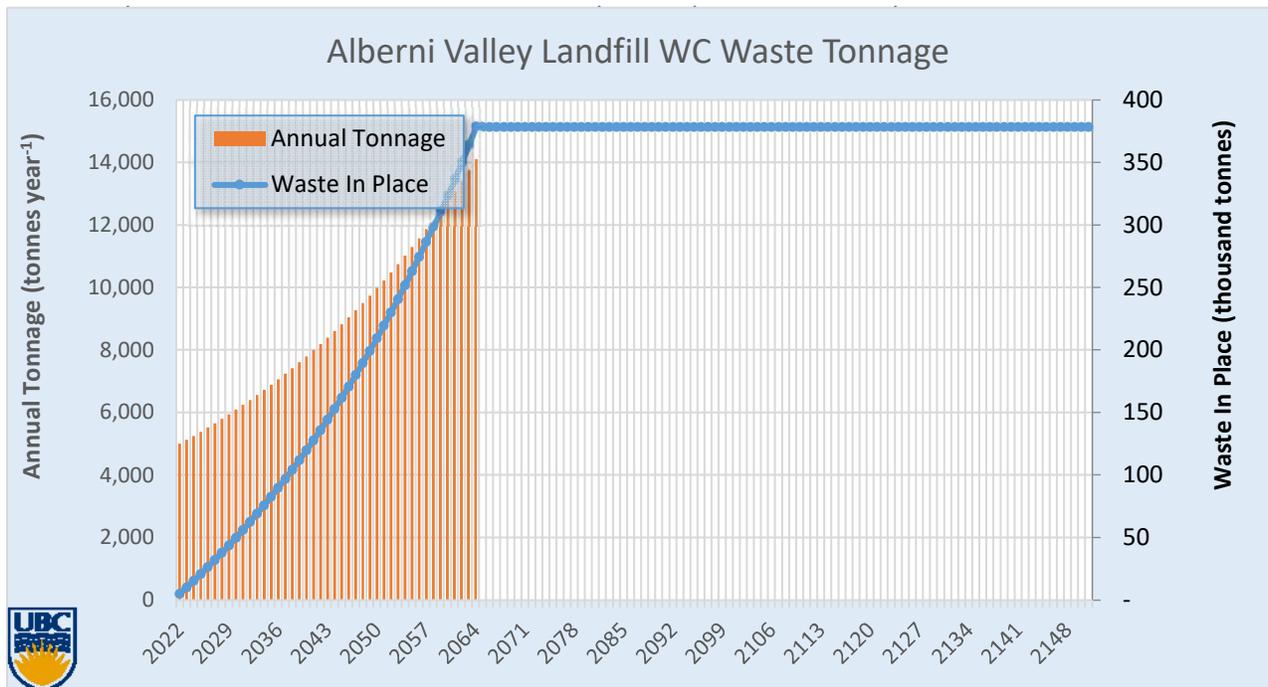
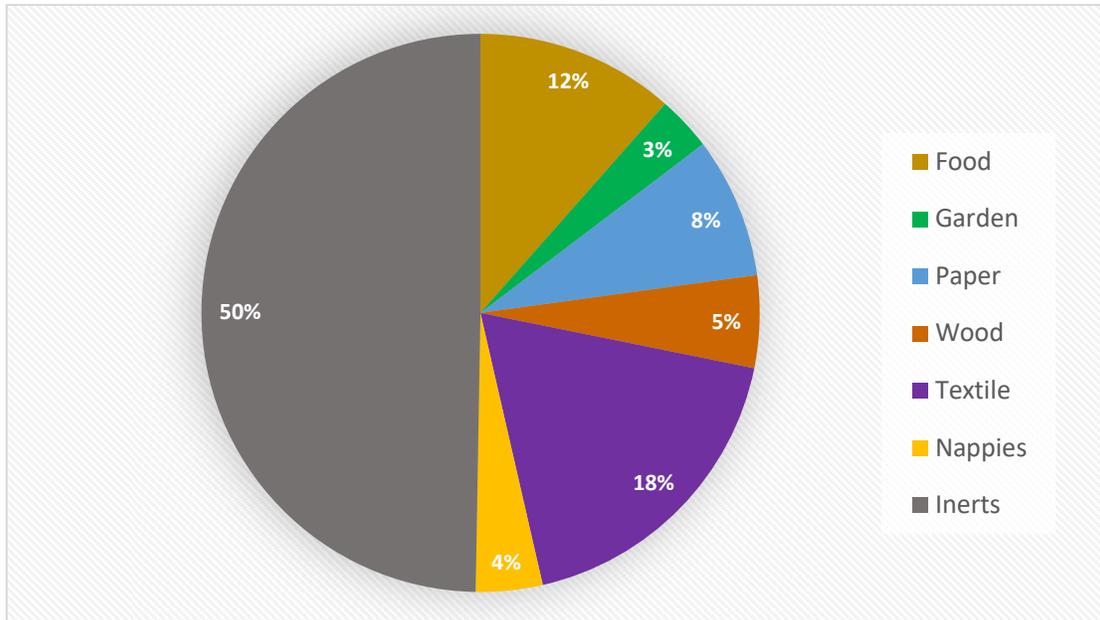
Methane generation estimates for the <b>Alberni Valley Landfill_West Coast Only (ACRD)</b>								Methane Generation Potential	Total LFG Flow Rate Estimated
Year	Food (tonnes)	Garden (tonnes)	Paper (tonnes)	Wood (tonnes)	Textile (tonnes)	Nappies (tonnes)	Total (tonnes)	(L <sub>0</sub> , m <sup>3</sup> /tonne)	(scfm)
2094	0	1	11	7	19	4	41		8
2095	0	1	10	7	18	3	38		8
2096	0	1	9	6	17	3	36		7
2097	0	0	9	6	15	3	33		7
2098	0	0	8	6	14	3	31		6
2099	0	0	8	6	13	3	29		6
2100	0	0	7	5	12	2	28		5
2101	0	0	7	5	12	2	26		5
2102	0	0	6	5	11	2	24		5
2103	0	0	6	5	10	2	23		4
2104	0	0	5	5	9	2	21		4
2105	0	0	5	4	9	2	20		4
2106	0	0	5	4	8	2	19		4
2107	0	0	4	4	8	1	18		3
2108	0	0	4	4	7	1	16		3
2109	0	0	4	4	7	1	15		3
2110	0	0	3	4	6	1	15		3
2111	0	0	3	3	6	1	14		3
2112	0	0	3	3	5	1	13		3
2113	0	0	3	3	5	1	12		2
2114	0	0	3	3	5	1	11		2
2115	0	0	2	3	4	1	11		2
2116	0	0	2	3	4	1	10		2
2117	0	0	2	3	4	1	9		2
2118	0	0	2	3	4	1	9		2
2119	0	0	2	2	3	1	8		2
2120	0	0	2	2	3	1	8		2
2121	0	0	2	2	3	1	7		1
2122	0	0	2	2	3	1	7		1
2123	0	0	1	2	2	0	7		1
2124	0	0	1	2	2	0	6		1
2125	0	0	1	2	2	0	6		1
2126	0	0	1	2	2	0	5		1
2127	0	0	1	2	2	0	5		1
2128	0	0	1	2	2	0	5		1
2129	0	0	1	2	2	0	5		1
2130	0	0	1	2	2	0	4		1
2131	0	0	1	2	1	0	4		1
2132	0	0	1	1	1	0	4		1
2133	0	0	1	1	1	0	4		1
2134	0	0	1	1	1	0	3		1
2135	0	0	1	1	1	0	3		1
2136	0	0	1	1	1	0	3		1
2137	0	0	1	1	1	0	3		1
2138	0	0	0	1	1	0	3		1
2139	0	0	0	1	1	0	3		1
2140	0	0	0	1	1	0	2		0
2141	0	0	0	1	1	0	2		0
2142	0	0	0	1	1	0	2		0
2143	0	0	0	1	1	0	2		0
2144	0	0	0	1	1	0	2		0
2145	0	0	0	1	1	0	2		0
2146	0	0	0	1	0	0	2		0
2147	0	0	0	1	0	0	2		0
2148	0	0	0	1	0	0	2		0
2149	0	0	0	1	0	0	1		0
2150	0	0	0	1	0	0	1		0
2151	0	0	0	1	0	0	1		0
2152	0	0	0	1	0	0	1		0
2153	0	0	0	1	0	0	1		0
2154	0	0	0	1	0	0	1		0
2155	0	0	0	1	0	0	1		0
2156	0	0	0	1	0	0	1		0
2157	0	0	0	1	0	0	1		0
2158	0	0	0	1	0	0	1		0
2159	0	0	0	1	0	0	1		0
2160	0	0	0	0	0	0	1		0
2161	0	0	0	0	0	0	1		0
2162	0	0	0	0	0	0	1		0
2163	0	0	0	0	0	0	1		0
2164	0	0	0	0	0	0	1		0
2165	0	0	0	0	0	0	1		0
2166	0	0	0	0	0	0	1		0
2167	0	0	0	0	0	0	1		0
2168	0	0	0	0	0	0	1		0
2169	0	0	0	0	0	0	1		0
2170	0	0	0	0	0	0	0		0
2171	0	0	0	0	0	0	0		0
2172	0	0	0	0	0	0	0		0



# Alberni Valley Landfill\_ West Coast Only (ACRI)

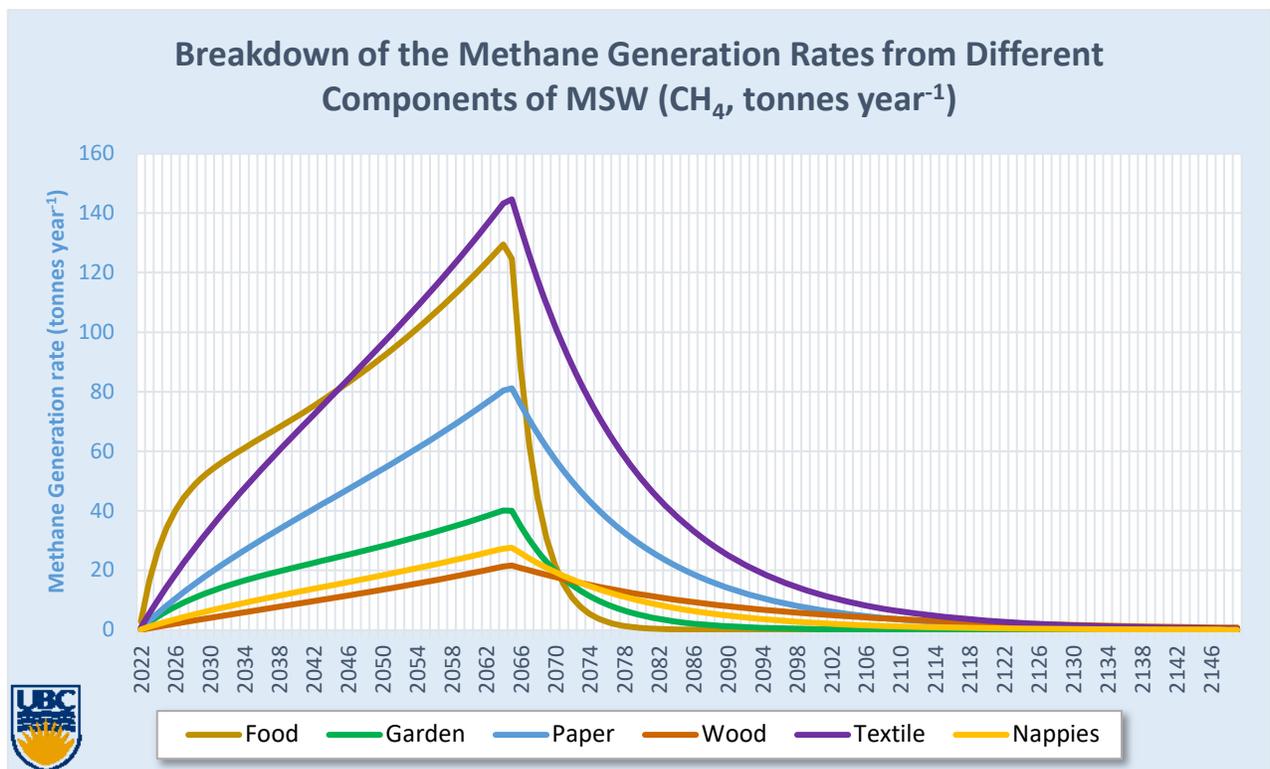
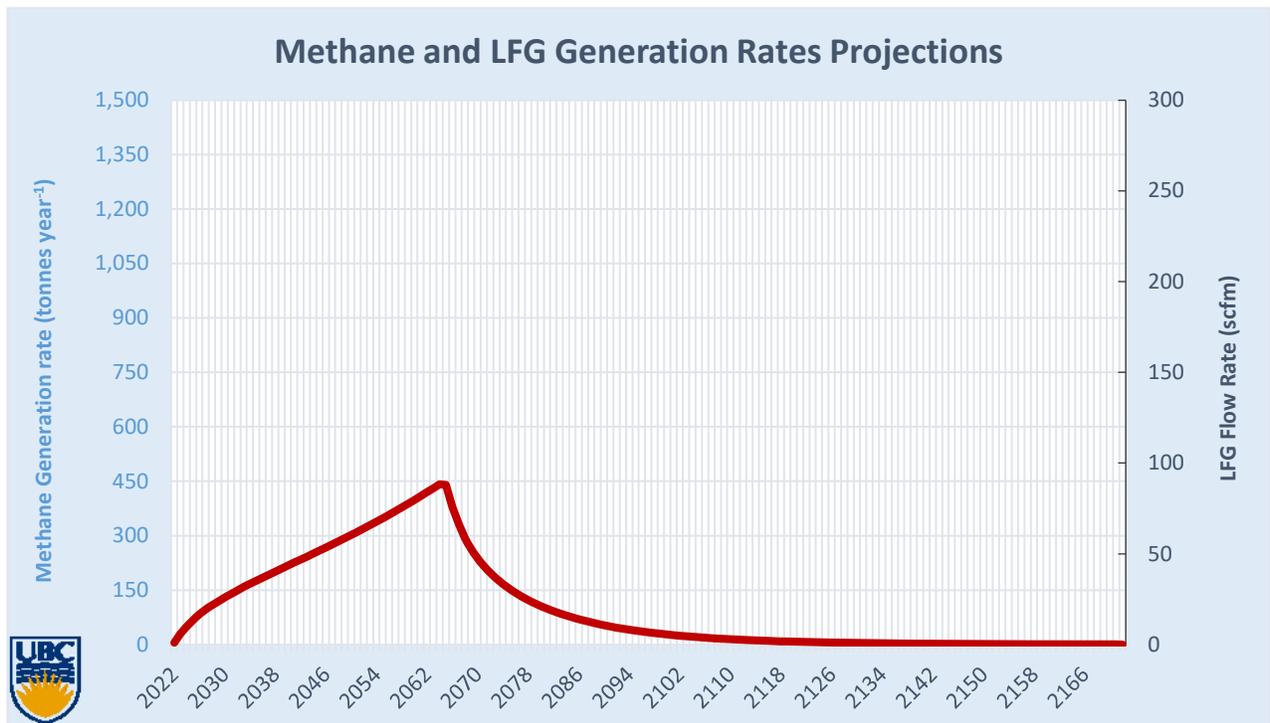
## Landfill Gas Generation Analysis GRAPHICAL RESULTS

### Average Deposited Waste Composition



# Alberni Valley Landfill\_ West Coast Only (ACRI)

## Landfill Gas Generation Analysis GRAPHICAL RESULTS





## REQUEST FOR DECISION

**To:** ACRD Board of Directors

**From:** West Coast Committee/  
Brenda Sauve, Environmental Services Coordinator

**Meeting Date:** October 14, 2020

**Subject:** West Coast Landfill – Ocean Legacy’s Ocean Plastic’s Recycling Depot Agreement

**Recommendation:**

***THAT the Alberni-Clayoquot Regional District Board of Directors approve entering into an agreement with The Ocean Legacy Foundation for the Ocean Plastic Depot pilot project for the Strategic Collection and Processing of Abandoned, Lost and Discarded Fishing Gear, at the West Coast Landfill for a term of 5 years effective September 15th, 2020 to October 31, 2025.***

**Desired Outcome:**

To reduce the amount of Ocean Waste and Fishing Gear that is polluting the West Coast, to have an Ocean Plastic Depot to be able to collect, sort and ship out for recycling and to divert these materials from the West Coast Landfill.

**Summary:**

At the October 7, 2020 West Coast Committee meeting, an agreement with Ocean Legacy for the Ocean Plastic Depot pilot project at the West Coast Landfill was presented as attached. This depot will collect abandoned, lost and discarded fishing gear at the West Coast Landfill and will be processed at the Ocean Legacy Foundation’s Marine Plastic Processing Facility in Delta BC. After review, the West Coast Committee recommended that the ACRD Board of Directors approve entering into this agreement.

Submitted by:   
Brenda Sauve, Environmental Services Coordinator

Reviewed by:   
Jenny Brunn, Interim General Manager of Community Services

Approved by:   
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



## REQUEST FOR DECISION

**To:** West Coast Committee  
**From:** Brenda Sauve, Environmental Services Coordinator  
**Meeting Date:** October 7, 2020  
**Subject:** West Coast Landfill – Ocean Legacy’s Ocean Plastic’s Recycling Depot Agreement

### Recommendation:

*THAT the West Coast Committee recommends that the Alberni-Clayoquot Regional District Board of Directors approve entering into an agreement with The Ocean Legacy Foundation for the Ocean Plastic Depot pilot project for the Strategic Collection and Processing of Abandoned, Lost and Discarded Fishing Gear, at the West Coast Landfill for a term of 5 years effective September 15<sup>th</sup>, 2020 to October 31, 2025.*

### Desired Outcome:

To reduce the amount of Ocean Waste and Fishing Gear that is polluting the West Coast, to have an Ocean Plastic Depot to be able to collect, sort and ship out for recycling and to divert these materials from the West Coast Landfill.

### Summary:

The Ocean Legacy Foundation (TOLF) received funding for the Ocean Plastic Depot pilot project from the Department of Oceans and Fisheries under the Sustainable Fisheries Solution & Retrieval Support Contribution Program (SFSRSCP)/Ghost Gear Fund. The Alberni-Clayoquot Regional District (ACRD) is an official grant partner for the project and will provide a site for the “Ocean Plastic Depot” to assist in the collection of recovered Abandoned, Lost and Discarded Fishing Gear (ALDFG). The materials will be collected at the Ocean Plastic Depot, and then transported and processed at the TOLF’s Marine Plastic Processing Facility in Delta, BC.

### Background:

The Ocean Legacy Foundation(TOLF) has been working with the ACRD and Surfrider Pacific Rim at the West Coast Landfill as well as the qathet Regional District and the Let’s Talk Trash Team in Powell River, to establish two pilot project sites. They have now created a formal collection plan and would like to formally partner with the ACRD and qathet Regional District in the launch of this pilot project. If it is successful, they will use these two sites as templates for future Ocean Plastic Depots around BC. TOLF received funding in the amount of \$104,414.50 for the set- up of both sites. Attached is the Introduction Package that details how the project is broken down and funds are allocated between the two regional districts. The West Coast Landfill has been collecting Rope & Netting since July 2019 at a rate of \$120/tonne. To date there has been 117 tonnes of rope & netting diverted from the landfill, this includes Surfrider ocean clean-ups and materials from commercial facilities.

The anticipated date that this depot will be up and ready is mid-October. A press release will be issued and there will be a campaign to promote this facility.

**Time Requirements – Staff & Elected Officials:**

Some staff time is required to coordinate the project and to follow through with communications.

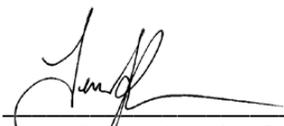
**Financial:**

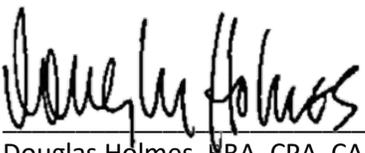
These materials will continue to be collected at a rate of \$120/tonne with a \$12 minimum charge.

**Policy or Legislation:**

As per our Solid Waste Management Plan and Bylaw No. R1033 the Regulation of Recycling, Solid Waste Disposal and Tipping Fees at the West Coast Landfill.

Submitted by:   
Brenda Sauve, Environmental Services Coordinator

Submitted by:   
Jenny Brunnn, Interim General Manager of Community Services

Approved by:   
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



**EDUCATION • POLICY • INFRASTRUCTURE • CLEANUP**

**SUSTAINABLE FISHERIES SOLUTIONS & RETRIEVAL SUPPORT  
CONTRIBUTION PROGRAM (SFSRSCP) / GHOST GEAR FUND**

**INTRODUCTION PACKAGE**

**PROJECT TITLE**

Strategic Collection and Processing of Abandoned, Lost and Discarded Fishing Gear  
(ALDFG) Resources in Pacific Canada

**THE OCEAN LEGACY FOUNDATION**

**Official Grant Partners:**

qathet Regional District  
Alberni-Clayoquot Regional District

**PROJECT TIMEFRAME**

June 22<sup>nd</sup>, 2020- October 29<sup>th</sup>, 2021

## PROJECT DESCRIPTION, ACTIVITIES AND BUDGET INFORMATION

### 1. Project Overview

This project will build some of the infrastructure, transportation, recycling systems and strengthen the community partnerships necessary to assist those using marine industrial equipment and retrieving ALDFG to responsibly manage and dispose of these materials at two pilot sites; 1) at the Alberni-Clayoquot Regional District (ACRD) Tofino landfill and 2) at the qathet Regional District resource recovery centre in Powell River. With the successful completion of this project, recovered materials will be collected at these ocean plastic depots, and then transported and processed at the Ocean Legacy Marine Plastic Processing Facility in Delta, British Columbia.

The Strategic Collection and Processing of ALDFG Resources in Pacific Canada project will work alongside two pilot communities within existing OLF partnerships and where ALDFG is already being collected using OLF's current operations with the Alberni-Clayoquot Regional District and Surfrider Pacific Rim in Tofino, British Columbia-Clayoquot Sound area and the qathet Regional District and the Let's Talk Trash Team in Powell River, British Columbia- Georgia Strait Area to create formal collection points which can adequately contain and manage legacy ALDFG and ALDFG collected from shoreline cleanup.

Materials will be sorted and stored in up to 4 different containers kept on both sites based on the resin, volume and type of ALDFG material most prevalent in each community. To start, the material composition will be identified within both communities and a bin collection design will be finalized with those communities. This project initially proposes that the pilot have one bin for each of the following categories (four total categories): (1) rope and netting (polypropylene/ polyethylene), (2) polystyrene (PS), (3) billets and large items (PET, PS, HDPE, PP) and (4) buoys, floats, traps and baskets (HDPE, PP). Eventually, the program would like to set aside a space for the collection of (5) nylon netting but this will be worked in with the success of the initial four bins and the growth of the program. In total, there will be 15 bins of rope and mixed plastics from each location collected throughout the duration of the project (this is 30 bins in total at an average estimate of five tonnes each bin) and a total of five bins of polystyrene from each location (10 bins total with an average of 400 cubic yards of foam) collecting over the program duration.

### 2. Project Description

Please review the following for a description and outline of the specific work, tasks, activities and methodology that will be used to implement the project.

#### **a) Project Coordinator: July 3- October 29<sup>th</sup>, 2021**

Project coordinator will be hired by July 3<sup>rd</sup> and the project kickoff meeting will commence by July 10<sup>th</sup>, 2020. The project coordinator will be responsible for coordinating with the Alberni-Clayoquot Regional District (ACRD) and the qathet Regional District (qRD) to ensure that all activities for the project proposal are implemented, successfully completed and reported.

**Tasks Include:** Setting weekly to bi-weekly meetings with stakeholders, scheduling weekly tasks and material loads, supplying information and education materials about the program to inquiries, responding to emails and phone calls, recording data from incoming material loads, creating content for bin signs, reports and other relevant documentation, coordinating infrastructure design and implementation with community stakeholders, coordinating and dispatch of material deliveries, material off-loading and completing material composition surveys and inventory.

#### **b) Project Manager: July 3-October 29<sup>th</sup>, 2021**

The project manager will be responsible for reviewing final reports, liaising with granting

Officials, keeping the project on track, assisting to finalize collection design and consulting with community members where appropriate.

**Tasks Include:**

Setting up weekly updates with project coordinator, supplying information and updates to granting body, ensure that all activities are successfully completed in project proposal, finalize all written content for project, finalize all materials for public relations and ensure that data is being tracked accurately.

**c) Identifying, Designing, Purchasing and Implementing Infrastructure: July 15- September 15<sup>th</sup>, 2020**

The current methodology for the development of ALDFG infrastructure containment must be designed based on specific community needs and with significant community input. Therefore, the following details, may change slightly as conversations commence between all stakeholders. For initial planning purposes, the following methodology was developed: a concrete pad will be implemented so that polystyrene nurdles and small bits of plastic can be swept, and the collection area can be kept clean after collecting and shipping material to Ocean Legacy's processing centre. Some excavator work may be needed to flatten area, a load of drain rock and pad poured will be accomplished. Containment of materials will be accomplished using 4x 40' shipping containers with possible retrofit and painting. Top loading bins will also be explored as an option for material containment. Signage for each bin and general site information will be displayed with directive instructions for space usage. A receiving area will also be implemented by building a 30'x 40' canvas tent if needed. Supersack bags will be distributed to each site to ensure that materials are being contained and organized. All loose items will be packed in such bags and will be able to contain any material overflow. Equipment will be delivered to each site via truck transportation.

**d) Material Transportation: September 15<sup>th</sup>- October 10<sup>th</sup>, 2021**

All ALDFG materials will be loaded on to trucks and transported from Powell River, BC and Tofino, BC to Delta, BC for recycling and repurposing. Personnel from the Tofino landfill and the resource recovery facility in Powell River will be used to load materials with pre-designated experienced trucking companies to ship materials when ALDFG material bins are full to Ocean Legacy's processing centre.

A total of 40 total trips of bins worth of ALDFG materials between both pilot sites over the course of the project duration will be completed.

**e) Material Disposal and Recycling: September 15<sup>th</sup>- October 10<sup>th</sup>, 2021**

Materials will be collected in designated bin areas and once full or once every 3 months, each bin will be loaded onto a truck for transportation for recycling and repurposing at the Ocean Legacy processing facility. Over the duration of the project, 30 bins in total of ADLFG mixed rope and plastic per location will be collected at an average of 5 tonnes a bin as well as 10 bins in total of polystyrene. This is a total of 40 bins in total, 20 per site.

**Tasks Include:**

Coordinating truck dispatch and material deliveries with trucking companies and both pilot communities, ensuring that materials are pre-sorted to ensure material arrival is efficient and conducive to processing capabilities as well creating a bin delivery schedule and coordinating possible bins and deliveries from additional projects and companies.

**f) Acquiring Liability Insurance: June 22, 2020 to October 29<sup>th</sup>, 2021**

Liability insurance will be purchased to cover any risk of activity occurring during the completion of this project.

**Tasks Include:**

Call and book appointment with insurer, complete required paperwork, submit required completed paperwork.

**g) Acquiring Project Management Software: Work Zone: June 22, 2020 to October 29<sup>th</sup>, 2021**

The Strategic Collection and Processing of ALDFG Resources in Pacific Canada project will be implemented using Workzone software to keep stakeholders and Ocean Legacy staff organized and on-track with task sharing and reaching milestones. All timelines and tasks will be entered into the software and allocated to a specific person(s) for completion. The project manager and coordinator will track project progress and task completion weekly and ensure community stakeholder communication as well as infrastructure implementation.

**Tasks Include:**

Call and book appointment with Workzone, complete and submit required paperwork and payment information, organize training session with project team and Workzone staff.

All project team members are able to input project tasks as need to test and continue building project details.

### 3. Outcomes Description

#### Deliverables Proposed for SFSRSCP-Funded Activities for 2020-21

**i. Project Coordinator:**

Both pilot sites are successfully set up with infrastructure, signage and other relevant needs for selected ALDFG material in take. All selected ALDFG materials are shipped for repurposing and recycling. All composition surveys are completed and entered into a database for tracking

**ii. Project Manager:**

Both pilot sites are successfully set up with infrastructure, signage and other relevant needs for selected ALDFG material in take. All composition surveys are completed. All progress and final reports are successfully completed.

**iii. Identifying, Purchasing and Implementing Infrastructure:**

Both pilot sites are successfully equipped with the designated equipment, supplies and infrastructure. People are successfully operating both sites.

**iv. Material Transportation:**

40 total trips of bins worth of ALDFG materials between both pilot sites are successfully delivered to the Delta, BC facility over the course of one year.

**v. Material Disposal and Recycling Fees:**

All materials arrive at the OLF Delta facility for recycling or repurposing.

**vi. Acquiring Liability Insurance:**

Liability insurance is issued to cover the activities outlined in this proposal.

**vii. Acquiring Project Management Software: Work Zone:**

Workzone software is purchased, implemented and team is successfully using software

**viii. Acquisition of office supplies, banking fees, office space and additional overhead**

All overhead costs are successfully paid

#### 4. Stakeholder Budget

**Activity:** Identifying, Purchasing and Implementing Infrastructure

**Amount to support the activity:** \$104,414.50 (for both sites)

**Start and End dates:** July 15, 2020 to September 15, 2020

**General Description of the Activity:**

**Infrastructure per pilot site**

**Concrete pad:** Flooring will ensure nurdles and small bits of plastic can be swept, and area kept clean after collecting and shipping material out. Some excavator work to flatten area, load of drain rock and pad poured (Originally estimated at \$10,000)

**Containment:** up to 4x 40' shipping containers with possible retrofit and painting (Each container cost estimate \$5,000)

**Signage:** Signs for each bin and general site information board (Signage for both sites \$7,014.50)

**Covered receiving area:** Tented receiving area if needed (Canvas tent covering estimate at \$3,000)

**Supersack Bags:** Supersack bags are incredibly useful for any loose items that will not fit in the collection bin and for keeping each site organized. 450 supersack bags will be purchased and split between both pilot sites and the receiving area. (100 supersacks being donated. 350 sacks estimated at \$7,700)

**Equipment Delivery:** 8 bins total and infrastructure delivery (Originally estimated at \$8,000 for both sites)

**Activity:** Material Transportation

**Amount to support the activity:** \$66,000

**Start and End dates:** September 15, 2020 to October 10, 2021

**General Description of the Activity:**

ALDFG materials are loaded on trucks and transported from Powell River, BC and Tofino, BC to Delta, BC for recycling.

One trip from Tofino= \$1,300 (x20 trips)= \$26,000

One trip from Powell River= \$2,000 (x20 trips)= \$40,000

\*Kingsley Trucking will be giving a reduced rate on back hull usage, therefore Tofino rate may alter slightly. Waiting on revised quotes from their dispatch.

**Activity:** Material Disposal and Recycling of ALDFG

**Amount to support the activity:** \$21,500

**Start and End dates:** September 15, 2020 to October 10, 2021

**General Description of the Activity (include maps if carrying out retrieval operations):**

Materials are collected in designated bin areas. Once bins are full or once every 3 months, each bin will be loaded onto a truck for transportation for recycling and repurposing.

Polystyrene per location (10 bins in total) @ \$350 a bin= \$3,500

Mixed plastic hand cutting of large items and processing of mixed ocean plastic materials estimate (30 bins in total)= \$18,000

## 5. Performance Measure Estimates

Performance Measure	Planned	Actual
Number of ALDFG recovery trips made	40	
Number of reports completed (survey, studies, inventories, research papers, etc).	40	
New technology/innovations to be piloted	1	

Amount of ALDFG disposed of (quantity of gear type, rope and total weight)		
<p>4 categories:</p> <p>(1) rope and netting (polypropylene/ polyethylene)</p> <p>(2) polystyrene (PS)- measured by volume (200 cubic meters)</p> <p>(3) Billets and Large Items (PET, PS, HDPE, PP)</p> <p>(4) Buoys, Floats, Traps and Baskets (HDPE, PP)</p> <p>15 bins of rope and mixed plastics from each location (30 bins total at an average of 5 tonnes each bin)</p> <p>5 bins of polystyrene from each location (10 bins total with a total of 400 cubic feet of material)</p>	150	
Number of locations equipped with disposal facilities for ALDFG and fishing related marine litter	2	
Number of alternative gears to be piloted	0	
Number of ongoing actions likely to continue beyond the SFSRSCP	9	
Number of international or domestic partners engaged and involved in the project	16	
Number of people trained in ALDFG best practices, or in the use of new technologies	32	

September 2, 2020

Alberni-Clayoquot Regional District  
3008 5th Ave  
Port Alberni, BC  
V9Y 2E3

Attn.: Brenda Sauve and Jenny Brunn,

Dear Board Members of Alberni-Clayoquot Regional District:

**Re: Pilot Project – Strategic Collection and Processing of ALDFG Resources in Pacific Canada**

Following our recent discussions, we are pleased to confirm our understanding regarding the proposed pilot project for the Strategic Collection and Processing of Abandoned, Lost and Discarded Fishing Gear (“**ALDFG**”) Resources otherwise known as The Ocean Plastic Depot project with the Alberni-Clayoquot Regional District (the “**Project**”) in accordance with the terms and conditions set forth in this letter of intent (“**LOI**”).

ITEM	DESCRIPTION
<b>Parties</b>	<ul style="list-style-type: none"><li>• <b>The Ocean Legacy Foundation (“TOLF”)</b></li><li>• <b>The Alberni-Clayoquot Regional District (the “District”)</b></li></ul> Each a “ <b>Party</b> ”, and together the “ <b>Parties</b> ”.
<b>Project Background</b>	<ul style="list-style-type: none"><li>– TOLF has received certain funding for the Project from the Department of Fisheries and Oceans under the Sustainable Fisheries Solutions &amp; Retrieval Support Contribution Program (SFSRSCP) / Ghost Gear Fund.</li><li>– The District is an official grant partner for the Project, and will provide a pilot site for the “<b>Ocean Plastic Depot</b>” to assist in the collection of recovered ALDFG. The recovered materials will be collected at the Ocean Plastic Depot, and then transported and processed at TOLF’s Marine Plastic Processing Facility in Delta, British Columbia.</li><li>– The recovered materials will be sorted and stored in up to four (4) different containers kept at the Ocean Plastic Depot based on the resin, volume and type of ALDFG material most prevalent in the community.</li><li>– Initially, the Project will allocate one bin for each of the following categories: (i) rope and netting (polypropylene/polyethylene), (ii) polystyrene (PS), (iii) billets and large items (PS, HDPE, PP) and (iv) buoys, floats, traps and baskets (PET, HDPE, PP).</li><li>– The Project is scheduled to operate from June 22, 2020 to October 29, 2021.</li></ul>
<b>Project Partnership Agreement</b>	<ul style="list-style-type: none"><li>– The Parties shall endeavour to incorporate the terms and conditions expressed herein in a definitive Project Partnership Agreement (“<b>Agreement</b>”) by no later than September 15<sup>th</sup>, 2020, unless otherwise mutually extended.</li></ul>
<b>Containers for Collection and Storage of</b>	<ul style="list-style-type: none"><li>– In consideration for the use of the Ocean Plastic Depot and the District’s efforts to collect ALDFG for the purposes of the Project, TOLF will acquire the containers and transfer ownership of the containers to the District,</li></ul>

<b>ALDFG</b>	<p>subject to the terms and conditions agreed to by the Parties.</p> <ul style="list-style-type: none"> <li>- The containers will be located and used at the Ocean Plastic Depot located at the Tofino Landfill and shall not be removed from that location without the prior written consent of TOLF. TOLF will be responsible for the initial configuration of the containers and the District will approve such initial configuration to ensure that the District's requirements are met.</li> <li>- TOLF will make no representation or warranty with respect to the durability of any of the containers, or any other representation or warranty, express or implied with respect thereto. TOLF will not be liable to the District for any loss, damage, or expense of any kind resulting from the use, maintenance, or possession of the containers by the District.</li> </ul>
<b>Exclusivity</b>	<ul style="list-style-type: none"> <li>- During the term of the Agreement (which includes the pilot phase and any subsequent renewal period(s) agreed to by the Parties), the District agrees to supply recovered ALDFG materials to TOLF on an exclusive basis.</li> </ul>
<b>Exclusive Ownership of Containers</b>	<ul style="list-style-type: none"> <li>- Provided that the District has satisfied and continues to satisfy the terms and conditions of the Agreement, the District will be the sole owner of the containers.</li> </ul>
<b>Exclusive Ownership of ALDFG Materials</b>	<ul style="list-style-type: none"> <li>- TOLF will be the sole and exclusive owner of all ALDFG materials collected at the Ocean Plastic Depot.</li> </ul>
<b>Project Coordinator &amp; Project Manager</b>	<ul style="list-style-type: none"> <li>- TOLF will appoint a Project Coordinator to coordinate with the District to ensure that all Project activities are completed and reported. Tasks of the Project Coordinator will include setting regular meetings with stakeholders, scheduling tasks and material loads, supplying information and education materials about the program, creating content for bin signs, preparing reports and other relevant documentation, coordinating infrastructure design and implementation with community stakeholders, coordinating and dispatch of material deliveries, material off-loading and completing material composition surveys and inventory.</li> <li>- TOLF will appoint a Project Manager who will be responsible for finalizing all written content for the Project, reviewing final reports, finalizing all materials for public relations, liaising with grant officials, ensuring that Project milestones are met, assisting to finalize collection, design, ensuring that data is being tracked accurately, and consulting with community members where appropriate.</li> </ul>
<b>District Responsibilities</b>	<ul style="list-style-type: none"> <li>- The District will assist in setting up the Ocean Plastic Depot with the appropriate infrastructure, signage, and any other requirements for the intake of ALDFG materials provided by TOLF.</li> <li>- The District will make available existing staff and other resources to support the sustainable operation of the Ocean Plastic Depot.</li> <li>- The District will provide reasonable access to allow TOLF to collect the recovered ALDFG materials from the Ocean Plastic Depot.</li> <li>- In the event that greater than anticipated volumes of ALDFG materials are collected at the Ocean Plastic Depot, which volumes exceed the funding available for the Project, the Regional District may provide additional funding for the collection of excess ALDFG materials on terms that are mutually acceptable to the Parties. The volume of ALDFG materials required for the sustainable operation of the Project will be</li> </ul>

	<p>determined by TOLF, in its sole discretion.</p> <ul style="list-style-type: none"> <li>- The District will make best efforts to maintain the condition of the containers during the term of the Agreement.</li> <li>- The District shall comply with and observe all applicable laws, regulations and orders present or future, in any way relating to the operation of the Ocean Plastic Depot and the possession, use or maintenance of the containers.</li> </ul>
<b>Term</b>	<ul style="list-style-type: none"> <li>- Unless sooner terminated by the Parties, the Agreement will have an initial term of <b>September 15<sup>th</sup>, 2020</b> to <b>October 31, 2025</b>, and may be renewed by the Parties subject to the availability of continued funding for the Project. Upon renewal of the Agreement, the Parties acknowledge that certain operational adjustments may be required, which adjustments will be agreed to by the Parties.</li> <li>- At the end of the term of the Agreement, TOLF will have the option to buy each of the containers and roof structure back for \$1.00.</li> </ul>
<b>Termination by TOLF</b>	<ul style="list-style-type: none"> <li>- TOLF may terminate the Agreement on <b>thirty (30)</b> days' written notice in the event that (i) funding for the Project is no longer sustainable or available; or (ii) the volume of ALDFG materials collected at the Ocean Plastic Depot no longer meets the levels required to sustain the Project. The volume of ALDFG materials required for the sustainable operation of the Project will be determined by TOLF, in its sole discretion.</li> <li>- In the event of termination by TOLF, TOLF will have the option to buy each of the containers and roof structure back for \$1.00.</li> <li>- Upon termination of the Agreement, the District will permit TOLF reasonable access to the Ocean Plastic Depot site for the purpose of removing any TOLF equipment or other TOLF property located on the site (or to remove the containers and roof, if TOLF is taking ownership of such infrastructure) within thirty (30) days of the date of termination of the Agreement.</li> </ul>
<b>Early Termination by the District</b>	<ul style="list-style-type: none"> <li>- If the District no longer wishes to participate in the Project, and the term of the Agreement has not yet expired, the District agrees to give <b>thirty (30)</b> days' written notice to TOLF of its intent to terminate the Agreement. In the event of such termination, the ownership of the containers and roof will be transferred to TOLF.</li> <li>- If the District no longer wishes to partner with TOLF on the Project, and the term of the Agreement has not yet expired, the District agrees to give <b>thirty (30)</b> days' written notice to TOLF of its intent to terminate the Agreement. In the event of such termination, the ownership of the containers and roof will be transferred to TOLF.</li> <li>- Upon termination of the Agreement, the District will permit TOLF reasonable access to the Ocean Plastic Depot site for the purpose of removing any TOLF equipment or other TOLF property located on the site (or to remove the containers and roof, if TOLF is taking ownership of such infrastructure) within <b>thirty (60)</b> days of the date of termination of the Agreement.</li> </ul>
<b>Equipment To Be Kept Free Of Levies, Liens, Charges, Etc.</b>	<ul style="list-style-type: none"> <li>- The District will keep the containers and roof free of levies, liens and encumbrances and shall pay any fees, assessments, or charges which may be levied or assessed directly or indirectly against or on account of the containers and roof or any interest therein or use thereof.</li> </ul>

<b>Assignment</b>	<ul style="list-style-type: none"> <li>- The District will not give up possession of or sub-lease the containers, or assign the Agreement to a third party without the prior written consent of TOLF.</li> <li>- TOLF may assign the Agreement to a third party, provided that such third party assumes the obligations under the Agreement.</li> </ul>
<b>Confidentiality</b>	All information provided by the Parties will be subject to the confidentiality provisions in the Agreement. In addition, this LOI and the terms and conditions contemplated herein shall be treated as confidential and shall not be disclosed to any other person without the written consent of the other Party.
<b>Governing Law</b>	This LOI is governed by and construed in accordance with the laws of the province of British Columbia, and federal laws applicable therein.
<b>Binding nature</b>	This LOI is an indication of the current intentions of the Parties and of the status of their discussions and, while setting forth the interests of the Parties with respect to the Project, is not intended to and shall not (with the exception of the “Confidentiality” and “Governing Law” paragraphs above) constitute a legally binding agreement between the Parties. Any obligations of the Parties with respect to the subject matter of this LOI (other than provision relating to the “Confidentiality” and “Governing Law” paragraphs above) shall be conditional upon the execution and delivery by each of TOLF and the District of the Agreement on terms and conditions satisfactory to each Party. In addition, this LOI is not, and does not purport to be, complete and all inclusive of the terms of the Project described herein.

If the foregoing is acceptable, please execute the enclosed duplicate copy of this LOI in the space below and return it to the undersigned. Your execution of this LOI will confirm your intention to proceed on the basis of the proposal described herein, and that you accept and agree to be bound by those provisions of this LOI.

**THE OCEAN LEGACY FOUNDATION**

Per: \_\_\_\_\_  
Name: Chloé Dubois  
Title: President

**THE ALBERNI-CLAYOQUOT REGIONAL DISTRICT**

Per: \_\_\_\_\_  
Name:  
Title:

ACKNOWLEDGED AND ACCEPTED this September day of ●, 2020.



## REQUEST FOR DECISION

**To:** Alberni-Clayoquot Regional District Board of Directors  
**From:** Salmon Beach Committee/  
John Thomas, Environmental Services Technician  
**Meeting Date:** October 14, 2020  
**Subject:** Salmon Beach Committee request to undertake the Road Maintenance Plan.

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**Recommendation:**

***THAT the Salmon Beach Committee recommend that the Board of Directors instruct staff to work with Ministry of Transportation and Infrastructure (MOTI) to determine alternate options for the safe operations and maintenance standards of the Salmon Beach internal roads;***

***THAT the Alberni Clayoquot Regional District Board of Directors approve the McGill Engineering annual road maintenance plan and that the 2021 Salmon Beach Transportation budget be increased from \$158,700 to \$229,700.***

**Desired Outcome:**

To improve the community of Salmon Beach's interior roads and culverts to an acceptable standard recognized by the Ministry of Transportation and Infrastructure.

**Background:**

At the September 23, 2020 Salmon Beach Committee meeting, the attached Salmon Beach Road Maintenance Recommendations Report and the McGill Engineering Salmon Beach Road Maintenance Recommendations Report were presented to the Committee. After consideration and discussion, the committee passed the above recommendations.

**Summary:**

In 2020, the ACRD hired McGill Engineering to provide a report to recommend maintenance for the gravel roads and storm water system in salmon Beach. The roads and ditches have not been regularly maintained over the years resulting in significant deterioration of the infrastructure. Estimated costs to bring up the roads and ditches to standard was estimated at \$280,000. Due to the high cost, the work plan is spread out over five years. After the first year of the project, costs can be better determined and the following budgets can be adjusted.

Submitted by: 

John Thomas, Environmental Services Technician

Reviewed by: 

Jenny Brunn, Interim General Manager of Community Services

Approved by: 

Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



## REQUEST FOR DECISION

**To:** Salmon Beach Committee  
**From:** John Thomas, Environmental Services Technician  
**Meeting Date:** September 23, 2020  
**Subject:** Salmon Beach Road Maintenance Recommendations

---

### Recommendation:

THAT the Salmon Beach Committee recommend that the Board of Directors instruct staff to work with Ministry of Transportation and Infrastructure (MOTI) to determine alternate options for the safe operations and maintenance standards of the Salmon Beach internal roads.

THAT the Salmon Beach Committee recommend that the annual road maintenance plan provided by McGill Engineering be undertaken and that the 2021 Salmon Beach Transportation budget be increased from \$158,700 to \$229,700.

### Background:

In 2004 the ACRD created a Transportation Service (Bylaw No. E1039) for Salmon Beach. A component of this service is to maintain the roads and drainage within the community. Subsequently, the Ministry of Transportation (MOTI) gave the ACRD permission to maintain the roads and drainage, stating that the level of maintenance will be at the discretion of the ACRD with no financial contribution. MOTI does not recognize the internal roads as an MOTI asset as the community is designated as water access only and that the roads were never constructed to an acceptable level. Staff recommend that discussion with MOTI take place on the road maintenance to investigate what alternate options are available to achieve safe operation and maintenance standards for the Salmon Beach Road system.

The Salmon Beach roads have not been regularly maintained over the years and that has left the roads in a significant deficit. The roads have little to no gravel on the surface so the roads cannot be graded/sloped which is not just required for driving comfort but also for the control of water runoff. The road surface has washed into the ditches causing problems with erosion and culverts being blocked. In 2020 the ACRD hired McGill Engineering to provide a report on recommendations for the maintenance of the gravel roads and for surface water diversion including culvert installations, which is attached.

McGill Engineering has suggested that Salmon Beach consider a systematic approach to repairs to spread the work out year after year. This report has also included road and drainage maintenance tasks, schedules and references to MOTI recommendations. A significant amount of this work includes regrading the roads which requires purchasing high quality gravel and cleaning out existing ditches.

### Time Requirements – Staff & Elected Officials:

Estimated annual staff time for the Environmental Services Technician to support the proposed road maintenance program would be 1.5 days per month which will result in an increase of approximately \$5,000 to the budget.

### Financial:

Based on McGill's road report, the estimated costs for an ongoing maintenance schedule are listed in the tables below. Prior to maintenance, the roads are required to be rehabilitated with four inches of specified gravel added, graded and sloped appropriately at an estimated cost of \$250,000. This does not include ditch rehabilitation and culvert maintenance (cleaning or replacing) which could be as much as \$30,000. These values are subjective as sections of the road, culverts and ditches may need less machine time and others may need more.

McGill reports that this rehabilitation would be best to proceed over a number of years. It is proposed that the work be

distributed over five years which would result in an increase to the Transportation budget by \$56,000 plus an additional \$10,000 for maintenance tasks. Once we have done this work in 2021 we will have a better understanding of the need and can adjust the following year's budget. There will also be additional costs for an increase in ACRD staff time to administer and coordinate these improvements and maintenance tasks. To implement this program will require an additional \$71,000 per year for an increase of the transportation budget from \$158,700 to \$229,700.

**Road Maintenance Tasks**

Task	Frequency	Cost	Rate	Based on:
Cleaning & Inspection	Monthly	\$4,224	\$44/hr	8 hr x 12 month
Pothole Patching	As needed	\$1,500		10 pot holes
Regrading	Annually	\$3,000	\$125/hr	24 hours
Maintain Shoulders	Annually	Included with regrading		
Dust Control	Annually	\$20,000		2020 Budget
Snow Plowing	If required	Dependent on weather		

**Drainage Maintenance Tasks**

Task	Frequency	Cost	Based on:
Inspect Culverts	Monthly	Included with all monthly's	
Culvert Maintenance	Annually (or as required)	\$5,000	subjective
Drainage Channel Inspection	Late Fall & Periodically in Rain	Included with all monthly's	
Ditches & Culverts Cleaning	Annually (Fall)	\$5,000	subjective

**Policy or Legislation:**

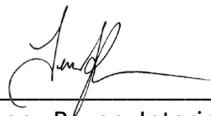
Salmon Beach has an existing establishing Transportation Service bylaw No. E1039 created in 2004 that sets a limit on the annual cost for property owners in Salmon Beach. The maximum that may be requisitioned under Section 4 (a) shall not exceed \$34,000 or \$4.5865 per \$1,000 of taxable value of land and improvements in the service area, whichever is greater. The maximum requisition in 2020, based on assessed values, was \$251,157. Based on this Bylaw the committee has the ability to ask the ACRD to raise taxes for road maintenance.

**Options Considered:**

The alternative would be for the roads to be maintained to a lesser standard, however this is not recommended by staff. If a lesser standard is desired a legal opinion should be sought to determine the amount of risk that the community will assume with this decision.



Submitted by: \_\_\_\_\_  
John Thomas, Environmental Services Technician



Reviewed by: \_\_\_\_\_  
Jenny Brunn, Interim GM of Community Services



Approved by: \_\_\_\_\_  
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



May 22<sup>nd</sup>, 2020

Our Ref #3966

Alberni-Clayoquot Regional District  
3008 5th Avenue  
Port Alberni, BC V9Y 2E3

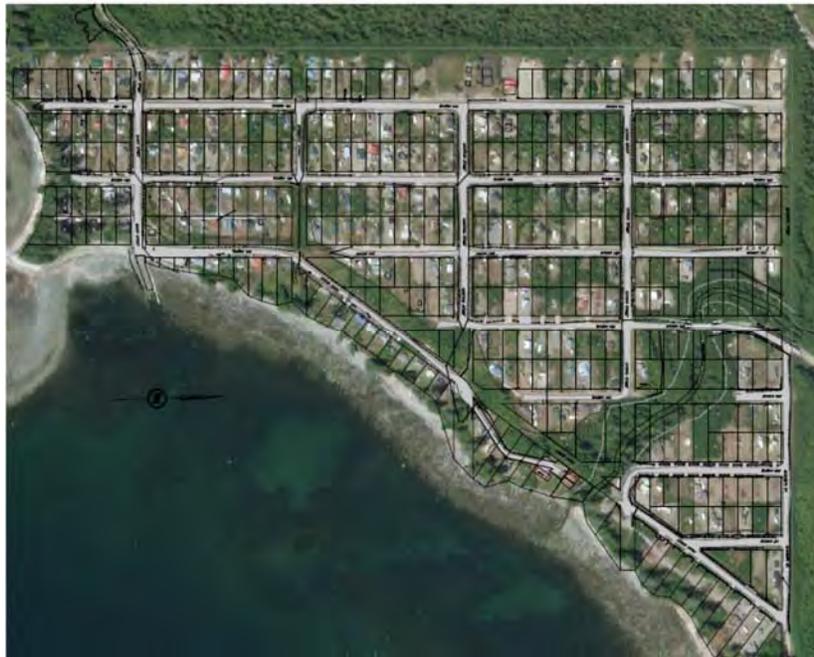
## SALMON BEACH ROAD MAINTENANCE RECOMMENDATIONS

### INTRODUCTION

McGill & Associates Engineering (McGill) was retained by the Alberni-Clayoquot Regional District (ACRD) to provide a report with recommendations on ongoing road and drainage maintenance tasks and driveway culvert installations for Salmon Beach, as well as recommendations to address existing water runoff concerns that exist in the community.

McGill completed a site visit on February 19, 2020 with John Thomas (ACRD) and Al Romuld, the road maintenance contractor responsible for Salmon Beach. A number of water runoff problems were identified during this site visit. The report includes both general and specific recommendations to address water runoff and promote positive drainage throughout the Salmon Beach road system.

The recommendations and guidelines provided are based on standards and recommendations from engineering resources including the BC Ministry of Transportation and Infrastructure (MOTI) as well as engineering experience and best practices.



## DRIVEWAY CULVERT INSTALLATION RECOMMENDATIONS

***For reference, culverts installed beneath roadways follow a different standard than typical driveway culverts with a larger minimum size.***

It is recommended that in the absence of existing regional district specifications, driveway culverts be installed per guidance from the BC MOTI.

Based on MOTI guidelines, culverts should be a minimum of 400mm for residential applications, however, hydraulic requirements may necessitate larger diameter culverts. The minimum recommended size may not be sufficient for culverts located farther down a drainage course due to the increased flow coming from ditches upstream. Culverts subject to this higher flow should be sized appropriately. It is important that existing flooding issues be identified and addressed before recommending the following approach.

To confirm culvert sizing, property owners should look to the function of neighbouring culverts downstream. If those culverts are operating well, then owners can use similarly sized culverts as long as the minimum of 400mm is maintained. If neighbours are facing culvert drainage problems (e.g. backflooding upstream), it is recommended that culverts be upsized. This avoids incurring the costs of an engineered culvert, which involves a drainage study of the tributary area and can be an excessive cost in small, private applications.

When installing the driveway and associated culvert, ensure properly defined slopes from both the road and the property to direct water into the ditch system. Additionally, a chamfered pipe end for slopes less than or equal to 6:1 is recommended over a straight cut to improve capacity and reduce the likelihood of clogging due to debris.

Care must be taken to install the culvert at the appropriate elevation. The culvert should be installed slightly below the invert or lowest point in the ditch. A culvert installed too high will cause scouring at outlet and potentially backflooding the ditch. Culverts that are installed too low, reduce the cross-section and flow capacity, potentially leading to flooding and maintenance problems. Additionally, while not typically necessary for driveway culverts if vegetation is proving sufficient for erosion protection, the addition of riprap protection to upstream and downstream approaches will help prevent scouring and erosion problems.

Culvert construction guidelines, driveway cross-section, and residential driveway location guidance can be found on the MOTI's website at:

[https://www.th.gov.bc.ca/Development\\_Approvals/driveways.htm](https://www.th.gov.bc.ca/Development_Approvals/driveways.htm)

Always "Call (or Click) Before You Dig" – 1-800-474-6886 or bc1c.ca

## WATER RUNOFF RECOMMENDATIONS

McGill completed a site visit on February 19, 2020 with John Thomas (ACRD) and Al Romuld, the road maintenance contractor responsible for Salmon Beach. A number of water runoff problems were identified during this site visit. The section below includes both general and specific recommendations to address water runoff and promote positive drainage throughout the Salmon Beach road system.

Good surface drainage and ditching are critical to maintaining the gravel road surface and reducing erosion. Proper road drainage reduces material losses, which leads to fewer potholes and less surface rippling (i.e. washboarding), providing a better driving experience for residents. Furthermore, standing water can affect subgrade, leading to failures that require more extensive road rehabilitation in the future.

Following this section are typical maintenance procedures that will help to mitigate and prevent some of the issues detailed below.

### Ditching

Ditches must be defined to provide water with a clear path. Once defined, ditches should be seeded to establish robust vegetation and then must be maintained and kept clear of debris and overgrowth. Dependent on the season, erosion protection could be completed using large drain rock/riprap sized appropriated for flow conditions. Similarly, some existing ditches are overgrown; these must be cleared and then maintained. Even with good road maintenance, gravel accumulates in ditches and near the inlets and outlets of culverts and needs to be removed on an ongoing basis.



Eroded/poorly defined ditch



Overgrown ditch



Debris in ditch



Culvert without ditch



No defined ditch

### **Issue: Erosion**

Erosion is occurring at multiple locations within Salmon Beach. Erosion occurs when water is not directed through appropriate drainage courses and instead forges its own path.

### **Resolution:**

To reduce erosion at the road edges, scrape sides and shoulders so that water is allowed to flow off of the road surface into the ditching, preventing a second drainage path from forming at the road edge.

Where erosion occurs due to meandering water (due to any of a variety of sources), a ditch should be considered to direct the water along the desired path.

### **Issue: Water Pooling in Ditches**

Standing water in ditches indicate drainage problems if the ditch is not itself a wetland or stream.

### **Resolution:**

Inspect drainage course for blockages and clear as necessary. Confirm that culverts are in good condition.

If no cause can be identified, there may be insufficient slope to drain the water, which may require further work if draining the ditch area is deemed necessary.



Standing water

### **Issue: Runoff from Private Properties**

Erosion is occurring where property owners have no drainage control, with roof water typically falling onto a splashpad and then draining overland. In some situations, the water then proceeds toward neighboring properties and the roadway in an uncontrolled manner. The roof water that flows onto the roadway compounds the erosion problem described in the section above.

#### **Resolution:**

New construction should install discharges for their roof water/perimeter drainage pipes which lead to the roadside ditch, whether fully piped or piped to a swale. The pipe should be installed in such a fashion that ditch maintenance can occur without issue. New properties can also install a swale or French drain on the upslope of the properties to control runoff from neighbouring properties from flowing onto their property and direct towards the roadside ditches.

Existing properties demonstrating erosion problems due to inappropriately released runoff should be encouraged to install a French drain or swale to direct water to roadside ditching where available. The fixing and grading down of the shoulders should help this situation so drainage from properties does not end up travelling down roadways causing further erosion.

### **Issue: Sediment Migration**

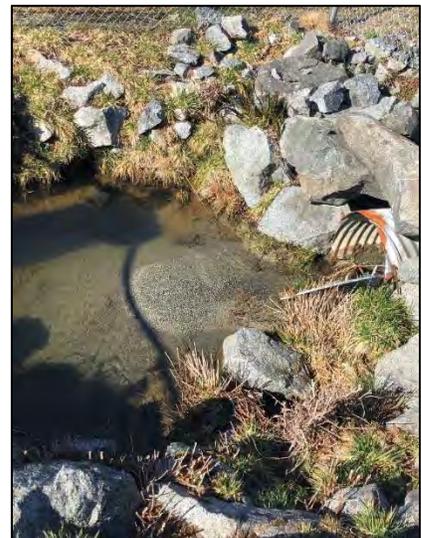
As described above, water flow that is compounding on the roadways due to the build up of shoulders and improper grading increases the transport of fines in the roadway into the ditch system.

Further sediment migration occurs due to steep ditch slopes, or high flows, allowing water flow to carry fine sediment and redistribute it to build up where water slows or is impeded.

#### **Resolution:**

Maintaining shoulders and road grading as described above helps minimize migration of sediment into the ditch from the roadways. Sediment migration is further prevented by slowing or reducing water flow. Maintaining healthy vegetation in the ditch will limit fines migration as it will help to slow the water's flow and allow the sediment to fall out. New ditches should be seeded to ensure vegetation is established quickly. Dependent on the season, large drain rock/riprap sized appropriated for flow conditions can be used.

Rock check dams can be installed on the upstream inlet of culverts; these areas would need to be cleaned regularly to maintain function. Culvert sumps, silt traps, and ditch beds where sediment has built up should be cleaned out and maintained regularly. This will help prevent further migration further down the drainage system.



Sediment build-up in silt trap

### Issue: Puddling and Potholes on Road

Puddling and potholes occur when surface water cannot drain from the road surface. Rutting can also be caused due to excessive load, particularly on a poorly-drained gravel road.

#### Resolution:

##### *Preventative*

Ensure regular maintenance of roadway crown and surface as described in the maintenance section below. Maintain clear shoulders to allow water to drain into ditches. Maintain ditches.

##### *Restorative*

Repair bumps and potholes during regular regrading. Schedule additional pothole patching as needs arise. Proper road grading and maintenance should limit the need for patching.



Potholes on road

### Issue: Protruding Rock

Larger rock is protruding from the roadway surface in some areas, indicating that the surface gravels have washed away. This is due to the lack of consistent maintenance and regrading.



Exposed rock in roadway

#### Resolution:

At this stage, it appears there may not be enough gravel to regrade without the introduction of additional high-quality gravel material to reshape the roadway. A Well-graded, high quality gravel will have a good distribution of fine and coarse material which aids in adhesion of the aggregates and promotes a better driving surface. Some material may be salvaged from the shoulder area following the removal of vegetation. Once the roadway has been successfully regraded, proper maintenance as described in the maintenance section below will aid in preventing the problem from recurring.

It is suggested that Salmon Beach consider a systematic approach to these repairs to spread the work out year after year, thus reducing the amount of crush that will need to be brought in a single year.



Poor ditch maintenance



Embedded culvert



Blocked culvert

### **Issue: Overtopping**

Overtopping occurs when water cannot flow through the culvert and is forced over the top or the ditch does not have sufficient capacity. It is most common during larger storm events. Several instances of overtopping were mentioned by Al Romuld during the site visit.

### **Resolution:**

Ensure that the overtopping culvert is clear of obstruction and that the ditch downstream of the culvert is clear.

Specific overtopping instances should be identified and addressed. A new culvert may be required that drains to a deeper ditch on the opposite side of the road, or the existing culvert may need to be reinstalled and ditch regraded to promote positive drainage. This also may indicate an undersized culvert, which would require a new upsized culvert to be installed.

## MAINTENANCE

Even in a high-precipitation region like the West Coast, gravel road quality can be maintained through proper shaping and consistent maintenance. Some rutting and aggregate loss is inevitable but will be minimized through good maintenance practices.

The tasks below are listed with recommended frequencies. The recommended schedule is a base point for maintenance. The scheduled frequency should be assessed and adjusted periodically as necessary for this location. Regrading and drainage maintenance schedules in particular should be observed and frequency increased to ensure the roadway surface is well maintained.

Maintenance in the winter is minimized to an as-needed basis due to the reduced traffic Salmon Beach sees during this period.

### ROAD MAINTENANCE TASKS

The recommended road maintenance tasks and suggested schedule are below.

Task	Frequency
Cleaning & Inspection	Monthly
Pothole Patching	As needed
Regrading	Annually
Maintain Shoulders	Annually
Dust Control	Annually
Snow Plowing	If required

### Cleaning & Inspection

Roadways should be regularly reviewed to ensure maintenance issues are not overlooked.

Roadway inspection includes:

- Clean up all garbage visible;
- Remove debris from roadway; and
- Identify any areas of concern and schedule for maintenance.

### Pothole Patching

Pothole patching in Salmon Beach should continue to be performed on an as-needed basis by the on-site worker.

- Potholes shall be cleared of any excess rocks before being filled with gravel, and
- Gravel is to tamped down until satisfactory compaction is achieved.

## Regrading

Road reshaping for the roadway surface should be done in late spring prior to the application of dust control and prior to heavy summer traffic. Well-graded, high quality gravel helps in adhesion of the aggregates and promotes a better driving surface. Additionally, use of a roller for compaction will improve the surface finish. In addition, prior to the winter season, an inspection should be completed on the roadways and any specific problem areas should be addressed.

Gravel roads should be maintained with a slope of 3-4%. The minimum 3% crown should be maintained at all times to promote positive drainage. A maximum of 4% is recommended for driver comfort to ensure drivers remain on their respective sides of the crown. The slope must be straight from centerline to shoulder/top of ditch bank.

As discussed above, some areas of Salmon Beach roads are suffering from significant loss of materials. It is suggested that Salmon Beach consider a systematic approach to these repairs to spread the work out year after year, thus reducing the amount of crush that will need to be brought in a single year.

When regrading/reshaping gravel roads:

- Schedule regrading for a period where the road surface contains some moisture (i.e. not the dry season);
- Grader operator must be trained and knowledgeable;
- Operating speeds while blading must not be excessive, with top speed of 5-8 km/hr;
- Scrape away bumps and potholes with grader blade, mixing road surfacing material as it rolls in front of the blade, and spread it over the road to restore the good surface shape;
- Ensure that the crown of the road and 3-4% crossfall are maintained; and
- Avoid accumulation of graded material on shoulders, which creates high shoulders and drainage problems. Shoulder material can be brought back on to roadway to help with road grading.

## Shoulder Maintenance

Shoulder maintenance should be performed annually in the late spring prior to the application of dust control and prior to heavy summer traffic. In addition, prior to the winter season, an inspection should be completed on the roadways and any specific problem areas should be addressed. The frequency can be increased to biannually or quarterly should the current frequency prove inadequate.

Presently, shoulders need to be scraped off to allow drainage from the road. The vegetation should be removed first and any additional shoulder gravel material leftover can typically be graded back into the roadway, as long as it is clear of organics.

When maintaining shoulders:

- Remove gravel berms accumulating on shoulder which may impede drainage to ditch; and
- Where drainage has become concentrated and caused erosion, place gravel to rebuild shoulder and remove flow path causing concentrated flow by grading as required.



## Dust Control

It is understood from communication with Al Romuld that dust control is currently done before the start of the summer high season. No modifications are currently recommended to this frequency, although it is recommended that dust control occur following annual regrading.

## Snow Plowing

Snow can trap surface water on the roadway due to walls formed during plowing. Although the Salmon Beach area is not subject to significant snowfall and therefore does not typically see a need for plowing, should the need arise, ensure that the resulting snow bank is cleared from the road edge and ditch to maintain the drainage path.

## DRAINAGE MAINTENANCE TASKS

The recommended drainage maintenance tasks and suggested schedule are below.

Task	Frequency
Inspect Culverts	Monthly
Culvert Maintenance	Annually (or as required)
Drainage Channel Inspection	Late Fall & Periodically in Rain
Ditches & Culverts Cleaning	Annually (Fall)

## Inspect Culverts

Culvert condition should be evaluated on an ongoing basis and particularly after storms.

- Check for overgrowth of vegetation at either end of culvert and remove or note for further action;
- Check for blockages in culverts due to garbage, erosion, branches, or other foreign objects and remove or note for further action; and
- Check for erosion of culvert headwalls and note for repair.

## Culvert Maintenance

Culverts maintenance is recommended to occur in the fall to ensure they are operating well prior to the heavy rains of winter. In the case of Salmon Beach, the demobilization period when the boat ramp is removed is a good time for this maintenance.

Culvert maintenance requires:

- Clear vegetation,
- Inspect culverts and assess if flushing is required,
- Flush culverts until clear of unwanted obstructions, and
- Note any damage to the culvert such as excessive rusting, damaged pipe ends, or buckling of the culvert under the road.

## **Drainage Channel Inspection**

An inspection of the drainage course should occur in the fall with cleanup of fallen leaves that may cause blockages. In the case of Salmon Beach, the demobilization period when the boat ramp is removed is a good time for this inspection. Additional inspections should be performed during the rainy winter season to ensure drainage system is operating as intended.

When inspecting drainage channels:

- Clear drainage channel of blockages due to logs or branches during routine inspection or note for further action, and
- Note areas where erosion or bank sloughing has occurred.

## **Ditch Cleaning**

Material from the road and ditch banks is transported into the ditches due to grading activities, runoff, erosion, and typical use. This material fills the ditches and impacts the hydraulic capacity. Therefore, it needs to be removed on a regular basis. Similarly, this material travels into culverts, which become plugged and more challenging to clean.

While vegetation is important for encouraging the infiltration of rainwater to reduce the volume of runoff after a storm, as well as maintaining the ditch slopes against erosion and slowing water flow to limit scouring and sediment transportation, excessive and overgrown vegetation reduces ditch capacity and should be removed.

Ditch and culvert tasks include:

- Remove overgrowth from ditches,
- Remove any debris from headwalls/inlets of culverts, and
- Clean silt traps before winter and as needed.



## CLOSURE

This document was prepared by McGill & Associates Engineering Ltd. for the Alberni-Clayoquot Regional District. Its material, recommendations and conclusions represent the best material available to McGill & Associates Engineering Ltd. at the time of the report preparation. Any use which a third party makes of this report, or any reliance on or decisions to be made based on it, are the responsibility of such third parties. McGill & Associates Engineering Ltd. accepts no responsibility for damages, if any, suffered by any third party as a result of decisions made or actions based on this report.

Prepared for McGill & Associates Engineering Ltd.

Reviewed by

Morgan Martin, EIT

Mike Lange, P.Eng.



## REQUEST FOR DECISION

**To:** ACRD Board of Directors  
**From:** John Thomas, Environmental Services Technician  
**Meeting Date:** October 14, 2020  
**Subject:** Crown Land Tenure Application - Bamfield Water System

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**Recommendation:**

*THAT the Alberni-Clayoquot Regional District Board of Directors direct staff to apply for a 30 year Crown Land Tenure for a portion of the Bamfield Inlet near Burlo Island in order to install a water line to provide water service to 422 Burlo Island.*

**Background:**

The ACRD received a request for a new water service for a property on 422 Burlo Island. The property is accessible only by water and the nearest water main is located on the west side of Bamfield Inlet. In order to service this property a water line will be installed on the ocean floor from the water main located in west Bamfield.

The Crown Land Tenure we are applying for would be for a Community and Institutional Land Use-Nominal Rent Tenure. This would provide long term tenure of 30 years at a cost of \$1.

**Discussion:**

To provide water service from a water main in west Bamfield to a property on Burlo Island.

**Time Requirements – Staff & Elected Officials:**

Minimal time required by staff

**Financial:**

There is an application fee of \$250

Submitted by: \_\_\_\_\_  
John Thomas, Environmental Services Technician

Reviewed by: \_\_\_\_\_  
Jenny Bruhn, Interim GM of Community Services

Approved by: \_\_\_\_\_  
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



## REQUEST FOR DECISION

**To:** ACRD Board of Directors  
**From:** Jenny Brunn, Interim General Manager of Community Services  
**Meeting Date:** October 14, 2020  
**Subject:** Beaver Creek Water System – Compton/Beaver Creek Road Watermain Abandonment

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### **Recommendation:**

***THAT the Alberni-Clayoquot Regional District Board of Directors approve a financial plan amendment to allocate \$80,000 in 2020 for the completion of the Compton/Beaver Creek Road watermain abandonment project.***

### **Desired Outcome:**

To transfer the existing services on the 400 meter section of Compton/Beavercreek watermain to the parallel City of Port Alberni Watermain and abandon the failing watermain in the Beaver Creek Water System.

### **Summary:**

The 400 meter section of watermain from the Strick Road pump station on Beaver Creek Road to the corner of Compton and along Compton Road has had 3 major breaks in the past 2 years. This section is one of the highest priority projects in the Beaver Creek Water System (BCWS) capital plan at an estimated cost of \$300,000 for engineering and construction for the replacement. The current capital reserve will not have adequate funds to complete this project until at least 2022 and further emergency repairs are anticipated before it is replaced.

This section of watermain is in a unique location along the water service boundary where the City of Port Alberni (CPA) has a parallel watermain. After the last emergency repair on this section in July, ACRD staff inquired with CPA staff if they would consider transferring the 9 services and one hydrant over to their watermain so that the BCWS could abandon this section of failing watermain. This alternative solution would reduce capital costs, eliminate infrastructure redundancy, and remove a dead-end which improves water quality and reduces flushing requirements.

The CPA has considered the idea and is willing to transfer the services to the CPA watermain at an estimated cost of \$76,500. There are existing properties in the BCWS area that are serviced directly from CPA watermains, which has an established administration process that would be applied to this area. Staff have engaged with the Beaver Creek Water Committee via email and received feedback from 3 of the members, which all support proceeding with this project.

### **Time Requirements – Staff & Elected Officials:**

There will be staff time required to coordinate with city crews during the construction project, to set-up the billing and administration for these 9 properties and to draft and execute a written agreement with the city to define roles and responsibilities for managing all of the properties within the BWS service area that are directly fed by CPA watermains.

### **Financial:**

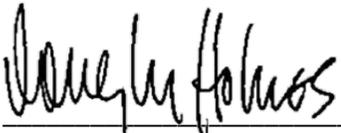
The CPA is estimating a total cost of \$76,500 with an upper limit of \$80,000 for the project. This will be a savings of approximately \$220,000 for the BCWS with additional savings on emergency repair costs. There is \$192,427 remaining in the capital reserve in 2020 that is available to complete this project.

These connections would continue to pay water bills and parcel tax levied by the ACRD and the ACRD would continue to pay the City for the water consumed by these properties.

**Options Considered:**

To replace this section of watermain in 2022 when the capital reserve has adequate funds to complete the project.

Submitted by:   
Jenny Bruhn, Interim General Manager of Community Services

Approved by:   
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



## REQUEST FOR DECISION

**To:** ACRD Board of Directors  
**From:** Michael McGregor, Lands and Resources Coordinator  
**Meeting Date:** October 14, 2020  
**Subject:** Log Train Trail Industrial Access Permit – Hupacasath First Nation

**Recommendation:**

***THAT the Alberni-Clayoquot Regional District Board of Directors provide a letter of support for an Industrial Access Permit for Hupacasath First Nation to access the Log Train Trail for log hauling and related forestry activities subject to confirmation that the ACRD is covered by the applicants third party liability insurance.***

**Summary:**

Hupacasath First Nation has applied for an Industrial Road Access Permit from the Ministry of Transportation and Infrastructure to access the Log Train Trail north of Maebelle and Mozart Roads for log hauling and related forestry operations to support woodlot W1902.

**Time Requirements – Staff & Elected Officials:**

Minimal staff time to draft the letter of support and prepare a minimum expectations document to communicate requested construction and operations practices to protect the Log Train Trail asset.

**Financial:**

The ACRD leases the Log Train Trail for use as a trail corridor and has completed improvements to the trail which may provide some level of ownership in terms of the liability risk. Hupacasath First Nation carries liability insurance for their logging operations. However, to ensure that the ACRD is covered with respect to liability as a result of logging operations, the ACRD must be included in the company’s third party liability insurance policy. It is recommended that this be a condition of support for the access permit application.

**Policy or Legislation:**

The Log Train Trail is a gazetted road right-of-way owned by the province under the authority of the Ministry of Transportation and Infrastructure. The ACRD holds a non-exclusive lease from the Ministry to use the right-of-way as an interim recreational trail corridor.

Submitted by: Michael McGregor  
Michael McGregor, Lands and Resources Coordinator

Reviewed by: Jenny Brunn  
Jenny Brunn, Interim General Manager of Community Services

Approved by: Douglas Holmes  
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer

1,089,700 1,089,800 1,089,900 1,090,000 1,090,100 1,090,200 1,090,300 1,090,400 1,090,500

Reference Map: 092F036  
 Datum: NAD 83  
 Projection: BC Albers  
 Date: August 31, 2020

Drafted By: 



**Hupačasath First Nation**  
**Woodlot Licence W1902**



Decl.: 16°6.65' E (2020)  
 Ann.Change: 9.5' W

0 25 50 100  
 Meters

1:5,000

# Unit A Access Map

49°16'45"N  
474,400

49°16'45"N  
474,400

474,300

474,300

474,200

474,200

474,100

474,100

474,000

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473,700

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473,600

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473,500

473,400

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473,300

473,300

**Proposed Log Train Trail Crossing Location**

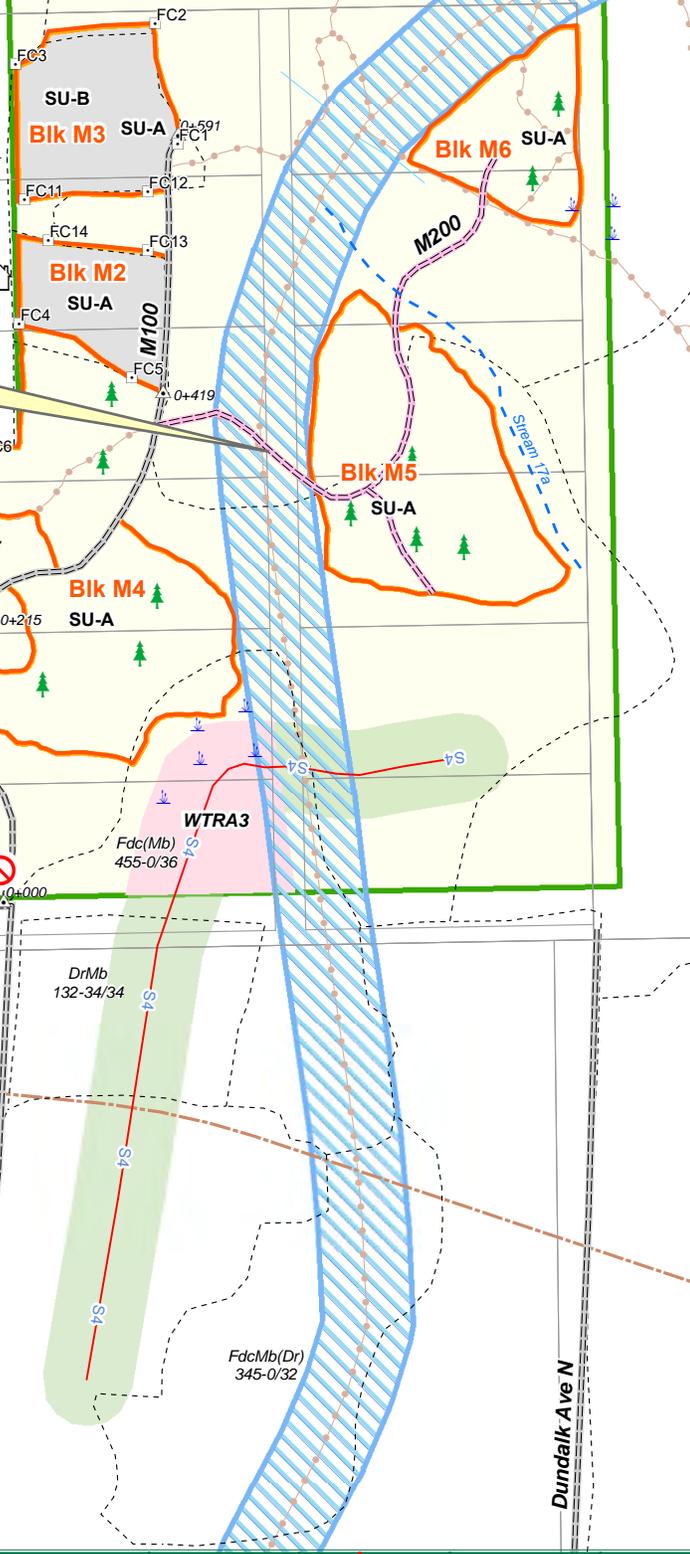
- Falling Corner
- Station
- Culvert, Existing/ New
- WBC, Existing/ New
- Bridge, Exist./New/Out
- Landing, Perm./ Temp
- Wet Area
- Quarry
- Gate
- Leave Tree
- Windfall
- Water Intake
- Existing Road
- Engineered Road
- Overgrown Road
- To Be Reactivated
- Deactivated Road
- Trail, Existing
- Trail, Engineered
- Recreation Trail
- Old Grade
- Bluff
- S3 - S1-S4 Fish Stream
- S5 - S5-S6 No-Fish Stream
- NCD
- FSZ
- Not Classified Stream
- Lake
- SU-1, A
- SU-2, B
- SU-3, C
- SU-4, D
- SU-5, E
- PAS
- NPR NP Rock
- NPS NP Swamp
- TLA
- Root Rot
- Reserve, WTRA
- RMZ
- Block: New, Existing
- Woodlot
- Legal Monument
- Legal Boundary

Albert St

Mozart Rd

Maebelle Rd

Dundaik Ave N



1,089,700 1,089,800 1,089,900 1,090,000 1,090,100 1,090,200 1,090,300 1,090,400 1,090,500

124°46'0"W 124°45'45"W 124°45'30"W



## REQUEST FOR DECISION

**To:** ACRD Board of Directors  
**From:** Michael McGregor, Lands and Resources Coordinator  
**Meeting Date:** October 14, 2020  
**Subject:** Log Train Trail Industrial Access Permit – TimberWest Forest Company

**Recommendation:**

***THAT the Alberni-Clayoquot Regional District Board of Directors provide a letter of support for an Industrial Access Permit for TimberWest Forest Company to access the Log Train Trail for log hauling and related forestry activities subject to confirmation that the ACRD is covered by the applicants third party liability insurance.***

**Summary:**

TimberWest Forest Company has applied for an Industrial Access Permit from the Ministry of Transportation and Infrastructure to access the Log Train Trail at four separate locations from Woolsey road for ongoing log hauling, silviculture and other related forestry activities.

**Time Requirements – Staff & Elected Officials:**

Minimal staff time to draft the letter of support and prepare a minimum expectations document to communicate requested construction and operations practices to protect the Log Train Trail asset.

**Financial:**

The ACRD leases the Log Train Trail for use as a trail corridor and has completed improvements to the trail which may provide some level of ownership in terms of the liability risk. TimberWest Forestry Company will carry liability insurance for their logging operations. However, to ensure that the ACRD is covered with respect to liability as a result of logging operations, the ACRD must be included in the company’s third party liability insurance policy. It is recommended that this be a condition of support for the access permit application.

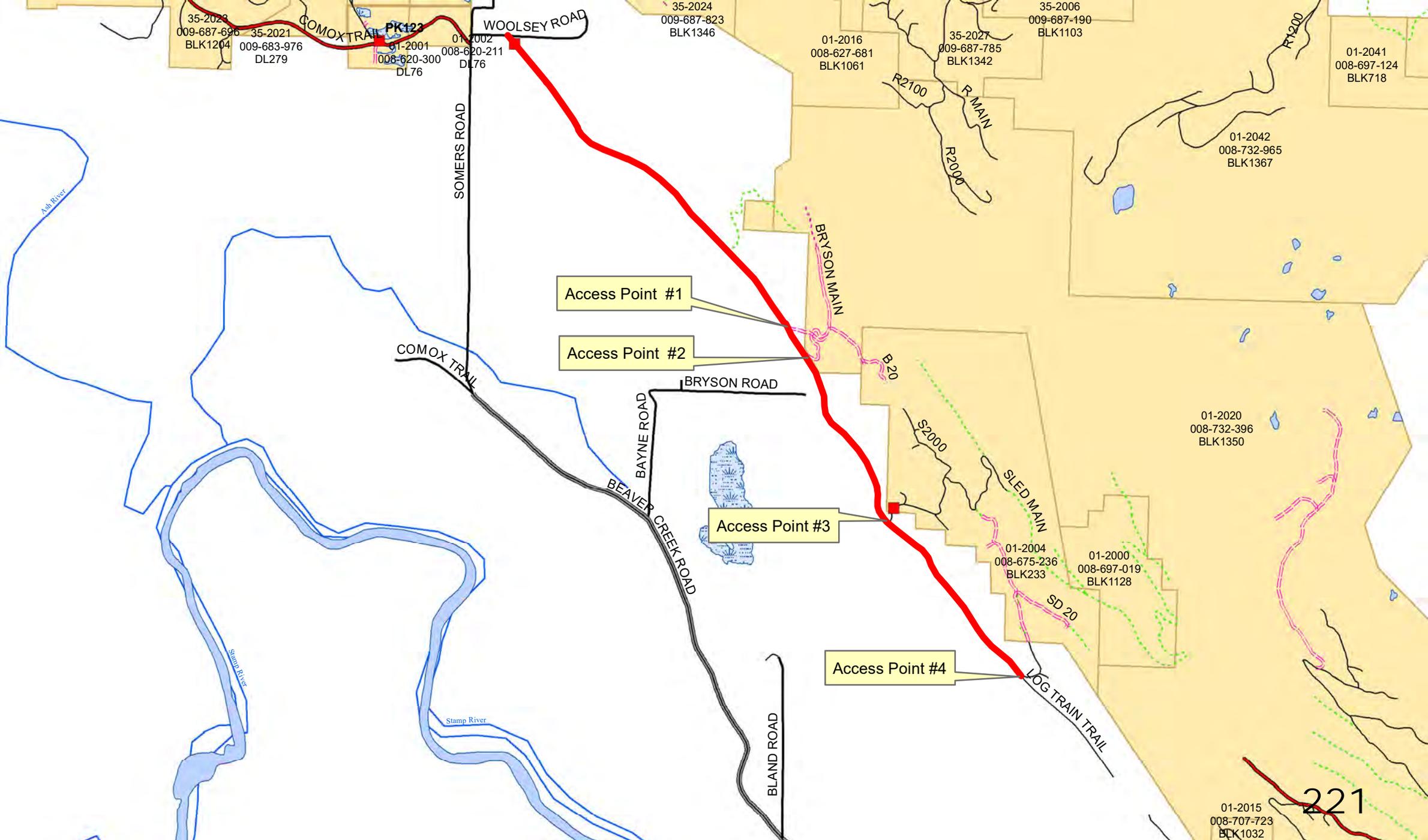
**Policy or Legislation:**

The Log Train Trail is a gazetted road right-of-way owned by the province under the authority of the Ministry of Transportation and Infrastructure. The ACRD holds a non-exclusive lease from the Ministry to use the right-of-way as an interim recreational trail corridor.

Submitted by: Michael McGregor  
Michael McGregor, Lands and Resources Coordinator

Reviewed by: Jenny Brynn  
Jenny Brynn, Interim General Manager of Community Services

Approved by: Douglas Holmes  
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



35-2028  
009-687-696  
BLK1204

35-2021  
009-683-976  
DL279

PK123  
01-2001  
008-620-300  
DL76

01-2002  
008-620-211  
DL76

WOOLSEY ROAD

35-2024  
009-687-823  
BLK1346

01-2016  
008-627-681  
BLK1061

35-2027  
009-687-785  
BLK1342

35-2006  
009-687-190  
BLK1103

01-2041  
008-697-124  
BLK718

01-2042  
008-732-965  
BLK1367

01-2020  
008-732-396  
BLK1350

01-2004  
008-675-236  
BLK233

01-2000  
008-697-019  
BLK1128

01-2015  
008-707-723  
BLK1032

Access Point #1

Access Point #2

Access Point #3

Access Point #4

221



## REQUEST FOR DECISION

**To:** ACRD Board of Directors  
**From:** Michael McGregor, Lands and Resources Coordinator  
**Meeting Date:** October 14, 2020  
**Subject:** Sproat Lake Lakebed License Renewal, Dickson Park

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**Recommendation:**

***THAT the Alberni-Clayoquot Regional District Board of Directors amend the Sproat Lake Lakebed License agreement with TimberWest Forestry Company by amending section 1.2 to delete – “March 30, 2020” and replace with “March 30, 2023”, pay a term fee of \$10.00 and authorize the CAO to enter into the agreement.***

**Desired Outcome:**

To maintain the use of the Dickson Park dock for an additional three years.

**Summary:**

In 2014, the ACRD entered into a three-year agreement to licence the lakebed with the TimberWest Forest Company. The Sproat Lake Parks Commission requested this licence to provide a dock use for the public at the Dickson Park. The attached amendment is to extend the licence for an additional three years. The current licence with TimberWest Forest Company expired on March 30, 2020. The Sproat Lake Parks Commission would like to continue the license.

**Time Requirements – Staff & Elected Officials:**

Minimal staff time to liaise with TimberWest to renew the tenure.

**Financial:**

The ACRD will pay \$10.00 to TimberWest Forest Company for the term of the licence and the cost will be from the Sproat Lake community Park service area.

Submitted by:

Michael McGregor, Lands and Resources Coordinator

Reviewed by:

Jenny Brunn, Interim General Manager of Community Services

Approved by:

Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer

## LICENCE AGREEMENT - AMENDMENT

**THIS AGREEMENT** ("Amending Agreement") dated for reference, August 14, 2020.

**BETWEEN:**

**TIMBERWEST FOREST COMPANY**, a partnership of TimberWest Forest Corp., a Federal company, and TimberWest Holdings Ltd., a British Columbia company, having an office at 201-648 Terminal Avenue, Nanaimo, British Columbia, V9R 5E2

Email: access@mosaicforests.com

(the "**Company**")

**AND:**

**ALBERNI-CLAYOQUOT REGIONAL DISTRICT**, having a place of business at 3008 5th Avenue, Port Alberni, British Columbia, V9Y 2E3

Email: jbrunn@acrd.bc.ca

(the "**Licensee**")

**WHEREAS:**

- A. Pursuant to a licence agreement dated March 31, 2014 (the "Agreement") and an amendment to that agreement, dated March 24, 2017 (the "Amending Agreement"), the Company agreed to grant the Licensee use of the Licensed Area, as described therein and no other;
- B. The parties have agreed to amend the Agreement as set out herein.

**NOW THEREFORE** in consideration of the amount of \$10.00 now paid by each party to the other and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged by each of the parties, the parties agree as follows:

1. Amendment. The parties agree that the Agreement is hereby amended as follows:
  - a. section 1.2 is amended by deleting "March 30, 2017" in the second line thereof and replacing it with the phrase "March 30, 2023".
  - b. section 5.1 (k) is amended by deleting "\$2,000,000" in the third line and replacing it with "\$3,000,000".
2. Ratification of Licence Agreement. The parties hereby ratify and affirm the Agreement and their respective rights and obligations thereunder and confirm that the Agreement remains in full force and effect in accordance with its terms, unaltered other than with respect to the amendment set out in section 1 above.
3. Execution by Fax or Electronic Means. This Amending Agreement may be executed by the parties and transmitted by fax or other electronic means and if so executed and transmitted this Amending Agreement will be for all purposes as effective as if the parties had delivered an executed original of the Amending Agreement.

**TIMBERWEST FOREST COMPANY**

by its managing partner, TIMBERWEST FOREST  
CORP., collectively, as principal, by its duly  
authorized agent, MOSAIC FOREST  
MANAGEMENT CORPORATION

**ALBERNI-CLAYOQUOT REGIONAL DISTRICT**

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Authorized Signatory  
Jeffrey Zweig, President & Chief Executive Officer

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Authorized Signatory  
Doug Holmes, CAO



## REPORT FOR DECISION

**To:** ACRD Board of Directors  
**From:** Jodie Frank, Organics Coordinator  
**Meeting Date:** October 14<sup>th</sup>, 2020  
**Subject:** Waste Reduction Week

---

**Recommendation:**

***THAT the Alberni-Clayoquot Regional District Board of Directors direct staff to promote October 19th – 23<sup>rd</sup>, 2020 as Waste Reduction Week.***

**Background:**

Each year, the Recycling Council of British Columbia (RCBC) organizes BC’s involvement in observing Waste Reduction Week. The ACRD along with the City of Port Alberni intends to officially declare October 19th through 25th, 2020 as Waste Reduction Week for the respective districts.

Waste Reduction Week in Canada is intended to raise awareness about waste and its environmental and social impacts. The theme of Waste Reduction Week, “Too Good to Waste”, is meant to draw attention to the richness and diversity of the natural world and the importance of working towards ecological sustainability through waste avoidance and resource conservation.

During Waste Reduction Week, the ACRD Education Coordinators for the Alberni Valley and the West Coast will share waste reduction focused communication through social and print media. ACRD staff will also be hosting a Waste Haulers Meeting on October 22<sup>nd</sup>, 2020. Promotion of current and upcoming initiatives such as the new ACRD Collects app, updates to recycling improvements at the landfill and 3<sup>rd</sup> Ave depot and the upcoming Organics Diversion will also be included in the messaging to demonstrate the ACRD’s commitment to waste reduction.

Submitted by: \_\_\_\_\_  
Jodie Frank, Organics Coordinator

Reviewed by: \_\_\_\_\_  
Jenny Brun, Interim General Manager of Community Services

Approved by: \_\_\_\_\_  
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



## REQUEST FOR DECISION

**To:** ACRD Board of Directors  
**From:** Jenny Brunn, Interim General Manager of Community Services  
**Meeting Date:** October 14, 2020  
**Subject:** CERIP and ICIP Grants

---

### Recommendation:

***THAT the Alberni-Clayoquot Regional District direct staff to make an application for the West Coast Multi Use Path Project through the Community Economic Recovery Infrastructure Grant Program.***

***THAT the Alberni-Clayoquot Regional District direct staff to make an application for \$750,000 to fund the West Bamfield Submarine Transmission Line Replacement through the Investing In Canada Infrastructure Program – Rural and Northern Communities grant.***

### Background:

The Ministry of Municipal Affairs and Housing announced the new Community Economic Recovery Infrastructure Program (CERIP) on October 1<sup>st</sup> to support community economic resilience, tourism, heritage, and economic development. The \$90 million grant program is intended to support communities impacted by COVID 19 with funding for projects up to \$1 million dollars in value. Local Governments may submit up to 2 applications by the deadline of October 29<sup>th</sup>, 2020.

Staff compiled a list of all potential projects that would be eligible for this funding. The West Coast Multi-Use Path (MUP) and West Bamfield Submarine Transmission Line Replacement were identified as the best candidates for this program. There is also funding available under the Investing in Canada Infrastructure Program (ICIP) – Rural and Northern Communities Stream which has \$58 million committed for infrastructure projects in communities of 25,000 or less. The deadline for applications for this program is October 22<sup>nd</sup>, 2020.

### **West Coast Multi-Use Path**

Completing the West Coast MUP between the existing MUP near Ucluelet and the Pacific Rim National Park Reserve is a strategic priority of the ACRD Board of Directors. Staff have submitted grant applications for the MUP including through Island Coastal economic Trust (ICE-T) and BC Active Transportation. The ICE-T grant was successful at stage one for a potential amount of \$200,000 while the BC Active Transportation Grant application was unsuccessful. The total project budget, based on a class C estimate, is \$1,367,252. The following funding has been identified:

- ICE-T \$200,000
- Community Works Funds \$240,000
- Regional Parks Reserve \$50,000

For that reason, the current estimate funding gap is \$877,252.

### **West Bamfield Submarine Transmission Line Replacement**

Following a major failure of the waterline that feeds West Bamfield in mid-2019, there has continued to be leaks and repairs on this key transmission line. A Submarine Pipeline Assessment Report provided options to replace, protect or repair the main. Due to the high costs for replacement and protection (\$750K), the Bamfield Water Committee recommended moving forward with mitigation/upgrade work. This work is underway but has been challenging in the marine environment. Another major failure occurred on September 24<sup>th</sup>, 2020 resulting in water loss to West Bamfield

and emergency dive and repairs. Investigation has concluded that the welds on the existing transmission line are compromised and there is a very high probability of continued failure even with the mitigation/upgrade work being completed. The Bamfield Water Service does not have adequate funding to replace this line without grant funding.

We anticipate an increase in traffic and economic activity in Bamfield following the upcoming improvements to Bamfield Road and a reliable potable water supply is essential to support existing and future residents and businesses in West Bamfield.

**Other Projects Considered:**

- Runway 11-29 Approach Lighting at Long Beach Airport – This approach lighting would increase the ability for flights to land during less than ideal visibility conditions. The project is considered ‘shovel ready’ and has a cost estimate \$1,042,193. This project is not recommended by staff for application at this time as there are often other funding opportunities through the Federal Airports Capital Assistance Program (ACAP) and the British Columbia Aviation Infrastructure Funding (BCAAP). The West Coast Multi Use Path project is considered by staff as a higher priority for the area.
- Inlet Trail – Franklin River Bridge and connection of Stage 2 and Stage 3 of the inlet trail. This project will require grant funding if the Board were to decide to proceed in the future as the crossing is large and will be a significant piece of infrastructure. Before this project can be considered for grant applications the Board needs to complete its review of the Regional Parks service and determine whether stage 3 of the Inlet Trail will be included as an ACRD Regional Park. Therefore, staff do not recommend this project at this time.
- Community Park projects – there are many smaller projects that could be considered from our different community park services however staff focused on projects that were larger in scale.
- Bamfield Parking Spaces/Lot – Although this is a high priority for the area it is going to be a relatively small project and governance still needs to be established if the ACRD is to own the parking spaces or lot.

**Time Requirements – Staff & Elected Officials:**

There will be significant time required to apply for these grants in this short window. The Lands and Resource Coordinator has capacity to complete the MUP application. The application for the West Bamfield Submarine Transmission Line Replacement can be completed by Koers Engineering who completed the assessment and options report. If the applications are successful, further staff time will be required to coordinate these engineering and construction projects as well as for administration of the grant funding.

**Options Considered:**

With the CERIP being provincially funded and the ICIP being federally funded, the ACRD could submit applications for both projects to both opportunities. Grant programs are heavily subscribed to and the odds of receiving funding for more than one project from a specific grant program are less likely. The risk in this strategy is that one project could be successful in both programs which is likely to cause the other project not to be funded. The MUP project best fits the CERIP grant criteria and the West Bamfield Submarine project best fits the ICIP criteria. For these reasons, staff are not recommending that multiple applications be made to each program.

Submitted by:   
\_\_\_\_\_  
Jenny Brunn, Interim General Manager of Community Services

Reviewed by:   
\_\_\_\_\_  
Teri Fong, Chief Financial Officer

Approved by:   
\_\_\_\_\_  
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



# ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3 Telephone (250) 720-2700 Fax (250) 723-1327

## Rezoning Application

**MEETING DATE:** October 14, 2020

**ACRD FILE NO.:** RA20005

**APPLICANTS:** AMEDEO CORTESE & JOYCE POOL

### LEGAL

**DESCRIPTION:** STRATA LOT 63 DISTRICT LOT 1630 CLAYOQUOT DISTRICT STRATA PLAN 1238 TOGETHER WITH AN INTEREST IN THE COMMON PROPERTY IN PROPORTION TO THE UNIT ENTITLEMENT OF THE STRATA LOT AS SHOWN ON FORM 1

**LOCATION:** Lot 63, Haggard Cove, Barkley Sound

**ELECTORAL AREA:** "A" Bamfield

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### Recommendations:

- THAT Bylaw P1410, Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw be read a first time.
- THAT the public hearing for Bylaw P1410 be delegated to the Director for Electoral Area 'A', the Alternate Director or the Chairperson of the Regional District.
- THAT the Board of Directors confirm that adoption of Bylaw P1410 is subject to:
  - a. Confirmation that the communal sewage disposal and water systems are capable of servicing the proposed lots;
  - b. British Columbia Land Surveyor (BCLS) survey to confirm adequate fire separation between structures and suitable building envelope for existing structures to comply with required building setbacks in the R1 District following subdivision;
  - c. Amending or removing existing restrictive covenants on Strata Lot 63 that permit commercial uses;
  - d. Restrictive covenant registered on the property title to restrict uses to Vacation Home uses not exceeding one hundred and eighty (180) days per calendar year;
  - e. Meeting technical referral agency requirements.

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**RA20005**

**Advisory Planning Commission Recommendation:** At the October 1, 2020 Advisory Planning Commission (APC) meeting the APC resolved to support the rezoning application subject to the recommendations outlined in this staff report.

**Applicant's Intention:** The property owner has applied to rezone the property from Tourist Commercial (C6) District to Single Family Residential (R1) District to facilitate a two lot subdivision consisting of two +/- 0.2 ac lots.

**Observations:**

i) **Status of Property:** The 0.163 ha (0.403 ac) subject property is located in Haggard Bay, Trevor Channel an off-shoot of the Alberni Inlet. The property is part of the Haggard Cove Strata Corporation, a 65 lot strata subdivision developed in the 1980's. The property is oriented south east into the bay and includes two seasonal dwellings, one that was previously used as a seasonal fishing lodge, and one shed. There are seasonal dwellings to the north and west, a public right-of-way and a public park beyond to the east, and common property parkland and marina to the south.

ii) **Services**

- a. **Sewage Disposal:** Communal strata system, each residence connected independently. Confirmation from the Strata Corporation that the system is capable of servicing two lots.
- b. **Water Supply:** Communal strata system, each residence connected independently. Confirmation from the Strata Corporation that the system is capable of servicing two lots.
- c. **Fire Protection:** None
- d. **Access:** Water access only.

iii) **Existing Planning Policies Affecting the Site**

- a. **Agricultural Land Reserve:** Not within the Agricultural Land Reserve.
- b. **Official Community Plan:** Not within an OCP area.

**Zoning:** The subject property is zoned Tourist Commercial (C6) District. The applicants intend to rezone the property from Tourist Commercial (C6) District to Single Family Residential (R1) District to allow for a two-lot subdivision creating two (2) +/- 0.2 acre lots.

**Zoning Bulk and Site Regulations**

	<b>C6 District (existing)</b>	<b>R1 District (proposed)</b>
Minimum Lot Area:	0.344 ac (15000 sq. ft.)	0.165 ac (2700 sq. ft.)
Minimum Lot Width:	120 ft.	60 ft.
Lot Coverage:	-	33%
Minimum Setbacks		

**RA20005**

Front:	20 feet	25 feet
Rear:	20 feet	30 feet
Side:	15 feet	5 feet

The property includes two cabins, one +/- 1000 sq. ft., and the other +/- 1700 sq. ft., both of which are in compliance with the R1 zoning. A BCLS will confirm adequate space for building envelopes for both cabins on the proposed lots, as per Section 111.2.

Three restrictive covenants affect this property. The 1982 Covenant, L4302, Section 1 restricts the uses on the subject property to the allowable uses in the Vacation Home (RVH) District. The 1986 Covenant, R73038, amends L4302, Section 1 to exempt the subject property from the restricted uses. Restrictive Covenant FB232147 further modifies L4302 by exempting Lot 64 from the exemptions in R73038, but does not directly affect the subject property, Lot 63. The current covenants on title allow for commercial uses. As part of the rezoning, staff recommend removal or amendment of the covenants to reflect the applicants' desire to use the subject property for seasonal vacation home use.

In 1986 the subject property was rezoned to R1 from C6 and the interior lot line was cancelled to accommodate the construction of a sport fishing lodge. Subsequent construction includes a 2008 construction of a seasonal dwelling and deck addition to the lodge, and a 2010 construction of shed. Each of these structures was placed on the previous lots respectively; however, none of these building permits have been finalized. In effect, this rezoning would allow for subdivision and revert the property back to its 1986 uses.

The remainder of the 60+ lots in Haggard Cove are zoned Single Family Residential (R1) District. Each of the lots has a covenant registered on title restricting use to seasonal dwellings. This zoning amendment would be consistent with the existing uses in the rest of the development.

***The proposal requires a rezoning of the subject property from Tourist Commercial (C6) District to Single Family Residential (R1) District to facilitate a two lot subdivision consisting of two +/- 0.2 ac lots.***

#### **Comments:**

The subject property was rezoned in 1986 from Single Family Residential (R1) District to Commercial (C6) District to accommodate the cancellation of the interior lot line and the development of an 8 person fishing lodge on the east side of the lot. Three subsequent Building Permits were applied for: BF08-05 for a seasonal dwelling on the west side of the lot, BF08-06 to replace the deck on the fishing lodge, and BF10-02 to construct a shed behind the fishing lodge on the east side of the lot.

Survey confirmation will confirm that there is both adequate fire separation between the existing

#### **RA20005**

seasonal dwellings and that there is sufficient space for subdivision to meet the Single Family Residential (R1) District setback requirements. A Development Variance may be required if there is not sufficient space between the two buildings to meet the requirements in the R1 zone.

The seasonal dwellings are located within the Haggard Cove Strata Corporation. The ACRD will require documentation confirming that the communal water and sewer systems are capable of servicing the dwellings.

The registered owners have an undivided 50/100 interest on the fee simple property. Following subdivision they intend to split the properties between the respective owners, Amedeo Cortese and Joyce Pool to be used as recreational properties.

Under normal circumstances planning staff would not be supportive of rezoning to support the subdivision of lots this size in a remote area. However, in this circumstance the owners have proposed downzoning from a more intensive commercial use to a less intensive residential use. Further, lot sizes of the proposed future subdivision are the same as the pre-existing lots and the surrounding residential lots.

Planning staff are supportive of the application, provided that the listed recommendations are met, and recommend that the Board proceed with first reading of the associated bylaw and delegate the public hearing to the area director or alternate director.

Submitted by:




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Sarah Holden  
Junior Planner

Reviewed by:




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Alex Dyer, MCIP, RPP  
Planner

Reviewed by:




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Mike Irg, MCIP, RPP  
General Manager of Planning and Development

Approved by:




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Douglas Holmes, BBA, CPA, CA  
Chief Administrative Officer

**RA20005**

**STRATA PLAN OF EXPLANATORY  
 PLAN OF CONSOLIDATION OF  
 STRATA LOTS 46, 47 AND 48  
 AND STRATA LOTS 49 AND 50, D.L. 1630  
 CLAYOQUOT DISTRICT  
 STRATA PLAN 1238**

PURSUANT TO SEC. 59 OF THE CONDOMINIUM ACT.

R73036  
 JAB STRATA PLAN **1238**

DEPOSITED AND REGISTERED IN THE LAND  
 TITLE OFFICE AT VICTORIA, B.C.  
 THIS 30 DAY OF September 1986

*M. [Signature]*  
 DEPUTY REGISTRAR

SCALE: 1 : 2500  
  
 ALL DISTANCES ARE IN METRES.

MAILING ADDRESS  
 GENERAL DELIVERY,  
 KILDONAN, B.C.

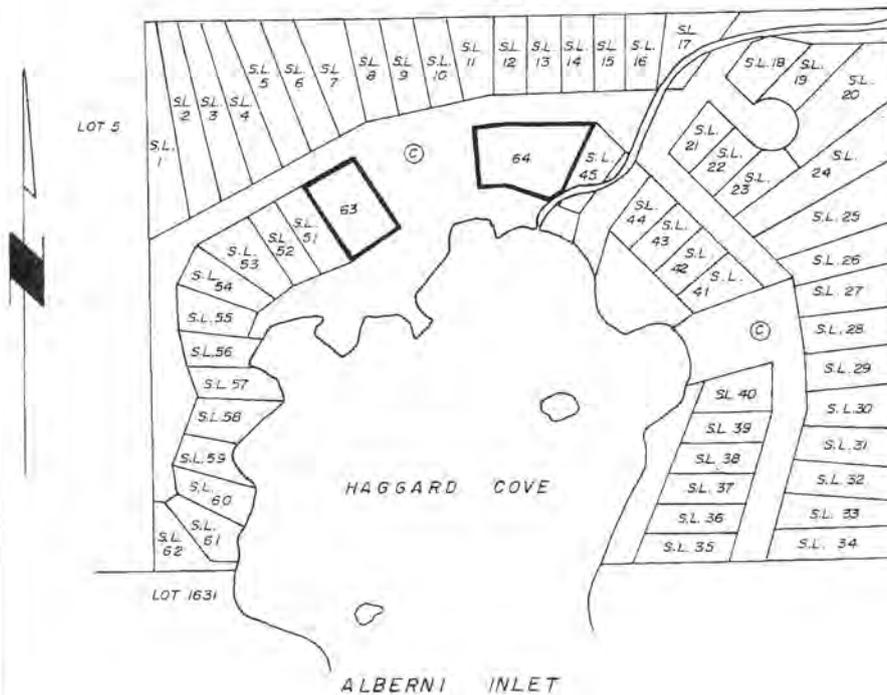
**LEGEND.**

BEARINGS ARE ASTRONOMIC DERIVED FROM STRATA PLAN 1238  
 m<sup>2</sup> DENOTES SQUARE METRES  
 (C) DENOTES COMMON PROPERTY.

*Amended pursuant to  
 Section 259, Strata Property  
 Act, this 4<sup>th</sup> day of  
 December, 2008  
 See Amended Sheet 1*

**KEY PLAN**

CLAYOQUOT DISTRICT  
 LOT 5



THE ADDRESS FOR SERVICE OF DOCUMENTS  
 ON THE STRATA CORPORATION IS  
 THE OWNERS, STRATA PLAN 1238  
 5163, ARGYLE STREET,  
 PORT ALBERNI, B.C.  
 V9Y 1V3

CERTIFIED CORRECT ACCORDING TO  
 LAND TITLE OFFICE RECORDS  
 DATED THIS 27<sup>th</sup> DAY OF MARCH 1986

*[Signature]*  
 B.C.L.S.

DYCK AND ASSOCIATES,  
 110-6245, 135<sup>th</sup> STREET,  
 SURREY, B.C. V3W 5E3  
 594-7527

THIS PLAN LIES WITHIN THE ALBERNI CLAYOQUOT REGIONAL DISTRICT  
 AND ALBERNI ASSESSMENT DISTRICT

FILE: 61-332

VIS

FIRST SHEET, SHEET 1 OF 9 SHEETS

**BARE LAND STRATA PLAN  
OF LOT 'A', D. L. 1630  
CLAYOQUOT DISTRICT  
PLAN 38798**

STRATA PLAN. 1238

**LEGEND.**

- ALL DISTANCES ARE IN METRES.
- BEARINGS ARE ASTRONOMIC DERIVED FROM STELLAR OBSERVATION.
- m<sup>2</sup> DENOTES SQUARE METRES.
- (C) DENOTES COMMON PROPERTY.

L81083

del

For resubdivision of Strata  
Lots 46-47-48-49 & 50  
See amended sheets 1, 2 & 3  
deposited and registered  
this 30 day of September 1986

DEPOSITED AND REGISTERED IN THE TITLES  
OFFICE AT VICTORIA - B.C.  
THIS 30 DAY OF Feb - 1983

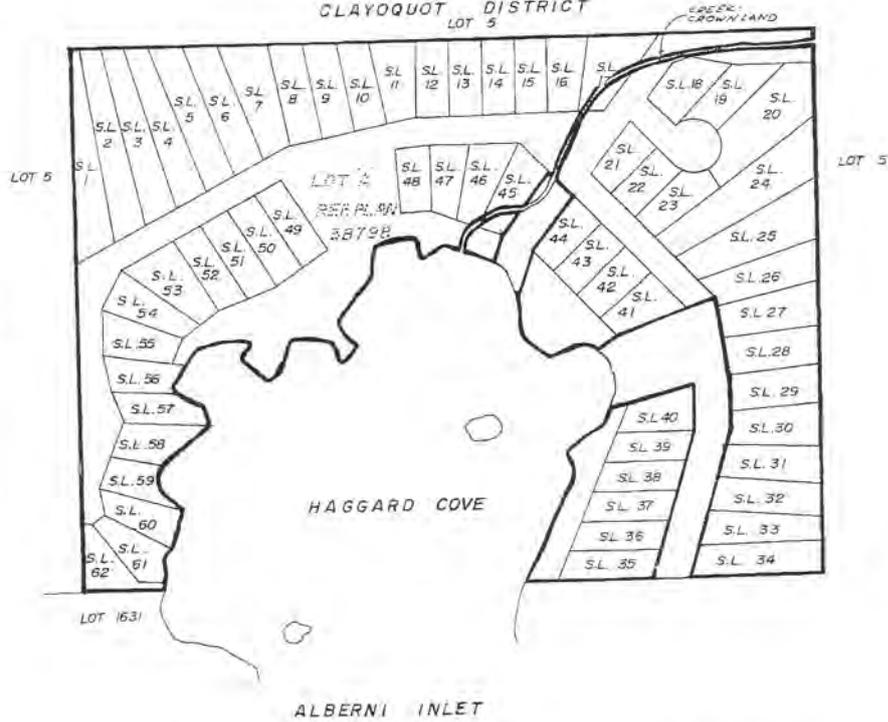
Deputy David J. Dyck  
REGISTRAR

**KEY PLAN**

SCALE : - 1 - 2500



CLAYOQUOT DISTRICT  
LOT 3



THIS PLAN NEED NOT COMPLY WITH SECTION 75 (1) (b)  
OF THE LAND TITLE ACT  
DATED THIS 30 DAY OF Feb 1983

David A. Row  
MINISTER OF TRANSPORTATION AND HIGHWAYS

MAILING ADDRESS:  
GENERAL DELIVERY,  
MILDONAN, B.C.

I D. J. DYCK A BRITISH COLUMBIA LAND SURVEYOR  
OF LANGLEY IN BRITISH COLUMBIA CERTIFY THAT  
I WAS PRESENT AT AND PERSONALLY SUPERINTENDED  
THE SURVEY REPRESENTED BY THIS PLAN AND THAT  
THE SURVEY AND PLAN ARE CORRECT. THE SURVEY  
WAS COMPLETED ON THE 24th DAY OF SEPTEMBER 1982

D. Dyck  
THIS PLAN LIES WITHIN THE ALBERNI B.C.L.S.  
CLAYOQUOT REGIONAL DISTRICT AND ALBERNI ASSESSMENT DISTRICT

REINSPECTED THIS 27th  
DAY OF JANUARY, 1983.  
D. Dyck B.C.L.S.

THE ADDRESS FOR SERVICE OF DOCUMENTS  
ON THE STRATA CORPORATION IS -  
THE OWNERS STRATA PLAN 1238  
5169 ARGYLE STREET,  
PORT ALBERNI, B.C.  
V5Y 1V3

DYCK AND ASSOCIATES,  
110-6243, 136 STREET,  
SURREY, B.C. V3W 2E3  
594-7527

FILE : 81 - 332

Haggards Cove  
Strata Corporation 1238  
PO Box 1125  
Port Alberni B.C.  
V9Y 7L9

June 22 2020

To Whom it May Concern

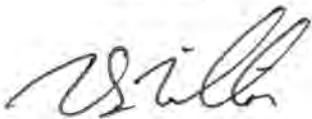
This is to advise that during our Annual General meeting of 2018 a motion was put forward by Gary Pool asking for strata owners to support the changing of Lot #63 zoned commercial to be reverted back to Residential Zoning and that the lot be subdivided into two separate lots .The lots were revert back to lots #49 and #50 as in original development plan.

The motion was supported and passed unanimously by all owners.

I have attached a copy of the notification in the AGM published minutes.

I understand there is a large backlog of rezoning applications and if it assists with eliminating the backlog, the owners of the Strata would support the Regional District should it decide it is not necessary to hold a public hearing with regards to the rezoning application.

Yours truly



Mike WILTON  
President  
Haggards Cove Strata

250-710-8681

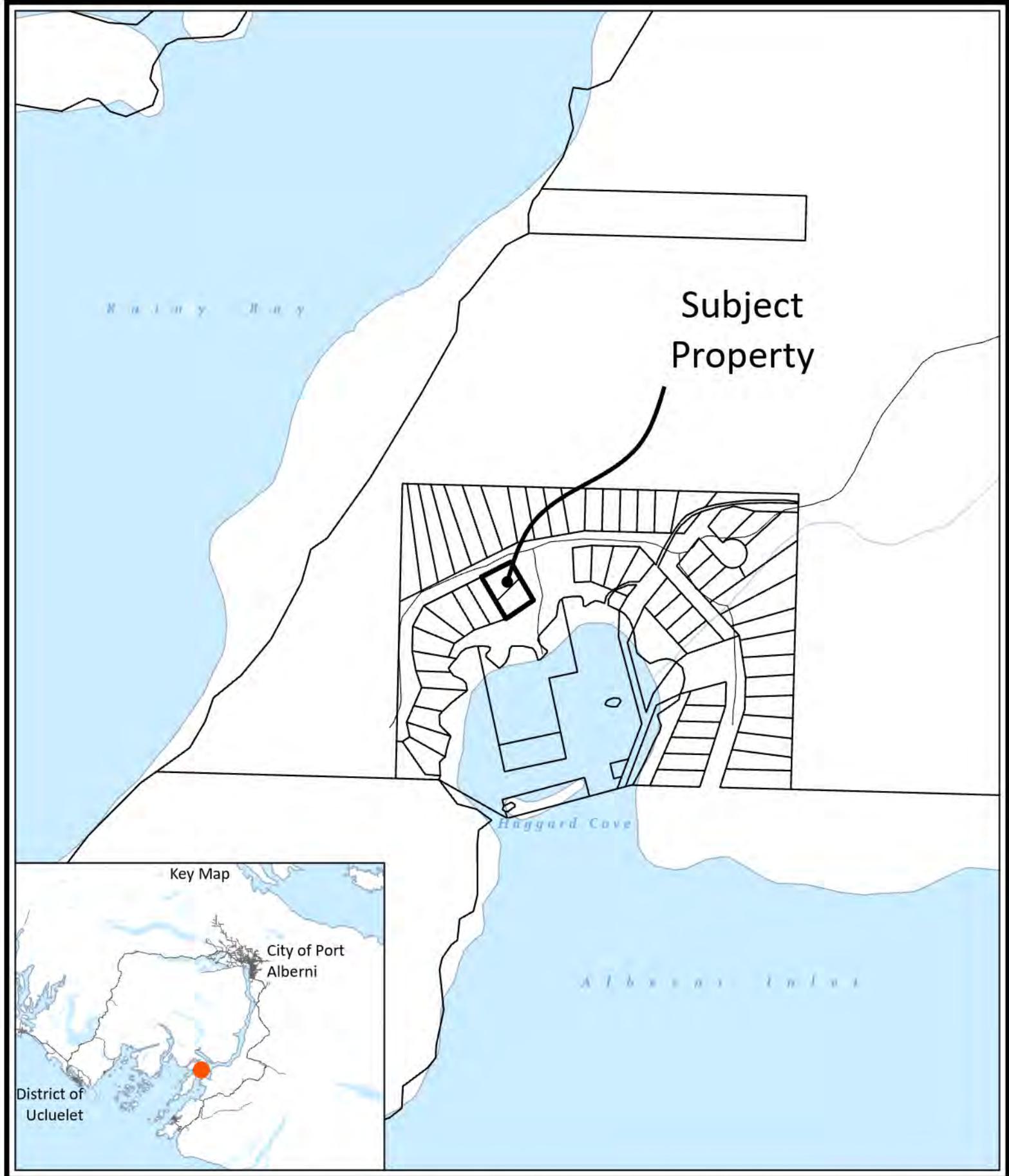
5. **Financial Statements**

Moved, seconded and carried to adopt the financial statements as presented

6. **Unfinished Business**

- 1) Review of rules  
Owners were reminded that the helicopter landing area is to be kept open for emergency purposes. Keys must be left in any vehicle near the area. Council will look at potentially marking the area off with logs for further clarification.
- 2) Caretaking  
Owners were called upon to submit caretaking availability. Discussed the purpose and responsibilities of the caretaker. List of duties will be sent out with minutes of meeting.
- 3) Water boiling order  
The standing order to boil water was re-emphasized.
- 4) Email group, owners list  
Owners were asked to identify any errors or omissions on the owners list and email list. Gary Wilton volunteered to update the email group as it does not include all owners.
- 5) Depreciation report  
Eli Horton reminded owners of the purpose and requirements of depreciation reports. It was moved, seconded, and carried by a unanimous vote to defer completion of a depreciation report.
- 6) Propane service  
The cove has switched back to Superior Propane. It was noted that Superior Propane has provided different price quotes for different owners. This is believed to be an error and council will follow up with Superior Propane as all owners should be paying the same price. The strata will pay for the Mars Rustler to deliver the propane and this amount will then be invoiced to the owners pro-rata based on volume received. It is expected that there will be a propane delivery once a year and owners will be notified by email prior to the next delivery.
- 7) Request to restore lot line  
Lot 63 was previously two lots (49,50). The owners of lot 63 submitted a request to restore the lot line and revert back to two lots along with removing the commercial zoning. It was moved, seconded, and carried to approve having the lot line restored and the commercial zoning removed.





Subject  
Property

Malina Bay

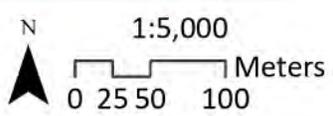
Huggard Cove

Alberni Inlet

Key Map

City of Port  
Alberni

District of  
Ucluelet



Legal Description: STRATA LOT 63 DISTRICT LOT 1630 CLAYOQUOT DISTRICT STRATA PLAN 1238 TOGETHER WITH AN INTEREST IN THE COMMON PROPERTY IN PROPORTION TO THE UNIT ENTITLEMENT OF THE STRATA LOT AS SHOWN ON FORM 1

**REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT**

**BYLAW NO. P1410**

**OFFICIAL ZONING ATLAS AMENDMENT NO. 726**

A bylaw of the Regional District of Alberni-Clayoquot to amend Bylaw No. 15, being the “Regional District of Alberni-Clayoquot Zoning By-law No. 15, 1971”.

WHEREAS the *Local Government Act* authorizes the Regional Board to amend a zoning bylaw after a public hearing and upon the affirmative vote of the directors in accordance with Sections 464, 465, 470 and 479 of the *Local Government Act*;

AND WHEREAS an application has been made to rezone a property;

AND WHEREAS the Board of Directors of the Regional District of Alberni-Clayoquot, in open meeting assembled, enacts the following amendment to the Official Zoning Atlas of the Regional District of Alberni-Clayoquot Zoning By-law No. 15, 1971:

1. TITLE  
This bylaw may be cited as the Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw No. P1410.
2. Bylaw No. 15 of the Regional District of Alberni-Clayoquot is hereby amended by rezoning: STRATA LOT 63 DISTRICT LOT 1630 CLAYOQUOT DISTRICT STRATA PLAN 1238 TOGETHER WITH AN INTEREST IN THE COMMON PROPERTY IN PROPORTION TO THE UNIT ENTITLEMENT OF THE STRATA LOT AS SHOWN ON FORM 1 from Tourist Commercial (C6) District to Single Family Residential (R1) District as shown on Schedule ‘A’ which is attached to and forms part of this bylaw.
3. This bylaw shall come into force and take effect upon the adoption thereof.

Read a first time this    day of    ,    .  
Public hearing held this    day of    ,    .  
Read a second time this    day of    ,    .  
Read a third time this    day of    ,    .

Adopted this    day of    ,    .

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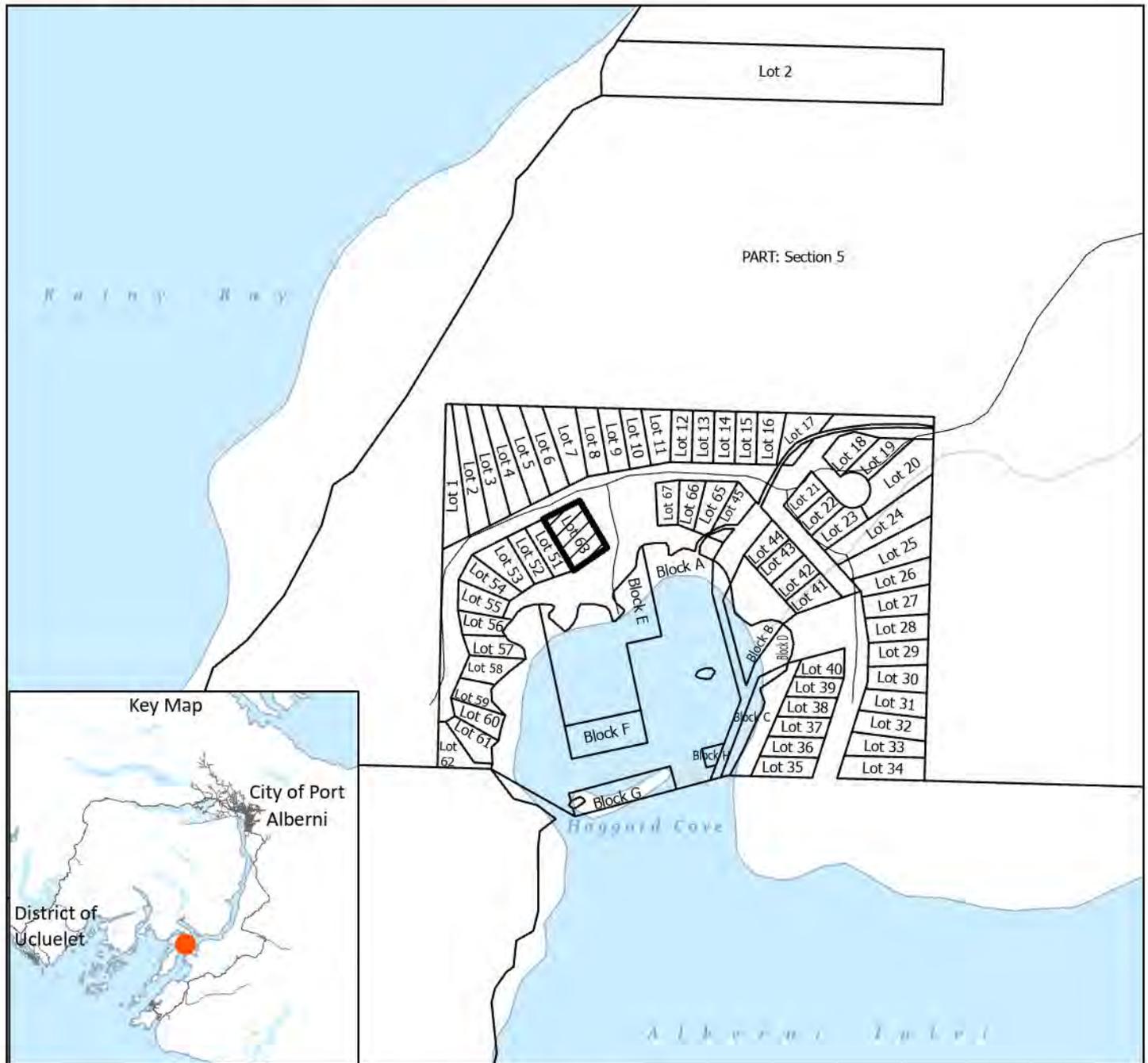
Douglas Holmes, BBA, CPA, CA  
Chief Administrative Officer

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Chair of the Regional Board

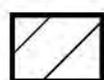
# Schedule 'A'

This schedule is attached to and forms part of  
Bylaw P1410

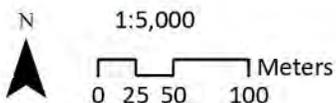


P1410 - Poole & Cortese

Legal Description: STRATA LOT 63 DISTRICT LOT 1630 CLAYOQUOT DISTRICT STRATA PLAN 1238 TOGETHER WITH AN INTEREST IN THE COMMON PROPERTY IN PROPORTION TO THE UNIT ENTITLEMENT OF THE STRATA LOT AS SHOWN ON FORM 1



Rezoning from Tourist Commercial (C6) District to Single Family Residential (R1) District





# ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3 Telephone (250) 720-2700 Fax (250) 723-1327

## MEMORANDUM

**To:** ACRD Board of Directors  
**From:** Sarah Holden, Junior Planner  
**Meeting Date:** October 14, 2020  
**Subject:** DVE20004, Faye & Maurice Zdebiak, 6572 Hills Road

**Recommendation:** *THAT the Board of Directors issue development variance permit DVE20004.*

**Summary:** At the September 9, 2020 Board meeting, the Board of Directors considered development variance permit application DVE20004 for the property located at 6572 Hills Road, legally described as LOT A DISTRICT LOT 40 ALBERNI DISTRICT PLAN EPP79583.

The Board resolved that this application proceed to the next stage of the variance process. This involved notifying all neighbouring property owners and residents within 100 meters of the property, which has been completed. No written correspondence has been received to date. If any objections or responses are received prior to the September 14, 2020 Board meeting, staff will inform the Board.

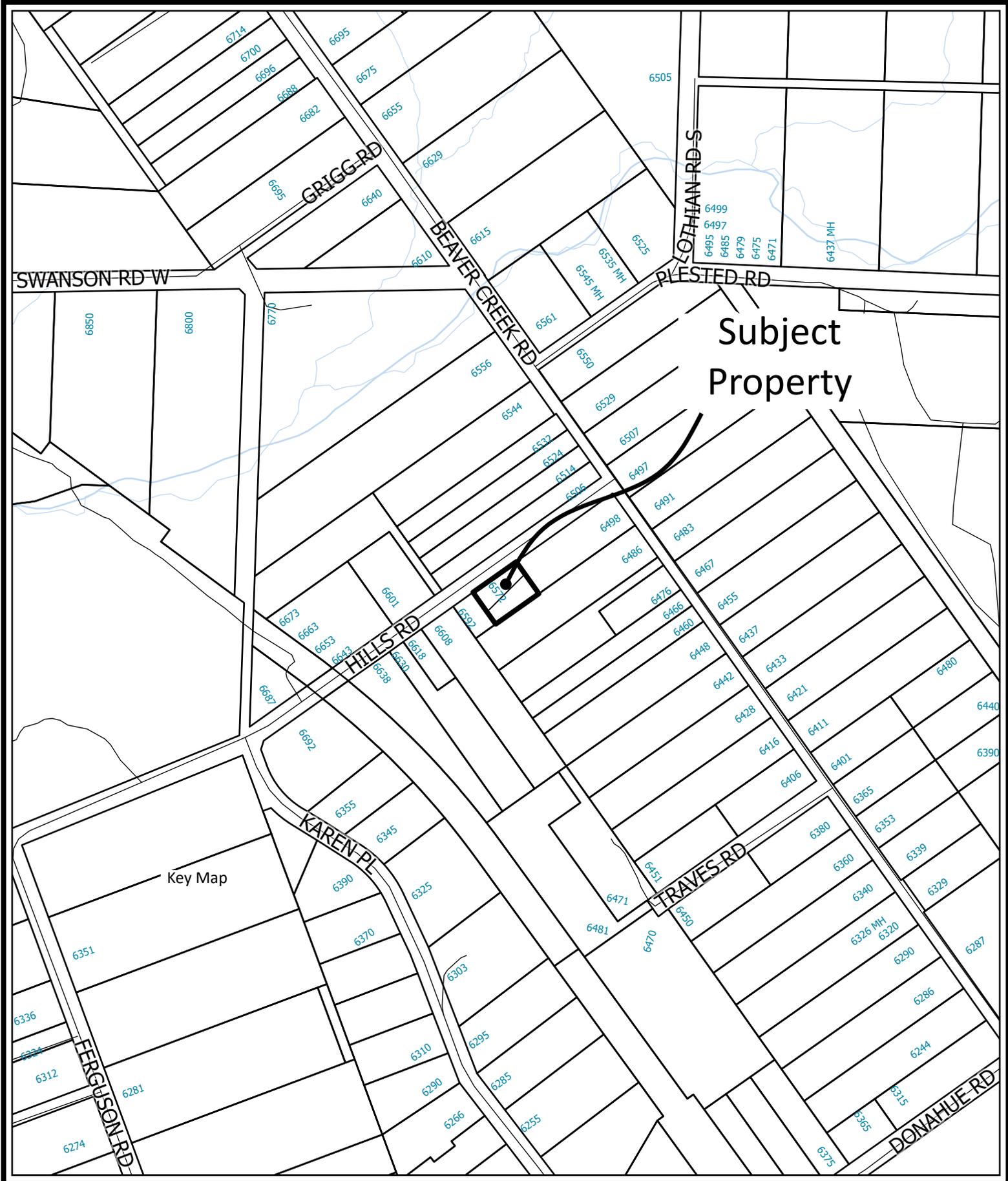
The development variance permit would reduce the required rear yard setback in the Small Holdings (A1) District from 15 feet (4.57 meters) to 6 feet (1.83 meters) to accommodate the construction of a +/- 840 square foot accessory building.

Submitted by:   
Sarah Holden, Junior Planner

Reviewed by:   
Alex Dyer, MCIP, RPP, Planner

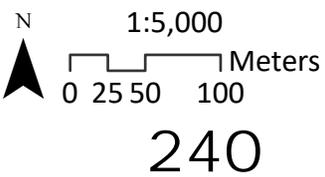
Approved by:   
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer

### DVE20004



Subject  
Property

Key Map



Legal Description: LOT A DISTRICT LOT 40 ALBERNI DISTRICT PLAN EPP79583



# ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3

Telephone (250) 720-2700 Fax (250) 723-1327

## DEVELOPMENT VARIANCE PERMIT NO. DVE20004

Whereas, pursuant to Section 498 of the *Local Government Act*, a local government may by resolution, on application of a property owner, vary the provisions of a bylaw under Division 5 of Part 14 of the *Local Government Act*;

A Development Variance Permit is hereby issued to:

**Name:** Faye & Maurice Zdebiak  
**Address:** 6572 Hills Road, Port Alberni

With respect to:

**Legal Description:** LOT A DISTRICT LOT 40 ALBERNI DISTRICT PLAN EPP79583

**PID:** 030-558-123

The provisions of the Regional District of Alberni-Clayoquot Bylaw No. 15 are hereby varied as follows:

- i. Development variance of Section 6.5(2)(C)(ii) – Supplementary Regulations of the ACRD Zoning Bylaw to reduce the required rear lot line setback for an accessory building in the Small Holdings (A1) District from 15 feet (4.57 meters) to 6 feet (1.83 meters).

In accordance with the provision of Section 498 of the *Local Government Act*, approval of this permit was given by resolution of the Board of the Regional District of Alberni-Clayoquot on \_\_\_\_\_, 2020.

This permit was issued under the seal of the Regional District of Alberni-Clayoquot on \_\_\_\_\_, 2020.

\_\_\_\_\_  
Douglas Holmes, BBA, CPA, CA  
Chief Administrative Officer

\_\_\_\_\_  
Chair of the Board of Directors

### DVE20004



As part of conducting the hearings electronically, staff have also been livestreaming public hearings on the ACRD website allowing the public to observe the hearing but not allowing participation unless they connect via Zoom. Due to technical difficulties, the livestreaming feature did not function during this public hearing.

The option to livestream public hearings is not contemplated in ACRD Development Procedures Bylaw P1403 or by the direction provided by the Board in June. The Regional District is also not required by Provincial legislation to livestream public hearings. A video of the public hearing was recorded through Zoom and a link to the video recording will be made available on the ACRD website. Recognizing that the Regional District had published the details for public participation in the hearing and that no members of the public connected into the public hearing via Zoom, planning staff are recommending that the Board proceed with second and third readings of the zoning amendment bylaw.

Prepared by:   
 Alex Dyer, MCIP, RPP, Planner

Reviewed by:   
 Mike Irg, MCIP, RPP, General Manager of Planning & Development

Approved by:   
 Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer

## RF19008



# REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT

## PUBLIC HEARING MINUTES

### October 5, 2020 – ELECTORAL AREA 'F'

Minutes of a Public Hearing held electronically using Zoom, on Monday, October 5, 2020 at 7:00 pm.

Present: Dianne Bodnar, Director for Electoral Area 'F' Cherry Creek  
Staff: Mike Irg, General Manager of Planning and Development, Alex Dyer, Planner, and Sarah Holden, Junior Planner  
Applicant: Ronald Crema  
Members of the Public: 0

1. The meeting was called to order at 7:04 pm. Director Bodnar recognizes the public hearing is being held within the traditional territory of the Tseshaht and Hupacasath First Nation.
2. Director Bodnar introduces herself and planning staff. She explains that the hearing is being held electronically using Zoom and is live streaming and being recorded. She then asks staff to explain Zoom features and hearing procedures.
3. The public hearing is paused from 7:08 pm to 7:30 pm while staff work through technical issues. The livestream to the ACRD YouTube channel does not activate. The public hearing is being recorded via Zoom and a copy of the video recording will be made available on the ACRD website.
4. The public hearing resumes at 7:30 pm and A. Dyer explains the use of Zoom and necessary hearing procedures, including muting and unmuting.
5. Chair Bodnar explains that the subject of the hearing is Bylaw P1400 which is necessary to facilitate a 2-lot subdivision proposal for 6088 Renton Road S. She asks that any questions about an unrelated topic be directed to staff after the hearing. She then asks staff to read out Notice of Public Hearing.
6. The notice is read by A. Dyer as follows:

What: Public Hearing for Bylaw P1400  
6088 Renton Road S – Ronald and Dianne Crema, Property Owners  
When: October 5, 2020 at 7:00 pm  
Where: Electronic and call-in public attendance only - please see below for information.

What it is about: A Public Hearing for residents and property owners within Electoral Area 'F' – Cherry Creek, will be held to consider Bylaw P1400. This bylaw is a zoning atlas amendment to rezone LOT A, DISTRICT LOT 95, ALBERNI DISTRICT, PLAN EPP24890 from Small Holdings (A1) District to Acreage Residential (RA3) District to facilitate a two (2) lot subdivision proposal.

How can I learn more: The Public Hearing will be held by the Director for Electoral Area 'F', the Alternate Director or the Chairperson of the Regional District. The Board resolution making this delegation, along with Bylaw P1400 and relevant background documents, is available for review online at [www.acrd.bc.ca/events/5-10-2020/](http://www.acrd.bc.ca/events/5-10-2020/). Planning staff are available to answer questions through email and/or by phone during normal office hours 8:00 am to 4:30 pm, Monday through Friday, excluding statutory holidays, from September 18, 2020 to October 5, 2020.



## REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT PUBLIC HEARING MINUTES October 5, 2020 – ELECTORAL AREA 'F'

How can I provide input: During the COVID-19 pandemic, providing an opportunity for public input and safeguarding public health are top priorities for the ACRD. Consider written submissions as an effective means to provide your input. Anyone who feels their interest in property will be affected by the proposed bylaw will be afforded a reasonable opportunity to be heard. Options include participating in the Public Hearing by electronic means using Zoom video conferencing or teleconferencing, and/or submitting correspondence to the ACRD.

If you wish to attend the Public Hearing electronically or by phone, full instructions to do so are available on our website at [www.acrd.bc.ca/events/5-10-2020/](http://www.acrd.bc.ca/events/5-10-2020/) or can be provided by contacting Planning staff by email at [planning@acrd.bc.ca](mailto:planning@acrd.bc.ca) or by phone at 250-720-2700. This public hearing will be recorded and livestreamed on our website. Written correspondence can be submitted to the ACRD by one of the following methods:

- Hard copy to the ACRD office drop slot or by mail to the Planning Department at the address below.
- Email sent to [planning@acrd.bc.ca](mailto:planning@acrd.bc.ca) before 4:00 pm, October 5, 2020. Email correspondence will only be considered received if receipt confirmation is provided by ACRD staff.
- Fax sent to 250-723-1327 before 4:00 pm, October 5, 2020. Fax correspondence will only be considered received if receipt confirmation is provided by ACRD staff.

All correspondence must be received by the ACRD no earlier than 8:00 am on September 18, 2020 and no later than 4:00 pm on October 5, 2020. Correspondence submitted and/or received outside of these parameters will not be included in the Public Hearing.

Who do I contact if I have questions:

Planning Department, Regional District of Alberni-Clayoquot

7. Director Bodnar explains the purpose of the public hearing and that minutes are being taken. She then asks the applicant to explain their proposal.
8. Ron Crema explains that the property is over 2 ac located off South Renton Road. They intend to rezone the property in order to subdivide the parcel into 2 lots, build their family home on the back lot, and sell the lot fronting on South Renton Road.
9. Chair Bodnar asks staff if they have anything to add.
10. A. Dyer discusses the referral responses, attached as Appendix 'A'. He explained that the applicant has received a supportive report from a Registered On-site Wastewater Practitioner and that the rezoning complies with the Cherry Creek OCP. He further explains that all documents are available on the ACRD website and the report will be included with the public hearing minutes. The wastewater report is attached as Appendix 'B'.
11. R. Crema asks if a second public hearing may be required?
12. A. Dyer explains that one public hearing is typical for the rezoning process. The ACRD Board has the option of delegating a second public hearing if they desire. He further explains that staff will review the public hearing process and follow up with the applicant.
13. Director Bodnar asks if anyone has more to add. No one has additional comments.



**REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT**  
**PUBLIC HEARING MINUTES**  
October 5, 2020 – ELECTORAL AREA 'F'

14. Director Bodnar explains that no new information can be received by members of the Board of Directors between the end of the hearing and the Board meeting scheduled for October 14<sup>th</sup>, 2020. If any Board member does so, the hearing would be invalidated and would have to be held again.
15. Director Bodnar calls three times for further representations. Hearing none, the hearing is terminated at 7:36 pm.

Certified Correct:

\_\_\_\_\_  
Dianne Bodnar, Director for Electoral Area 'F' – Cherry Creek

Minutes Prepared by:

\_\_\_\_\_  
Sarah Holden, Junior Planner



**ALBERNI-CLAYOQUOT  
REGIONAL DISTRICT**

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3 Telephone (250) 720-2700 Fax (250) 723-1327

**BYLAW RESPONSE SUMMARY**

**BYLAW NO.: P1400      ACRD FILE NO.: RF19008**

**APPLICANT NAME: Ronald & Dianne Crema**

**ACRD CONTACT: Sarah Holden, Jr Planner**

**Date of Referral: November 20, 2019**

Approval Recommended for Reasons  
Outlined Below

Interests Unaffected by Bylaws

Approval Recommended Subject to  
Conditions Below

Approval NOT Recommended Due to  
Reasons Outlined Below

\* Application for new water connection will be required to be submitted to Cherry Creek Waterworks District.

Agency (please print): Cherry Creek Waterworks District  
Name (please print): Vivian Fewer Title: Operations Manager  
Signature: [Signature] Date: September 3, 2020



## Hupacasath First Nation Natural Resource Department

Ph. (250) 724-4041  
Fx. (250) 724-1232  
brandy@hupacasath.ca  
[www.hupacasath.ca](http://www.hupacasath.ca)

5500 Ahahswinis Dr.  
P.O. Box 211  
Port Alberni, BC V9Y 7M7

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Alberni-Clayoquot  
Regional District  
3008 Fifth Avenue  
Port Alberni BC V9Y 2E3

September 16, 2020

Dear Sarah

**RE:** Bylaw #P1400 ACRD # RF19008 Rezoning

The Hupacasath First Nation has now completed a comprehensive review of your referral for Bylaw #P1400 ACRD # RF19008 Rezoning. The proposed development in your referral was reviewed to assess potential effects on aboriginal rights and title. The review took into consideration Hupacasath's Land Use Plan, traditional use and cultural heritage resource information, previous archaeological work, comments from Hupacasath community members, local knowledge, current use, and specifics about the site location.

Based on the nature and scope of the proposed development outlined in the referral, Hupacasath do not have any known concerns that need to be addressed. However, in the event that the nature and scope of the proposed development changes additional review and consultation will be required. Or, if previously unidentified cultural heritage resources are found during development, our office should be contacted immediately.

Thank you for your attention to these comments.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Brandy Lauder'.

Brandy Lauder  
Natural Resource Manager  
Hupacasath First Nation



**ALBERNI-CLAYOQUOT  
REGIONAL DISTRICT**

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3

Telephone (250) 720-2700 Fax (250) 723-1327

**BYLAW RESPONSE SUMMARY**

**BYLAW NO.: P1400      ACRD FILE NO.: RF19008**

**APPLICANT NAME: Ronald & Dianne Crema**

**ACRD CONTACT: Sarah Holden, Jr Planner**

**Date of Referral: November 20, 2019**

Approval Recommended for Reasons  
Outlined Below

Interests Unaffected by Bylaws

Approval Recommended Subject to  
Conditions Below

Approval NOT Recommended Due to  
Reasons Outlined Below

Subject to applicant providing Island Health with a "Record of Sewerage System" for legal lot described as Lot A, Plan EPP24890, District Lot 95, Alberni Land District, a copy of which will be provided to the Alberni-Clayoquot Regional District.

Agency (please print): Alberni-Clayoquot Regional District

Name (please print): Luc Stefani

Title: Building Inspector

Signature: \_\_\_\_\_

Date: December 4th, 2019



**ALBERNI-CLAYOQUOT  
REGIONAL DISTRICT**

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3

Telephone (250) 720-2700 Fax (250) 723-1327

**BYLAW RESPONSE SUMMARY**

**BYLAW NO.: P1400      ACRD FILE NO.: RF19008**

**APPLICANT NAME: Ronald & Dianne Crema**

**ACRD CONTACT: Sarah Holden, Jr Planner**

**Date of Referral: November 20, 2019**

Approval Recommended for Reasons  
Outlined Below

Interests Unaffected by Bylaws

Approval Recommended Subject to  
Conditions Below

Approval NOT Recommended Due to  
Reasons Outlined Below

Agency (please print):

Cherry Creek Fire Department

Name (please print):

Lucas Banton

Title:

Fire Chief

Signature:

Lucas Banton

Date:

3 Dec 2019



**ALBERNI-CLAYOQUOT  
REGIONAL DISTRICT**

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3

Telephone (250) 720-2700 Fax (250) 723-1327

**BYLAW RESPONSE SUMMARY**

**BYLAW NO.: P1400      ACRD FILE NO.: RF19008**

**APPLICANT NAME: Ronald & Dianne Crema**

**ACRD CONTACT: Sarah Holden, Jr Planner**

**Date of Referral: November 20, 2019**

Approval Recommended for Reasons  
Outlined Below

Interests Unaffected by Bylaws

Approval Recommended Subject to  
Conditions Below

Approval NOT Recommended Due to  
Reasons Outlined Below

Island Health will have an opportunity to review the subdivision application through the referral process with the Ministry of Transportation and Infrastructure to ensure the proposal meets the intent of Island Health's Subdivision Standards.

The purpose of the Island Health Subdivision Standards is to ensure that new lots created will support a primary and reserve sewerage system. The intent is to provide a viable long-term solution for onsite wastewater, thereby eliminating the need for costly extension of municipal sewer systems. These standards are designed to address concerns of detrimental cumulative impact associated with increased density using onsite sewerage systems. The intent is to prolong the expected life of sewerage systems and safeguard the environment and public health.

While a Registered Onsite Wastewater Practitioner is able to evaluate the ability of the soils to support an onsite sewerage system, the Sewerage System Standard Practice Manual specifically states that the manual is not intended to address the potential cumulative impacts of discharge from multiple sewerage systems within a given area.

Agency (please print): Island Health

Name (please print): Stephanie Bruvall

Title: Environmental Health Officer

Signature:

Date: Dec. 2/19



**ALBERNI-CLAYOQUOT  
REGIONAL DISTRICT**

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3

Telephone (250) 720-2700 Fax (250) 723-1327

**BYLAW RESPONSE SUMMARY**

**BYLAW NO.: P1400      ACRD FILE NO.: RF19008**

**APPLICANT NAME: Ronald & Dianne Crema**

**ACRD CONTACT: Sarah Holden, Jr Planner**

**Date of Referral: November 20, 2019**

Approval Recommended for Reasons  
Outlined Below

Interests Unaffected by Bylaws

Approval Recommended Subject to  
Conditions Below

Approval NOT Recommended Due to  
Reasons Outlined Below

MoTI has no objection to this application. This approval should not be construed as subdivision approval, for which separate application must be made to MoTI.

Agency (please print): Ministry of Transportation and Infrastructure

Name (please print): Tim Hendy Title: Development Officer

Signature: \_\_\_\_\_ Date: 4 Sept 2020



**ALBERNI-CLAYOQUOT  
REGIONAL DISTRICT**

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3

Telephone (250) 720-2700 Fax (250) 723-1327

**BYLAW RESPONSE SUMMARY**

**BYLAW NO.: P1400      ACRD FILE NO.: RF19008**

**APPLICANT NAME: Ronald & Dianne Crema**

**ACRD CONTACT: Sarah Holden, Jr Planner**

**Date of Referral: November 20, 2019**

Approval Recommended for Reasons  
Outlined Below

Interests Unaffected by Bylaws

Approval Recommended Subject to  
Conditions Below

Approval NOT Recommended Due to  
Reasons Outlined Below

Agency (please print): School District 70 (Pacific Rim)

Name (please print): Lindsay Cheetham

Title: Secretary-Treasurer

Signature: *Lindsay Cheetham*

Date: 3Sep2020



Ronald and Dianne Crema  
 6088 Renton Road South  
 Port Alberni V9Y 8R8

**Re: Assessment of Proposed Subdivision Lot Suitability for Sewage Disposal**

Civic Address: 6066 Renton Road , Port Alberni, BC  
 Legal Description: Lot A, DL 95, ALBERNI DISTRICT, PLAN EPP24890

**1.0 Introduction**

For the sewage system feasibility noted above, this report carries out an assessment of sewage system for the subject lot. This includes both vertical separation and horizontal setback distances, and other system requirements relative to the BC Standard Practice Manual (SPM) Version 3. As a qualified Authorized Person, I have reviewed these requirements based on project-specific and site-specific analysis.

**1.1 Background and Context**

I understand you are proposing to create a new lot with a remainder lot by subdividing Lot A, DL 95, ALBERNI DISTRICT, PLAN EPP24890 at 6066 Renton Road , Port Alberni, into two parcels (see Fig 2) The current lot size is 0.89 ha / 2.2 acres and the proposed lot "B" size to be 0.60ha / 1.5 acres. The remainder lot "A" would be 0.28ha / 0.7 acres. It is necessary to evaluate the proposed new lots as part of the subdivision application to insure technically and economically viable septic systems can be installed. This is to include a statement of the existing sewage system at 6088 Renton Road South, to ensure that it is not posing a public health hazard.

Tobin Laughlin, ROWP, Rock Creek Environmental, has been retained to complete a site feasibility for an onsite sewage system with the proposed development in mind.

**Table 1: Property and Project Summary**

**PROPERTY SUMMARY**

Landowner: Ronald and Dianne Crema  
 Location: Map: See Figure 1 in Appendix 3  
 Civic Address: 6066 Renton Road South, Port Alberni, BC  
 Legal Description: Lot A, DL 95, ALBERNI DISTRICT, PLAN EPP24890  
 PID: 028-976-631

CONTACTS	Name & Affiliation	Address	Phone
ROWP Consultant	Tobin Laughlin	Comox	250-897-1661

**Proposed LOT A (Remainder)**

SITE SERVICES	Existing	Planned
Land Use:		Same
Structures:	Single Family dwelling	Same
Water Supply:	Cherry Creek Improvement District	

SEWAGE	Existing Sewage System	Existing Sewage System
Design Flows:	Unknown	
Treatment:	Septic tank, approx 2727L	
Discharge:	Gravity	
Regulation	Unknown	
Design Guides:	Unknown	

**Proposed LOT B  
 SITE SERVICES**

**Proposed Planned**

Land Use:  
 Structures:  
 Water Supply: Cherry Creek Improvement District

**SEWAGE**

**Proposed Sewage System**

Design Flows:	1312 Lpd – estimated peak day flow rate
Treatment:	Septic tank, 4546L filter, 2727L Pump chamber
Discharge:	Pressure – yet to be confirmed
Regulation	BC Sewerage System Regulation
Design Guides:	BC Standard Practice Manual, Version 3

**SUMMARY OF PROJECT & OBJECTIVES**

**1.2 Objectives**

The purpose of my site reconnaissance and analysis was to advise of the feasibility of an onsite sewage system on this property. The specific objectives of this review were as follows:

**Project Summary**

The purpose of my site reconnaissance and report is to advise of the feasibility of an onsite sewage system on this property, for a three bedroom dwelling with detached shop and one bedroom. The specific objectives of this report are as follows:

- 1) Advise on the probability of a health hazard resulting from setback distances.
- 2) Advise on minimum allowable Vertical and Horizontal Separation, for this particular project and site.
- 3) Determine suitable areas for onsite sewage effluent disposal.
- 4) Provide the rationale that supports the approved setback distances.
- 5) Provide recommendations for the most appropriate disposal system.
- 6) Determine either the proposed or the maximum effluent flows that can be disposed of on-site and therefore the size of home that can be constructed.
- 7) Provide a preliminary estimate of the cost of the sewage disposal system. Specify design, operation, and maintenance.

**1.3 Limitations and Responsibilities**

This report is intended to provide feasible design parameters relative to the BC Standard Practice Manual (SPM), Version 3, based on the review of the site. Mr. Tobin Laughlin, ROWP, is an the Authorized Person under the BC Sewerage System Regulation and, as such, is responsible for the site evaluation report, any design drawings, specifications, registration (filing), and field reviews of the installation. This letter is subject to the attached Statement of General Conditions (Appendix 1).

**2.0 Soil Testing**

Soils were reviewed on June 4th, 2020 by Tobin Laughlin of Rock Creek Environmental. I reviewed 6 test pits on the same date within the typical wet season monitoring periods and conditions. Groundwater conditions were observed on the same date after moderate rainfall.

Six 70cm to 1.1m deep test pits were dug on site (see Fig 2). Soil characteristics have been confirmed to be a few inches of topsoil and forest litter over a shallow layer of brown sandy loam / loam varying from 20 cm to 80cm deep over compacted silty/ clay and till of low permeability.

**2.1. Summary of Site Evaluation**

On June 4<sup>th</sup>, 2020 Mr. Laughlin tested evaluated site and soil conditions. Following site visits were included for well locations. The following table is a summary of the site evaluation.

**Table 3: Site Evaluation Summary**

Land Slope:	10%	average.
# of soil test sites:	6	
<b>Typical soil at infiltration surface where Tested</b>		
Texture:	Sandy Loam / Loam	
Structure:	Single-grain moderate grade slight graininess	
Consistence:	Firm	
<b>Typical soil profile</b>		
A:	Brown Sandy loam SG-0 to GR-2, loose.	
B:	Olive Gray silt loam, M, firm.	
C:	Silt, heavy seepage	
<b>Typical depths in the selected dispersal area</b>		
Roots:	65cm- 70cm	
Mottling:	few distinct mottles at 0.70cm	
Seasonal Water Table:	>0.70cm	
Reference:	WL measured by TL	
<b>Soil Permeability</b>		
# of CHBP:	6	constant head borehole permeameter
<b>Shallow Soils</b>		
Measured K(fs):	mm/d median value, shallow soil depth of 20 to 30 cm	
-or, in mm/d	>460mm/d design value based on median	
<b>Deeper Soils</b>		
Measured k(fs):	310mm/d	median value, soil depth of 45 to 50cm
<b>Interpretation</b>		
FRH:	>75cm Flow Restrictive Horizon	
SHWT:	>70m Seasonal High Water Table	

## 2.2 Soil Permeability

Permeability tests were conducted within the locations shown near proposed areas for future disposal fields on Lots A(remainder) & lot B (see Fig 2). The permeabilities KFS ranged between 260mm/day-420mm/day amongst the areas tested within the the proposed area.

# of CHBP tests: 4 Constant head borehole permeameter

### SHALLOW SOILS

Measured K(fs): cm/d median value, shallow soil depth of 20 to 30 cm.

-or,inmm/d: 310 mm/d Design value based on median

## 2.3 Groundwater

Seasonal High Water Table (SHWT) conditions are concern with in the Cherry Creek area and with the area wet from recent rainfall. The site has vary drainage areas and most drainage had reasonable amounts of running or standing water. The site soils and test pits did indicate signs of a SHWT, however, there was no indication that the SHWT was beyond what a properly designed sewage system could not meet the SPM. The soil and ground water conditions at this site are still indicative that a standard Type 1 gravity system is not appropriate for this site. However, a Type I pressure system can met the Vertical seperation required under the SPM guidelines.

## 3.0 Sewage System Selection

### 3.1 Existing System

The existing septic tank is located on the west rear side of the property and on the proposed reminding Lot A. This tank collects the sewage from the existing dwelling located on the upper slope east on the lot. The dispersal field for is located behind the existing dwelling. The dispersal field will continue to service the existing dwelling as it is functioning and is located on the remainder Lot A. No VIHA or documents could be found for the existing dwelling. There is no signs of the existing sewage system to be malfunction or creating a public health hazzard.

### 3.2 Proposed Lot System Selection

Following the Sewage System Standard Practice Manual Version 3, the options for an onsite wastewater system at a location with high groundwater conditions that do not meet the SPM vertical separation standards are sand mound, raised bed and/or package systems, see Fig 4. The preferred alternative is to establish the feasibility of a Type 1 pressure distribution system with timed or micro dosing to a raised bed or sand mound. This system is relatively simple, has a low level of treatment and is easy to maintain. The main additional expense for this system over a standard Type 1 gravity or pressure system is the sand fill and timed dosing. A sand mound system requires a minimum of 10" (25 cm) of Vertical Separation (VS) to groundwater. A site drainage system is recommended to achieve as much vertical separation as possible. It is noted that it will be the responsibility of the designated professional or qualified persons for the final design for construction that will determine if this is required and other systems or approaches may be used. This report only evaluates the feasibility of such a system being installed economically.

Table II-17 allows the use of a Type 1 Sand Mound System with timed dosing and pressure distribution. The vertical separation (VS) required for this system is 10" (25cm) per SPM Table II-17. The table requires a minimum of 45cm of sand media thickness and a minimum as constructed Vertical Separation 75cm. This would require the system for this site to have a minimum of 30cm of sand media and minimum 20cm of approved aggregate to meet the minimum required vertical separation (VS) as per Table II-17 and specifications in Table II-51.

### 3.3 Daily Design Flow and Septic Tank

The Subdivision Regulations allow for the development to be based on the subject properties' local zoning bylaw. A typical three bedroom home has been selected to outline a conceptual design to prove the site's feasibility to treat residential strength sewage. Thus, it is prudent to design for the allowed uses on a lot. The zoning is RA1 and allows a primary single family dwelling. As a result, using a a Daily Design Flow for a three bedroom house will be used for this report. This results in a Daily Design Flow of 1312 liters/per/day from Table II-9 of the SPM. The planned dwelling requires a minimum 3900 liter septic tank as per SPM Table II-32 and Section III-6.4. A pump chamber tank of 2600L for dosing will be required for dosing and pumping as per Table II-46 and Sec. III 6.12. Should the dwelling size change then the qualified person is to follow the required design section under the Standards they choose to follow.

### 3.4 Infiltration Area

The design of a sand mound system is completed in two stages.

The first is to insure that there is adequate length and area for initial infiltration of the Type 1 effluent into the sand mound.

The second is to insure adequate area and length to infiltrate the effluent from the sand mound (now considered Type II effluent due to treatment in the sand mound) into the existing ground.

- The Hydraulic Loading Rate for Type I effluent infiltrating into the required specified sand in the mound is 40 l/day/m<sup>2</sup> as per SPM Table II-24.
- The Hydraulic Loading Rate (LLR) for Type I I with a 310 KFS Range (MM/Day) or a perc rate of 15-20min/inch is 23 l/day/m) as per SPM Table II-22 & II-23.
- The Linear Loading Rate for loamy, sand at a 10% slope is 45cm l/day/m<sup>2</sup> as per SPM Table II-27. A system length of 32.5m, a sand AIS infiltration area of 40m<sup>2</sup> and a basal infiltration area of 32.5m<sup>2</sup> is required to meet these criteria for both proposed Lot B. That's suggested an area of area of 100m<sup>2</sup>
- NOTE: Reduced Sand Media Thickness can be reduced when the designer follows the design standards of Table II-17 as per the SPM.

**NOTE:** A raised pressure bed would also meet the requirements of the SPM for a sewage system at this site. A mound dispersal system has been shown as an example of what could be built, should an area located on the site require the minimum vertical separation due to SHWT.

### 3.5 Horizontal Separation:

There is adequate area to provide for primary and secondary dispersal fields and meet the following horizontal separations as per the SPM:

The absorption fields shall be located not less than:

- three metres (ten feet) from a building
- three metres (ten feet) from a parcel boundary
- three metres (ten feet) from an uphill interceptor drain
- thirty metres (100 feet) from a source of domestic water
- thirty metres (100 feet) from a permanent fresh water body

- three metres (ten feet) from a domestic water pipeline
- fifteen metres (50 feet) from any Marine water body or a breakout (ditch, natural spring or seepage)

The septic tank shall be located not less than:

- one metre (three feet) from a building
- one metre (three feet) from a parcel boundary
- Thirty metres (100 feet) from a source of domestic water three metres (ten feet) from a domestic water pipeline

#### **4.0 Site Drainage**

To achieve greater separation it is recommended that groundwater levels be controlled on the newly proposed lot by the installation of a curtain drain to intercept groundwater above the proposed location of a new system of this type. This shall be composed of a 4" perforated pipe keyed into the till and bedded in gravel running along the slope contour above the proposed drain field and then draining to 4" solid pipe for downhill runs and runs below the field to eliminate the risk of breakout to the site groundwater drainage system. The use of interceptor drains for installations of this nature is very effective since the capacity of the trench drains is much larger than the capacity for groundwater flow.

#### **Drain Pipes**

Piping that is less than 7.5m down-slope or side slope from proposed disposal area should be solid wall pipe so no potential breakout point is created. The dispersal field, interceptor drain and hard piping for site drainage should be clearly identified on the onsite wastewater disposal plan and should be considered part of the system for purposes of responsibility and maintenance.

#### **5.0 Requirement and Responsibility for Maintenance of Sewerage System**

The following is an excerpt from Section II-7 & III-7 SPM regarding the responsibilities of the owner of a sewerage treatment:

"Section 10 of the SSR\* requires that an owner of a sewerage system

- ensure that the system is maintained in accordance with the maintenance plan; and
- keeps a record of all maintenance service performed on the system;

Under the "SSR, the system must be maintained by an 'AP', so the owner commits an offence under the SSR if they maintain it without proper qualifications. The owner must also ensure that they are in compliance with all other requirements under the SSR and with local government by-laws."

#### **\*Sewerage System Regulation \*\*Authorized Professional**

Since the responsibilities for maintenance are clearly defined in the regulations for allowing a system to be installed, there are no concerns about requiring legal responsibility for maintenance of the sewerage system as a part of the subdivision process.

#### **6.0 Budget**

##### **Cost Differential**

It is expected that the initial cost for a pressure system will be approximately \$12,000.00 -15,000.00 If we allow another \$3,500.00 for the sand mound fill we have a total that is less than \$20,000.00

This may be as much as \$10,000.00 more than a simple gravity Type I system due to the extra tanks, pumps and controls and fill. However, the cost of installing small diameter pressure piping is often less expensive than large diameter gravity pipe and no excavation of trenching is required which may partially offset this additional cost.

In addition, the drainage system should be installed as part of the onsite wastewater system to further ensure both the vertical separation and the protection of ground water. It is understood that the drainage system may not be needed or may even conflict with future proposed systems if another alternative system and or location is selected for final design. It is expected that the system designer is to follow all sections of the SPM and its requirements. Upslope drainage is not a requirement of the SPM, if the required vertical separation can be met based on the system design selected. However, it is a code of good practice to install additional drainage where above grade systems are designed to ensure the protection of ground water.

## 7.0 Summary and Conclusions

1. The proposed Lot "B" and the Remainder Lot "A" have adequate area with suitable site and soil conditions for the installation of a Type 1 (pressure distribution) sewerage system as defined in the BC Sewerage System Regulations, Standard Practice Manual (SPM). This includes primary and reserve area for proposed Lot "B" and reserve area for the Remainder lot "A".
2. A sand mound system with a minimum of 30cm of C33 sand and timed/micro-dosing pressure dosing in accordance with the SPM exceeds the requirements of the Site Capability Table II-17. However, some form of a raised pressure system is necessary to meet the SPM's vertical separation standards.
3. A restrictive covenant for the dispersal area is not required for either lot.
4. Available unsaturated native mineral soil depth is 65-70cm (above estimated seasonal high water table). This does not meet the VIHA standard of (Table B). There is however adequate native soil depth to install a Type 1 sewerage system in accordance with the SPM.
5. The proposed Lot "B" area of 0.6 ha / 1.5 acre is considered adequate to construct a residence, install and provide a sufficient area for treatment of sewage. Increasing the lot size will not result in any change or improvement of area for effluent dispersal and treatment and therefore offers no additional benefit to the protection of public health or the environment.
6. Operation and maintenance of the proposed system will be simple and low cost to the homeowner.
7. If installed and maintained in accordance with the SPM, a Type 1 system (as noted above) will not cause, nor contribute to a health hazard.
8. Based on the proposed lot sizes and available area, the registration of restrictive covenants for the dispersal areas does not appear to be required.
9. In summary I conclude that the proposed lots can be effectively and safely served by an onsite wastewater system as described above.

I trust the foregoing meets your needs at this time. If you have any questions or require anything further please feel free to contact the undersigned.

Yours truly,

**ROCK CREEK ENVIRONMENTAL**



Tobin Laughlin  
BA, ROWP (BC)  
Reg. #OW0007

## Appendices

- 1) Statement of General Conditions
- 2) References and Information Retained on File / Field Notes and Tables
- 3) Figures
- 4) Homeowner Declaration



Box 3147, Courtenay, B.C. V9N 5N4  
(250) 897-1661

1-877-898-7625  
rockcreekofc@shaw.ca

Septic Systems and Treatment Plants / Service and Maintenance  
Inspections and Assessments / Permits and Design

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## **Appendix 1: Statement of General Conditions**

### **Scope of this Report**

This review report satisfies only those objectives stated in the introduction. Tobin Laughlin, Rock Creek Environmental has not conducted a Hydrogeology Study, Environmental Impact Assessment or survey.

### **Use of this Report**

This Tobin Laughlin Rock Creek Environmental (RCE) report pertains only to a specific project. If the project is modified, then our client will allow us to confirm that the report is still valid. We prepared this report only for the benefit of our Client and those agencies authorized by law to regulate our Client's activities. No others may use any part of this report without our written consent. To understand the content of this report, the reader must refer to the entire, signed report. We cannot be responsible for the consequences of anyone using only a part of the report, or referring only to a draft report. This report reflects our best judgement based on information available at the time. Any use of this report, or reliance on this report, by a third party is the responsibility of that third party. We accept no responsibility for damages, if any, suffered by a third party as a result of decisions made or actions taken based on this report.

### **Reliance on Provided Information**

RCE has relied on the accuracy and completeness of information provided by its client and by other professionals. We are not responsible for any deficiency in this document that results from a deficiency in this information.

### **Logs of Test Holes or Wells and Subsurface Interpretations**

Ground and ground water conditions always vary across a site and vary with time. Test hole and well logs show subsurface conditions only at the locations of the test hole or well. The precision with which geological reports show subsurface conditions depends on the method of excavation or drilling, the frequency and methods of sampling and testing, and the uniformity of subsurface conditions.

### **Descriptions of Geological Materials and Water Wells**

This report includes descriptions of natural geological materials, including soil, rock, and ground water. RCE based these descriptions on observations at the time of the study. Unless otherwise noted, we based the report's conclusions and recommendations on these observed conditions.

### **Changed Conditions**

Conditions encountered by others at this site may differ significantly from what we encountered, either due to natural variability of subsurface conditions, or as a result of construction activities. Our client will inform us about any such changes, and will give us an opportunity to review our recommendations. Recognizing changed soil and rock conditions, or changed well conditions, requires experience. Therefore, during construction or remediation, a qualified Person/professional should be employed to visit the site with sufficient frequency to observe whether conditions have changed significantly.

### **Risks and Liability**

We recommend that our client engage RCE to review all design drawings and constructed works that are based on our conclusions and recommendations.

### **Standard of Care**

We exercise a standard of care consistent with that level of skill and care ordinarily exercised by qualified persons/professionals currently practising under similar conditions.

## Appendix 2: Information Retained on File

In addition to the references listed above, RCE has retained the following documents on file:

- Field Notes
- Calculations and Tables II-8 to II-51

Table II- 8. Minimum Daily Design Flow (DDF) for Residences

NUMBER OF BEDROOMS	MAXIMUM FLOOR AREA (M <sup>2</sup> )	DDF LITRES/DAY
1	140	700
2	240	1,000
3	280	1,300
4	330	1,600
5	420	1,900
6	520	2,200
Additional bedroom, add		300
Additional 1m <sup>2</sup>		3

Notes:

- Use the total floor area that is living space.

Table II- 17. For sand mounds and sand lined trenches and beds

SOIL TYPE	TYPE OF DOSING	EFFLUENT TYPE (HLR)	MINIMUM VS IN NATIVE SOIL	MINIMUM SAND MEDIA THICKNESS	MINIMUM AS CONSTRUCTED VS
All soil types	Demand dosing	1	25 cm	60 cm	85 cm
		1	25 cm	45 cm	75 cm
	Low frequency Timed dosing	1	25 cm	60 cm	85 cm
		1 or 3	25 cm	30 cm	60 cm
	Micro-dosing	1 or 3	25 cm	30 cm	60 cm
		2	25 cm	45 cm	75 cm

Sewerage System Standard Practice Manual Version 3

Volume II

Table II- 22. Maximum allowable HLR based on soil type

SOIL TEXTURE GROUP	STRUCTURE AND CONSISTENCE CATEGORY	TYPE 1 (L/DAY/M <sup>2</sup> )	TYPE 2 (L/DAY/M <sup>2</sup> )	TYPE 3 (L/DAY/M <sup>2</sup> )
Very or Extremely Gravelly Sands	F or P	45	65	150
	F	40	65	130
Gravelly Sands and Coarse Sand	P	35	65	120
	F	30	60	90
Sand, Loamy Sand	P	27	50	80
	F	27	50	80
Fine Sands, Loamy Fine Sands, Sandy Loams	P	23	45	70
	VP	17	40	50
	F	23	40	70
Loam, Silt Loam, Silt	P	15	30	50
	VP	12	25	35
	F	15	25	40
Clay Loam, Sandy Clay Loam, Silty Clay Loam	P	12	15	20
	VP	NA	NA	NA
	F	12	15	20
Sandy Clay, Silty Clay, Clay	P	NA	15	15
	VP	NA	NA	NA
	F	12	15	20

Note: See Section II- 4.1.2 for adjustments for coarse fragment content and for special soil and system selection considerations.

Table II- 24. Maximum allowable sand Media Hydraulic Loading Rates

SAND MEDIA TYPE	EFFLUENT TYPE		
	TYPE 1 (L/DAY/M <sup>2</sup> )	TYPE 2* (L/DAY/M <sup>2</sup> )	TYPE 3* (L/DAY/M <sup>2</sup> )
Clean Coarse Sand	30	50	90
Mound Sand	40	65	120
Sand filter coarse sand**	50	90	150

Sewerage System Standard Practice Manual Version 3

Volume II

Table II- 27. LLR based on soil type (L/day/m)

SOIL TEXTURE GROUP	CATEGORY	SLOPE 0 TO < 5%				SLOPE 5 TO < 10%				SLOPE 10% TO < 15%				SLOPE ≥ 15%			
		SOIL DEPTH BELOW INFILTRATIVE SURFACE (CM)				SOIL DEPTH BELOW INFILTRATIVE SURFACE (CM)				SOIL DEPTH BELOW INFILTRATIVE SURFACE (CM)				SOIL DEPTH BELOW INFILTRATIVE SURFACE (CM)			
		25 – 45	45 – 60	60 – 90	≥ 90	25 – 45	45 – 60	60 – 90	≥ 90	25 – 45	45 – 60	60 – 90	≥ 90	25 – 45	45 – 60	60 – 90	≥ 90
Very or Extremely Gravelly Sands	F or P	150	260	340	400	290	400	400	400	400	400	400	400	400	400	400	400
Gravelly Sands and Coarse Sand	F	85	140	180	250	150	250	330	400	260	400	400	400	360	400	400	400
	P	50	80	110	140	80	140	180	250	140	240	310	400	200	330	400	400
Sand, Loamy Sand	F	45	60	70	90	55	85	110	150	90	140	180	240	120	190	240	340
	P	45	55	70	70	50	60	75	90	60	90	110	140	80	120	150	200
Fine Sands, Loamy Fine Sands, Sandy Loams	F	45	55	70	70	50	60	75	75	60	75	90	100	75	90	110	130
	P	40	45	55	55	45	50	55	60	50	55	60	65	60	65	75	80
	VP	25	30	35	35	25	35	40	40	30	35	40	40	35	45	50	50
Loam, Silt Loam, Silt	F	40	45	55	55	45	50	55	60	50	55	60	65	60	65	75	80
	P	30	35	40	40	35	40	45	45	35	45	50	55	45	50	60	65
	VP	17	22	26	26	19	24	28	28	21	25	30	30	25	30	35	35
Clay Loam, Sandy Clay Loam, Silty Clay Loam	F	30	35	40	40	35	40	45	45	35	45	50	55	45	50	60	65
	P	25	30	35	35	25	35	40	40	30	35	40	40	35	45	50	50
	VP	NA	NA	NA	NA												
Sandy Clay, Silty Clay, Clay	F	25	30	35	35	25	35	40	40	30	35	40	40	35	45	50	50
	P	17	22	26	26	19	24	28	28	21	25	30	30	25	30	35	35
	VP	NA	NA	NA	NA												

Table II- 46. Pump chambers (tanks)

Pump disconnect	<ul style="list-style-type: none"> <li>Install a pump disconnect fitting so that the maintenance provider can remove the pump.</li> <li>Install a rope (&gt; 1 cm diameter), cable or chain to remove the pump.</li> </ul>
Float switch or level sensor	To attach the float switch or level sensor, install a bracket, float tree, or other independent support.
Access	Install the fittings, rope, and bracket (above) so that that a maintenance provider can reach them within 15 cm of the top of the riser.
Pump and float wiring connections	<ul style="list-style-type: none"> <li>Connect all wiring according to the BC Electrical Code.</li> <li>Seal all openings where cables enter the riser.</li> <li>Provide an adequate length of cable to allow removing the float switches and pump without disconnecting the wiring.</li> </ul>
Alarm	<ul style="list-style-type: none"> <li>Install a system to trigger an alarm when the fluid level reaches a specified height.</li> <li>Use an alarm that is visible (usually a flashing light) and audible over a distance of at least 30 metres.</li> <li>Connect the alarm to a different electrical circuit from the pump.</li> </ul>
Timed dose systems, override (lag) event	<ul style="list-style-type: none"> <li>Specify the override event so that dosing does not exceed DDF unless the override event is triggered with or after the alarm.</li> <li>Specify the override event as a timed dose event (not as demand dosing).</li> </ul>
Timed dose systems, equalization volume	Install the dosing pump controls so that the equalization volume is at least 67% of the Daily Design Flow, for DDF less than 9100 L/day.
Alarm reserve	For demand dosing and timed dosing, plan for the tank holding volume, above the high level alarm, to be at least 50% of the Daily Design Flow volume.

Note: The alarm reserve volume may include surcharge volume in treatment tanks, if the tanks are suitably vented. The "alarm reserve" is the holding volume of the tank, or connected tanks, that is above the high level alarm and is below the point at which the sewage would back up to the building sewer, or overflow.

**II- 6.4 Tanks, septic tanks and effluent filters, treatment systems**

For standards specific to Combined Treatment and Dispersal Systems (CTDS) see Section II- 6.16.

**Table II- 32. Septic tanks and effluent filters**

Effluent filter mesh	Filter particles greater than or equal to 3.2 mm (1/8"). For pumped discharge from a septic tank, provide a screen with a minimum wetted open area of 0.25 m <sup>2</sup> .
Effluent filter intake (center of clear zone).	Center the filter intake at 60 – 70% of the working volume depth of the tank, measured from tank floor.
Effluent filter alarm	Provide a filter alarm on all systems where sewage is pumped into the septic tank. Specify an alarm that meets the dosing system standards in Section II- 6.12.
Effluent filter minimum capacity	Specify a filter that needs be cleaned once every two years, or less often.
Pumped discharge from septic tank	For systems that pump effluent from a septic tank, specify: <ul style="list-style-type: none"> <li>o A filtered (screened) vault with the inlet at the center of the clear zone.</li> <li>o A maximum pumping rate of 190 L/min.</li> <li>o A maximum drawdown of 10% of the tank working volume.</li> <li>o An alarm reserve volume of at least 50% of the DDF, measured to the tank lid base (without backup into building).</li> </ul> Alternately, a second or third compartment of a septic tank may be used as a pump chamber, provided that compartment is not counted as part of the septic tank working volume.
Tank specification	Specify the following: <ul style="list-style-type: none"> <li>o Inlet and outlet baffles or tees.</li> <li>o For tanks with 2 compartments, use tanks with 3/4 to 1/2 of the total working volume in the first compartment.</li> <li>o Tanks with no air space may be used as an alternate to the CSA B66 air space standard, provided the tank is vented.</li> </ul>
Septic tank working volume, for a DDF of up to 9100 L/day	Specify a tank with working volume at least 3 times the DDF.
Septic tank working volume, for a DDF over 9100 L/day	Specify a tank with a working volume of at least 15,000 L + (DDF in litres × 1.34), or as otherwise determined by the design professional.

Note: The effluent filter may be at the tank outlet, in a separate filter chamber or as a screened vault for the pump or siphon. A secondary filter may also be used after the pump (in the discharge line).

**II- 6.15.3 SPECIFICATION AND INSTALLATION**

**Table II- 51. Sand Mounds and sand lined trenches or beds**

Maximum dispersal bed width	<ul style="list-style-type: none"> <li>o 3.0 m (10 ft) for a sand mound or sand lined bed.</li> <li>o 90 cm (36 in.) for a sand lined trench.</li> </ul>
Bed level	<ul style="list-style-type: none"> <li>o Bed level to ± 1.25 cm (± 0.5 in.).</li> <li>o Not necessary for subsurface drip dispersal.</li> </ul>
Spacing, minimum	<ul style="list-style-type: none"> <li>o For trenches, follow the trench spacing standards in Table II- 37 (page II- 48).</li> <li>o For sand lined beds, follow the seepage bed standards in Table II- 38 (page II-49).</li> <li>o For sand mounds, provide 2 m spacing between the edges of the cover soil.</li> <li>o Except provide 6 m spacing between the edges of cover soil for mounds on Clay Loam and Clay textured soils.</li> </ul>
Aggregate for bed (note that gravelless systems may also be used)	<ul style="list-style-type: none"> <li>o Use drain rock or pea gravel.</li> <li>o For drain rock, use a nominal gravel size of 19 mm (3/4") and meeting the standards of Table II- 35 (page II-46).</li> <li>o For pea gravel, use a size range of 3 to 12 mm (1/8 – 1/2"), washed and with &lt;1% by weight passing the #200 (75µm) sieve, and meeting the standards of Table II- 35 (page II-46).</li> </ul>
Aggregate depth (pressure distribution system)	Install aggregate to the following minimum depths: <ul style="list-style-type: none"> <li>o For pea gravel, provide min. 10 cm (4 in.) under the distribution piping and 2.5 cm (1 in.) over the piping.</li> <li>o For drain rock, provide min. 15 cm (6 in.) under the distribution piping and 5 cm (2 in.) over the piping.</li> </ul>
Sand media	Specify and supply sand meeting Table II- 25 (page II-37).
Permeable fill media for sand mound toe, toe blanket or mantle	<ul style="list-style-type: none"> <li>o Test the sand to confirm a minimum Kfs of 3000 mm/day or a perc rate faster than 3 min/inch after settling.</li> <li>o Install the sand following the same procedure as for Mound Sand</li> <li>o See Volume III for guidance on toe blankets and sand mantle sand mounds.</li> </ul>
Observation port, completed to aggregate bed infiltrative surface	Minimum two ports, install at minimum 10 cm from the distribution pipe.
Observation port, completed to the soil infiltrative surface	<ul style="list-style-type: none"> <li>o Minimum 2, located 1/6 of length of bed from ends of bed, on downslope side of bed (or on opposing sides for flat site), and half way between the bed and the toe of the mound.</li> <li>o Place observation ports at least 30 cm from the nearest orifice.</li> </ul>

Appendix 3

Figure 1 Location of Subject Property

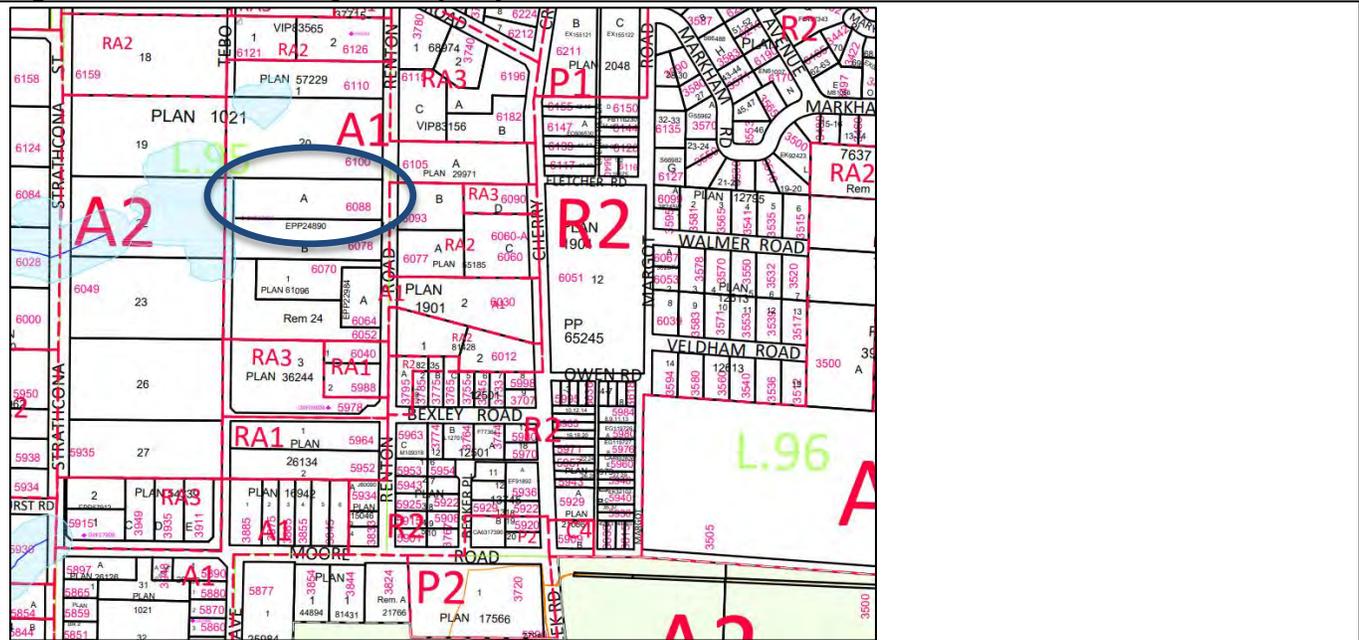
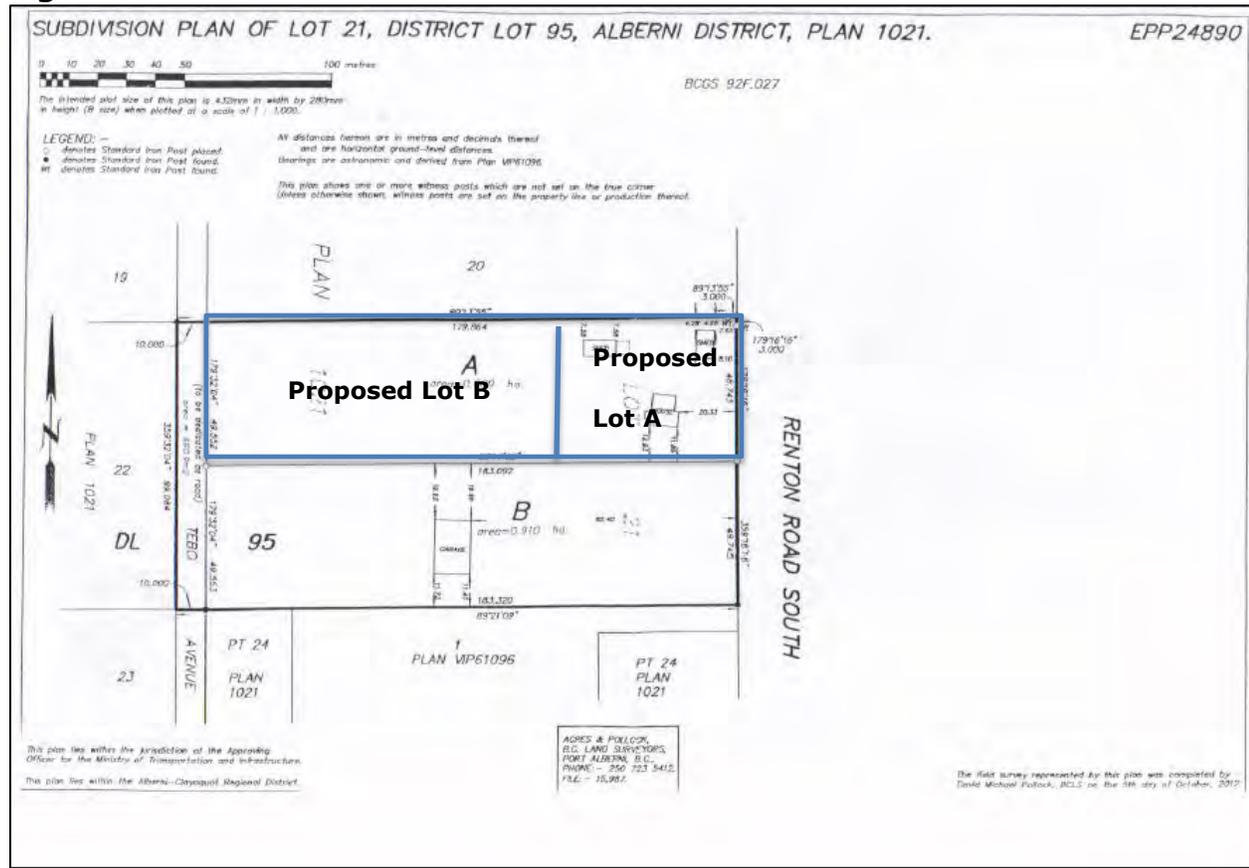


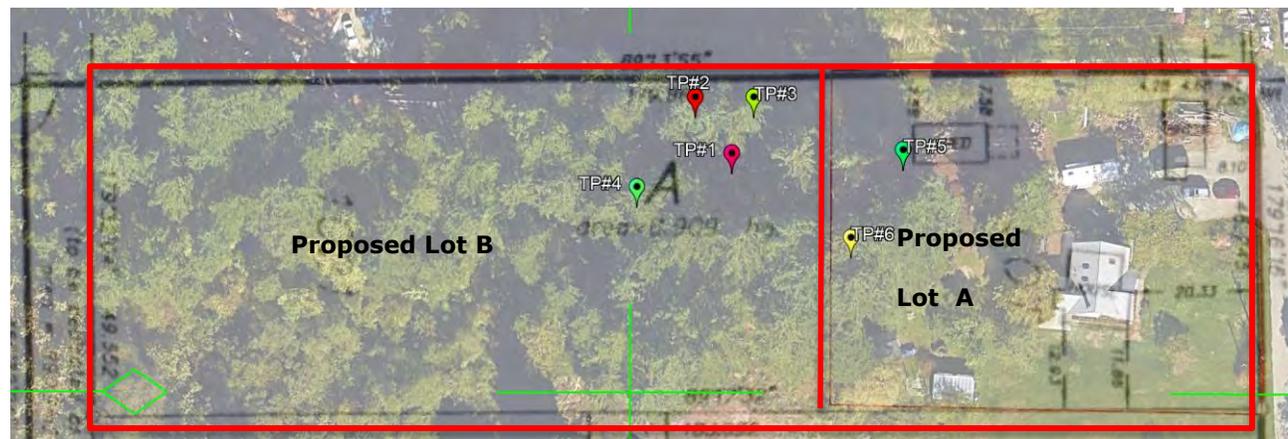
Figure 2



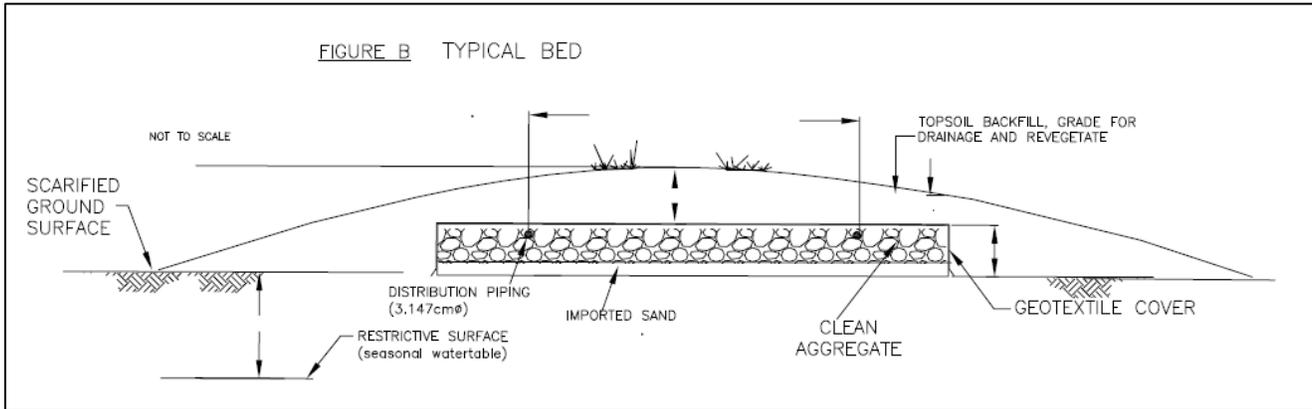
**Figure 3 A Test Pit Areas**



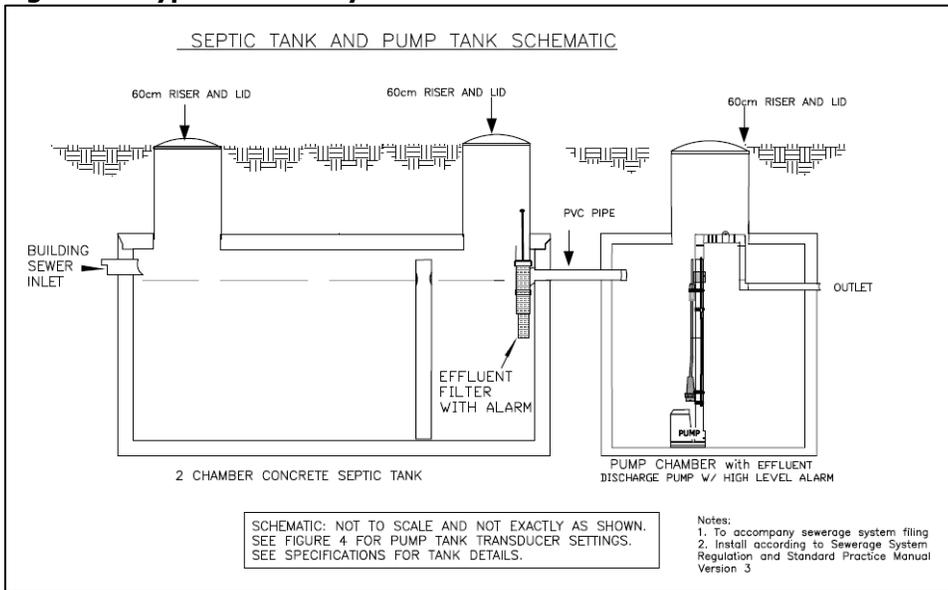
**Figure 3 B Test Pit Areas**



**Figure 4: Typical Layout - Sand Mound (to be located in test pit area)**



**Figure 5: Typical Tank Layout**



**APPENDIX 4**



**ROCK CREEK  
ENVIRONMENTAL**

Box 3147, Courtenay, B.C. V9N 5N4  
(250) 897-1661

1-877-898-7625  
rockcreekofc@shaw.ca

Septic Systems and Treatment Plants / Service and Maintenance  
Inspections and Assessments / Permits and Design

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**Property Owner's Declaration**

FOR:

- 1) **SITE ASSESSMENTS** as required for planning, designing, and construction of an onsite sewage system
- OR
- 2) **COMPLIANCE INSPECTIONS** as required by Regional District Building Department
- OR
- 3) **PERFORMANCE INSPECTIONS**

---

**Property Information**

**Legal Description: LOT A DISTRICT LOT 95 ALBERNI DISTRICT PLAN EPP24890**

**Civic Address: 6066 Renton Road South, Port Alberni, BC, V9Y 8R8**

**Lot Size: Current Lot Size 2.2 Acres. Proposed lot size ~ 1.5 Acres**

**Property Tax Information:**  
**P.I.D. #028-976-631**  
**Folio. #770 001129.010**

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**Owner Information**

**Legal owner's name: Ronald V Crema, Dianne E Crema**  
**Owner's mailing address: , 6088 Renton Road South, Port Alberni, BC V9Y 8R8**  
**Residence Phone: (778) 419-0118**  
**Cell: (250) 735-5172**  
**Work:**  
 Email: roncrema@gmail.com \_\_\_\_\_

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**Building Information**

**Type of Facility** (check one): Residence    \_\_\_ Other (describe) \_\_\_\_\_

Size of Building:	Residence Living Area		Other Facility (Total Area)	
	FEET <sup>2</sup>	M <sup>2</sup>	FEET <sup>2</sup>	M <sup>2</sup>
<b>Total area</b>	2400	222.97		
<b># of bedrooms</b>	3			

---

**Planned Uses**

1. If the basement is unfinished, what is its intended use? Storage
2. Does the basement have plumbing or electrical provisions to add a separate living suite? No
3. Do you plan on having a Bed and Breakfast or suite? If yes, please provide details: No

4. Do you plan on having an in-sink garbage disposal unit? No, but currently use SS fine mesh filter strainer
5. Do you plan on having a water softener? No

---

**Other Information**

Do or will you have a well? No

If No, source of domestic drinking water is: Cherry Creek Improvement District Water

If Yes, what is its location? N/A

Location of neighbouring wells (if known): N/A

Does this or any other building on this property have a greywater pit? No

Are there any covenants or easements on property? No

---

**Items to be Provided by Owner**

The following items are to be provided by the Owner prior to the start of an onsite inspection or a site assessment and the Owner agrees herein to supply them at their expense:

1. Plans and specifications of building, site access and landscaping plans.
2. **Plot plan or lot survey**
3. Land Title's Search results
4. Reference plans and terms of any covenants or easements
5. Location of all existing services.
6. Copies of any/all registered covenants or easements

**Additional Comments:**

**Copies of the above requested items will be provided (by hard copy) to Rock Creek Environmental prior to the start of an onsite inspection or a site assessment.**

**Rezoning from A1 to RA3 has met unanimous approval of the Cherry Creek Advisory Planning Commission and has passed First Reading at the Alberni Clayoquot Regional District Board.**

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**Declaration Statement**

I/We, the undersigned declare that I/we are legal owners of the above described property and the information given above is true and accurate.

Signature of Owner(s)

Ron Crema  
PRINT NAME

Dianne Crema  
PRINT NAME

Date of Declaration: NOV. 11, 2019

R.V. Crema  
SIGNATURE

[Signature]  
SIGNATURE

Please email to [rockcreekofc@shaw.ca](mailto:rockcreekofc@shaw.ca) or Fax to 250-890-1054

**REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT**

**BYLAW NO. P1400**

**OFFICIAL ZONING ATLAS AMENDMENT NO. 720**

A bylaw of the Regional District of Alberni-Clayoquot to amend Bylaw No. 15, being the “Regional District of Alberni-Clayoquot Zoning By-law No. 15, 1971”.

WHEREAS the *Local Government Act* authorizes the Regional Board to amend a zoning bylaw after a public hearing and upon the affirmative vote of the directors in accordance with Sections 464, 465, 470 and 479 of the *Local Government Act*;

AND WHEREAS an application has been made to rezone a property;

AND WHEREAS the Board of Directors of the Regional District of Alberni-Clayoquot, in open meeting assembled, enacts the following amendment to the Official Zoning Atlas of the Regional District of Alberni-Clayoquot Zoning By-law No. 15, 1971:

1. TITLE

This bylaw may be cited as the Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw No. P1400.

2. Bylaw No. 15 of the Regional District of Alberni-Clayoquot is hereby amended by rezoning: LOT A DISTRICT LOT 95 ALBERNI DISTRICT PLAN EPP24890 from Small Holdings (A 1) District to Acreage Residential (RA 3) District as shown on Schedule ‘A’ which is attached to and forms part of this bylaw.

3. This bylaw shall come into force and take effect upon the adoption thereof.

Read a first time this 23<sup>th</sup> day of October, 2019  
Public hearing held this 5<sup>th</sup> day of October, 2020  
Read a second time this xxx day of xxx,  
Read a third time this xxx day of xxx,

Adopted this xxx day of xxx,

---

Douglas Holmes, BBA, CPA, CA  
Chief Administrative Officer

---

Chair of the Regional Board





# ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3

Telephone (250) 720-2700 Fax (250) 723-1327

## REQUEST FOR DECISION

**TO:** ACRD Board of Directors

**FROM:** Amy Anaka, MCIP, RPP, Planner

**MEETING DATE:** October 14, 2020

**RE:** Bamfield Housing Needs Report Contract

### Recommendation:

THAT the Board of Directors authorize the Chief Administrative Officer and General Manager of Planning and Development to proceed with contracting Vancouver Island University to lead the development of the Bamfield Housing Needs Report at a cost of the contract not to exceed \$12,500.

### Summary:

In January 2020, UBCM awarded funding to complete a Housing Needs Report (HNR) for each of the ACRD Electoral Areas (EAs) by February 2021. The following report outlines how Vancouver Island University (VIU) will lead the development of the Bamfield HNR, with Planning staff providing overall management and support.

### Background:

Local governments are legislatively required to complete HNR by April 2022 to better understand the housing needs in their communities. These reports must describe current and anticipated housing needs and identify existing and projected gaps in housing supply by collecting and analyzing quantitative and qualitative information about local demographics, economics, housing stock, and other factors.

The first HNR, for Area A (Bamfield), will provide foundational information necessary to produce a future action plan for housing in Bamfield, and will help inform a future comprehensive Official Community Plan (OCP) review. Bamfield is a remote and isolated community with a unique base of community services. While the EA is vast, the majority of the population and housing stock is located in the community proper and in the neighbouring Huu-ay-aht community, Anacla. Both communities are isolated and accessed by forest service road or boat.

The work of the consultant, VIU, will include the following at a cost of the contract not to exceed \$12,500:

### Scope of Work

Students and faculty from VIU will work collaboratively with ACRD staff to:

- Collect and analyze data based on UBCM and Provincial requirements
- Develop and lead community engagement
- Produce a draft final report, including a community engagement summary and data analysis

### Deliverables

- Engagement outline
- Housing needs survey (available online and in paper format)
- Virtual community forum (to be confirmed)
- Stakeholder questionnaires and/or community interviews

- Engagement summary (which will form part of the draft HNR)
- Data collection and analysis required by UBCM and the Province
- Completion of the Provincial Housing Needs Report Summary Form
- Draft HNR to include engagement summary and data analysis

### Project Communications

VIU and staff will work closely with the Bamfield community throughout the development of the HNR to provide an overall better understanding of current and future housing needs for residents and stakeholders. A detailed list of all stakeholders will be developed as part of the engagement outline. Some of the identified stakeholders include: Huu-ay-aht First Nations, Anacla community, Area A (Bamfield) Advisory Planning Commission, Bamfield Community Affairs Society, Bamfield Chamber of Commerce, Bamfield Marine Sciences Centre, as well as the many commercial businesses, and residential property owners.

As the ACRD includes many rural and remote areas, with residents that do not reside in the areas full time and that may have high housing needs, the engagement process will be designed to capture the unique experiences of hard-to reach populations through a variety of opportunities, while ensuring COVID safety protocols are utilized. There will also be collaboration with established networks and organizations.

### **Time Requirements – Staff & Elected Officials:**

The Bamfield HNR is expected to be completed by the end of January 2021. Staff time will be required to manage and support the project consultant, VIU, as well as finalize the draft HNR as prepared by VIU. The overall UBCM grant for all EA HNRs includes 230 hours allocated for an ACRD Planning staff project lead. Elected officials will be invited to participate in various activities related to the project development, and the project team will provide regular updates to the Regional Board.

### **Policy or Legislation:**

HNRs will support policy development for regional and rural planning initiatives such as OCPs, the Zoning Bylaw, and the Age-Friendly Plan. The Local Government Act requires that HNRs are included when developing or amending an OCP in relation to housing policies.

### **Financial:**

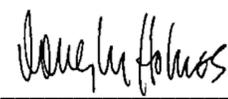
The UBCM HNR Program grant of \$80,104.40 is 100% funded with no cost to the ACRD. The VIU contract to lead the majority of the Bamfield HNR is not to exceed \$12,500. The OCP updates will require resources in subsequent years. Had the ACRD not received this funding, the Regional District is still required to complete this work.

### **Next Steps:**

Once the VIU contract is signed, next steps for the Bamfield HNR include the development of an engagement outline and a housing needs survey, in coordination with the Bamfield community.

Prepared by:   
 Amy Anaka, MCIP, RPP, Planner

Reviewed by:   
 Mike Irg, MCIP, RPP, General Manager of Planning and Development

Approved by:   
 Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



# ALBERNI-CLAYQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni, B.C. CANADA V9Y 2E3 Telephone (250) 720-2700 FAX: (250) 723-1327

## REQUEST FOR DECISION

**To:** ACRD Board of Directors  
**From:** Alex Dyer, MCIP, RPP, Planner  
**Meeting Date:** October 14, 2020  
**Subject:** Coastal Community Gardens PlanH Grant

### **Recommendation:**

*THAT the Board of Directors authorize the CAO to execute a grant agreement with the BC Healthy Communities Society to engage in the Fostering Collaboration Among Coastal Community Gardens Project.*

### **Summary:**

The ACRD has been awarded a \$5,000 grant from the BC Healthy Community Society's PlanH Healthy Communities Fund for a project that will promote collaboration among a number of coastal community gardens located within the region's coastal communities. The primary goal of the project is to bring together community garden leaders across the coastal communities to foster collaboration, build capacity and leadership and cultivate a mutual support network.

The project will be coordinated by the Tofino Community Food Initiative in partnership with the ACRD, Island Health and the First Nations Health Authority. The project will include participation from community gardens managed by the Toquaht Nation, Yuułuʔiłʔatḥ Government, Ahousaht First Nations and the Ucluelet Local Food Society.

The one-year project will start with initial outreach to community garden leaders and facilitated meetings to share challenges and opportunities. Site visits and open houses will be organized at the participating community gardens in the spring, dependent upon Island Health COVID-19 recommendations. Ongoing activities will include supporting network development, supporting shared grant funding opportunities, researching community garden management models and producing community outreach materials. The project will be completed by September 2021.

### **Background:**

Through the dedication of volunteer champions over the years, the coastal region is fortunate to have existing garden spaces and infrastructure in the following communities: Macoah

(Toquaht First Nation); Hitacu and WYA Junction (Yuulu?i?ath Government); Ty-Histanis and Opitsaht (Tla-o-qui-aht First Nation); Ahousaht (Ahousaht First Nations); Hot Springs Cove (Hesquiaht First Nation), Ucluelet, Tofino, Bamfield, and Anacla (Huu-ay-aht First Nation). These gardens are almost exclusively volunteer-run, offer different avenues for community participation (plot allotments, community food programs, volunteer days, etc.) and have varying capacities to engage community members, offer programming and/or produce food.

Community gardens have been shown to create opportunities to establish and build community relationships. Through working together and leveraging the existing community garden spaces in the coastal region, the project aims to promote mental and physical wellbeing, increase social support and strengthen social networks between individuals and communities. Importantly, the project aims to strengthen the connection between indigenous and non-indigenous community garden projects.

The Coastal Addendum to the Agricultural Plan, published by the ACRD in 2018, has identified that food production spaces within neighbourhoods are a way to both increase production potential and foster community. The Coastal Agricultural Roundtable has further identified a desire to support community garden organizers in bringing these spaces to their full potential.

**Time Requirements – Staff & Elected Officials:**

Minimal staff time required to engage in the project. The project will be facilitated by the Tofino Community Food Initiative with coordination and administration support provided by the ACRD Agricultural Support Workers within their existing agricultural support contract. Staff will ensure that the grant administration and reporting requirements are satisfied over the course of the one-year project.

**Financial:**

The ACRD is not contributing any direct funding to the project; the PlanH grant does not require matching funds from the local government. The project budget includes \$1,000 in-kind support from the ACRD for staff and Agricultural Support Worker administration as well as printing. The \$5,000 grant will be utilized by the Tofino Community Food Initiative to coordinate and manage the project with grant administration support provided by the ACRD.

**Policy or Legislation:**

The Coastal Addendum to the Agricultural Plan was adopted by the Board in December 2018. The Plan provides goals, objectives and strategies to support agricultural initiatives and food security initiatives within the coastal communities in the ACRD. The Coastal Agricultural Roundtable has been convened as an ACRD Committee to guide implementation of these initiatives in the region's coastal communities.

Submitted by:   
\_\_\_\_\_  
Alex Dyer, MCIP, RPP, Planner



Reviewed by: \_\_\_\_\_

Mike Irg, MCIP, RPP, General Manager of Planning and Development



Approved by: \_\_\_\_\_

Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer



## ALBERNI-CLAYQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni, B.C. CANADA V9Y 2E3 Telephone (250) 720-2700 FAX: (250) 723-1327

### REQUEST FOR DECISION

**To:** ACRD Board of Directors  
**From:** Alex Dyer, MCIP, RPP, Planner  
**Meeting Date:** October 14, 2020  
**Subject:** Vancouver Foundation System Change Grant

#### **Recommendation:**

*THAT the Board of Directors support an application to the Vancouver Foundation's System Change granting stream for a 3 year Regional Agricultural Support project.*

#### **Summary:**

The Agricultural Development Committee passed a motion at their September 15, 2020 meeting to recommend that "the ACRD Board of Directors support an ACRD application to the Vancouver Foundation's System Change granting stream for a 3 year project."

In 2019, the ACRD applied for and received a \$20,000 System Change grant from the Vancouver Foundation to conduct a project entitled "Expanding the Influence of Regional Agricultural Support". The project set out to develop a model for regional agricultural support that better influences and informs Provincial agricultural policy frameworks while recognizing the unique opportunities and challenges of different geographical regions. The final report for the project is attached to this memorandum as Appendix 'A'.

The second stage of the Vancouver Foundation System Change grant offers up to \$100,000 per year for three years with 25% matching funding required. A successful grant application would allow the ACRD to construct and fund a more comprehensive Regional Agricultural Support program over the next three years.

#### **Background:**

The initial application for stage two of the Vancouver Foundation System Change grant is due October 16<sup>th</sup>. At this point, staff are requesting that the Board support this application in principle as recommended by the Agricultural Development Committee. If successful with the initial application, a more detailed project proposal is required by January 24, 2021 at which point the 25% matching funding must be confirmed. A final decision on the stage two grant will

be made in April 2021.

The three-year project would expand upon the ACRD agricultural support program and develop a comprehensive Regional Agricultural Support program as recommended by the System Change final report. The expanded Regional Agricultural Support program would focus on:

1. Supporting the areas various food and agricultural organizations to increase their own capacity and impact by providing core funding and mentorship to key organizations.
  - a. Mentorship could include assisting with grants, program development, employee work plans, and strategic planning; navigating system bureaucracy and requirements; and resource sharing.
  - b. Core funding supports stable, equitable engagement and participation in collaborative efforts and Committee tables.
2. Acting as a bridge between these organizations in order to support regional collaboration and funnel broadly acceptable recommendations to the Province and to the ACRD Board of Directors.
3. Involving industry/academia in:
  - a. Technical extension services and programming.
  - b. A Province-wide continuing educational program in agricultural planning for regional governments.
4. Involving other Regional Agricultural Support organizations in further networking events, with a particular focus on development of measurement and evaluation tools.
5. Continuing to engage the Province in discussions about Regional Agricultural Support and mutually-supportive activities.
6. Adapting programs as needed and responding to emerging concerns.

If the initial application is successful, a detailed proposal with project work plan, budget and partnership opportunities will be presented to the Board in January 2021.

#### **Time Requirements – Staff & Elected Officials:**

Minimal staff time required. The Agricultural Support Workers will finalize the initial grant application with support from staff and the Agricultural Development Committee.

#### **Financial:**

The three-year, \$100,000 per year grant will require 25% matching funds if successful. The Regional Planning service in the 2020-2024 Financial Plan budgets \$65,000 for sustainability planning and agricultural support initiatives throughout the region. The Agricultural Support Workers currently provide agricultural support under contract with the ACRD and have done so under a number of intermittent contracts since 2014. The existing \$30,000 per year agricultural

support contract expires at the end of 2020. A detailed project budget will be presented to the Board in January 2021 if the initial grant application is successful.

**Policy or Legislation:**

The Alberni Valley Agricultural Plan, adopted in 2011, and the Coastal Addendum to the Agricultural Plan, adopted in 2018, provide goals, objectives and strategies to support agricultural initiatives and food security initiatives within the Alberni Valley and coastal communities in the ACRD.

Submitted by:   
Alex Dyer, MCIP, RPP, Planner

Reviewed by:   
Mike Irg, MCIP, RPP, General Manager of Planning and Development

Approved by:   
Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer

# Expanding the Influence of Regional Agricultural Support

An Alberni-Clayoquot Regional District 'System Change' Project  
*Project funding by the Vancouver Foundation*



September 2020



vancouver  
foundation



Gratitude and acknowledgement to the many organizations and individuals who contributed to this project including: ACRD Agricultural Development Committee and Coastal Agricultural Roundtable (Members and Member organizations), BC Climate Action Initiative, Islands Agriculture Show, District A Farmers' Institute, Ministry of Agriculture, Island Health, Comox Valley Regional District, Cowichan Valley Regional District, Capital Regional District, Regional District of East Kootenay, Regional District of Bulkley-Nechako, Kootenay-Boundary Farm Advisors Program, Kamloops Food Policy Council, Lillooet Food and Agriculture Society, Capital Regional Food and Agriculture Initiatives Roundtable, Colin Dring, Investment Agriculture Foundation of BC, BC Cooperative Association, Young Agrarians, North Island College, Cowichan Green Community, Farm Food Drink, Nanaimo Foodshare, BC Agricultural Climate Adaptation Research Network, and other individual producers and stakeholders.

# Table of Contents

<b>Executive Summary</b>	<b>3</b>
Key Themes and Findings	4
Next Steps and Recommendations	4
<b>Section 1: After Action Review - ACRD Agricultural Plan Implementation Project</b>	<b>5</b>
History of Project	5
Project Structure	5
Financial and In-kind Support	6
Summary of Projects and Initiatives	6
Systemic Impacts / Program Strengths	7
Ongoing Challenges / Barriers	8
<b>Section 2: Research into Other Programs/Models</b>	<b>9</b>
Other Regional Agricultural Support Initiatives	9
Other Provincially-funded or Provincially-scaled Organizations	11
Provincial Ministry of Agriculture	15
<b>Section 3: Case Studies and Examples</b>	<b>19</b>
Legislative amendments to B.C.'s Agricultural Land Commission Act	19
Changes to Provincial Meat Inspection Regulations	20
Farmers' Institute Website	20
Colin Dring, UBC Research Project	21
UBCM Resolution, 2019	22
<b>Section 4: Recap of Key Project Event</b>	<b>23</b>
Event Purpose and Context	23
Summary of Event Findings	23
<b>Section 5: Key Themes and Recommendations</b>	<b>25</b>
Key Themes and Findings	25
ACRD Program Recommendations	26
Requests to Province	27
<b>Author Postscript</b>	<b>29</b>
<b>References</b>	<b>30</b>
<b>Appendix 1: ACRD Resolution to UCBM</b>	<b>32</b>
<b>Appendix 2: United Nations' Sustainable Development Goals</b>	<b>33</b>
Jurisdictions and Impact Areas	33

# Executive Summary

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*The Alberni Clayoquot Regional District's (ACRD) Systems Change project set out to develop a model for Regional Agricultural Support (RAS) that better influences and informs Provincial frameworks, ensuring accommodation for the unique contextual realities of various geographical regions and producer populations.*

The system approach included some tough questions. Where does structure come from, what gives a system power, and what leverage points can change those cultural and systemic dynamics? Systemic analysis requires the use of a broad perspective and a 'beginner's mind': curious, open, and willing to explore.

Agriculture is an essential service, yet producers face significant barriers and challenges. These problems are complex, and they differ across a wide diversity of sectors, communities, and geography. A coordinated, collaborative, and structured system for agricultural support is required. The ACRD's existing Agricultural Plan Implementation Project is generally very well regarded, but reflection makes clear that it eventually hits a glass ceiling in supporting producers. Why, and how can we change that?

This report provides an overview of ACRD programming, a summary of discussions with other RAS and the Province, some relevant case studies, a summary of the project's main event and key findings, and recommendations for future work.

*The After-Action Review of existing ACRD agricultural programming highlighted areas where we've succeeding in influencing broader systemic influences.*

We know RAS positively impacts producers, and the nature of ACRD programming highlighted two key needs: core funding and a bridging role between organizations.

*Engagement with other communities helped to identify shared values and narratives and to make recommendations for our own future programs.*

It also helped to highlight the importance of Regional Agriculture Support within the larger systemic frameworks.

*Discussions with the Province helped to influence the way communities are considered within Provincial agricultural frameworks.*

Clear and formal links between RAS and the Province can be supportive to both levels of governments, and these channels for upstream feedback support efficacy, long-term sectoral growth, and diverse cultural relevancy.

## **Definition of Regional Agricultural Support (RAS):**

For the purpose of this project, RAS was defined as: *any organization that: (a) Seeks to provide general supports for agriculture from within a specific and defined area in BC, and; (b) Leads and determines priorities, management, and structure from within its specific region.*

## Key Themes and Findings

- 1) There is broad interest in exploring opportunities and mechanisms for systemic changes
- 2) Systemic changes can be challenging, slow, and complex
- 3) Regional level programming allows for the integration of Health and Agricultural interests
- 4) Structural 'bridges' and formalized 'bridging' roles are required
- 5) A lack of core funding hinders RAS progress
- 6) There are significant power and equity imbalances at play
- 7) Data, measurement, and evaluation are important
- 8) Key leverage points exist for change (including climate change, academic involvement, existing Regional government roles, and Covid-19)

## Next Steps and Recommendations

*The following actions will support a meaningful renewal and expansion and of agricultural support within our own communities. They'll also support external programs and relationships that will influence change within broad-scale systems.*

### **Within the ACRD**

1. Support the area's various food and agricultural organizations to increase their own capacity and impacts by providing core funding and mentorship to key organizations
2. Act as a bridge between these organizations in order to support regional collaboration and funnel broadly acceptable recommendations to Province and to ACRD Board of Directors
3. Involve industry/academia in specific initiatives
4. Work with other RAS organizations and the Province to develop mutually-supportive tools for evaluation, networking, and education
5. Ensure programs are flexible, adaptable, and able to responding to emerging concerns

### **With involvement of other organizations**

1. Create and share a database of RAS and related resources from across the Province
2. Help to determine priority data for performance measurement of RAS
3. Gather and analyze existing data, using a team approach that includes multiple organizations and academia
4. Hold Province-wide events and discussions about the role and support of RAS
5. Build and fund core roles for bridging and collaboration within Provincial government
6. Build supports and policy for rural and non-traditional food production and processing efforts
7. Lobby for inclusion of core funding for RAS to the next round of Canadian Agricultural Partnership (CAP) funding

# Section 1: After Action Review - ACRD Agricultural Plan Implementation Project

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*An 'After-Action Review'(AAR) generally serves as a process to analyze what happened, why it happened, and how it can be done better. The following AAR summarizes past and current initiatives to help determine which strategies have had the most systemic influence.*

## History of Project

In 2011, the ACRD Board of Directors adopted the Alberni Valley Agricultural Plan with a vision for increasing food security in the region and outlining 12 primary goals to achieve it. Targets were geared towards developing the resources (land, labour, capital, and management ability) which would allow the community to produce 40% of the food consumed locally within 20 years.

In 2014, a team of Agricultural Support Workers (ASW) was contracted for a 6 month term to assist with implementation of the Plan. The following 5 key initiatives were identified in the initial Request for Proposals:

1. Realizing Improvements to Farmers Markets
2. Identifying Opportunities Through Farm Gate Sales
3. Developing Local Marketing Opportunities in Region and across Vancouver Island
4. Including Shellfish Growers in Local Agricultural Initiatives
5. Identifying and Securing Grant Opportunities

An initial survey conducted by ASW indicated that producers' top two concerns were access to slaughter services and an adequate, affordable supply of quality water. At the initial contract's completion, a final report included recommendations for future focus areas.

In subsequent ASW terms, strategic priorities were updated and reviewed as new issues and opportunities emerge. In 2018, a Coastal

Addendum to the Alberni Agricultural Plan was completed, and efforts to support agriculture within coastal communities increased.

## Project Structure

The ACRD's Agricultural Development Committee (ADC) reviews and discusses matter relating to agriculture and helps to guide the work of staff and ASW. The ADC is available for public delegations and can make policy recommendations to the ACRD Board of Directors.

The ADC meets monthly. Current members includes the Alberni Farmers' Institute, Eat West Coast, Alberni Food Hub, School District 70, Alberni District Fall Fair, City of Port Alberni, Shelter Farm (non-profit), ACRD Board of Directors, and area producers and processors.

The Coastal Agricultural Roundtable (CAR) is a newly established ACRD Committee which serves a similar purpose within the coastal region. It is co-facilitated with Clayoquot Biosphere Trust, with the intent of grounding the work strongly on the coast. The Committee includes representation from District of Tofino, District of Ucluelet, Yuułu?if?ath, Ahousaht, ACRD Area C, Eat West Coast, Nuuchahnulth Employment and Training Program, Alberni-Clayoquot Health Network, Ucluelet Local Food Society, Tofino Community Food Initiative, and area producers and processors. This Committee meets 2-3 times per year.

ASW report directly to ACRD planning staff, and an annual report is presented to the ACRD Board of Directors.

## Financial and In-kind Support

The ACRD has awarded a \$30,000 contract annually to ASW, generally subsequent to April budget discussions. Most contracts have concluded in December with either a lapse in or ad-hoc services between January-April each year. In April of 2019, the Board approved the first multi-year contract, which continues through December 2020.

Additional funding has been allocated by the ACRD to match grant funding, support Coastal Initiatives (\$15,000 in 2019 and 2020), participate in the Vancouver Island Climate Action Initiative, ensure broad producer input in the establishment of a Food Processing Hub, and support agricultural events.

Since 2014, ASW have secured additional funding of over \$200,000 for specific initiatives via grant applications and requests to external agencies<sup>1</sup>. They have also directly assisted other organizations to secure funding in excess of \$800,000, including via the City of Port Alberni's application for a Food Processing Hub and the Alberni Farmers' Institute's Fire Mitigation and Field Trials project.

Undocumented in-kind contributions include the time commitment and support of ADC and CAR members and other project partners. These contributions are significant, and must be acknowledged with as much appreciation and respect as that of cash contributions.

## Summary of Projects and Initiatives

- ACRD Council for Agricultural Water Supply (2020-2022)
- Fostering Collaboration Among Coastal Community Gardens (2020-2021)
- Advancing the CAR: Actioning Community Priorities around Food and Agriculture (2020)
- Supporting development of Food Processing and Innovation Hub (2019-present)
- BC Agriculture and Food Climate Action Initiative (CAI) - Vancouver Island Regional Adaptation Advisory Committee and Working Group (2019-present)
- Systems Change project - Expanding the Influence of Regional Agricultural Support (2019-present)
- Coastal Addendum to the Alberni Agriculture Plan and implementation (2018-present)
- Educational and engagement sessions, Emergency Planning for Agricultural Producers (2018/2019)
- Provincially and locally funded 'Grow Local' program (2017/2018)
- Armyworm Monitoring Program, with Ministry of Agriculture (2017-present)
- Host of 2017 Island Agriculture Show
- Agricultural Use of Water Project (2017)
- Brand-use Agreement and Buy-Local Proposal (2015/2016)
- Series of educational events: Land Access and Linking; Producer to Chef; and Co-ops (2015/2016)
- Research and documentation - Farmers' Markets; Farm Gate Sales; Marine Culture (2015/2016)
- Publication of West Coast Growers' Guide (2015-present)
- Lobby to Province for Regional Designation under the Meat Inspection Regulations (2015-2020)
- Facilitation of the ADC (2014-present) and CAR (2019-present)
- Development of documents outlining available grant resources (2014-present)
- Public and producer outreach; support for agricultural events (2014-present)

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<sup>1</sup> Contributing organizations include Strategic Outreach Initiative, Province of BC, Investment Agriculture Foundation of BC, Real Estate Foundation of BC, Vancouver Foundation, Clayoquot Biosphere Trust, Alberni-Clayoquot Health Network, MNP, Young Agrarians, Bank of Montreal, Alberni Valley News, BC Shellfish Growers Association, City of Port Alberni, Alberni Valley Transition Towns Society, Tofino Community Food Initiative, Islands Agriculture Show, Partnership for Water Sustainability, and others

## **Systemic Impacts / Program Strengths**

*Systemic impacts have occurred in 3 key areas: Policy, Community Capacity, and Partnerships and Relationships. These have helped to expand our influence at the Provincial level and contributed to industry growth and increased food security at the regional level.*

### **Policy Examples:**

- Contributed to development of BC CAI's Vancouver Island Regional Adaptation Strategy and subsequent implementation projects which support local agricultural needs
- Recommended policy changes at Provincial level with regards to rainwater harvesting, crop insurance programs, Armyworm monitoring support, Meat Inspection Regulations, and Regional Agricultural Support, via UBCM resolutions and direct engagements
- Engaged coastal leaders and Kwantlen Polytechnic University in a Coastal Food Policy Forum aimed at guiding development of supportive local food policies
- Ensured agricultural consideration within other ACRD programs and policies, including Covid-19 emergency response, burning bylaws, emergency planning, and organic waste management

### **Community Capacity Examples**

- Supported increases in small-scale, residential, and commercial food production via producer communications, programs, education, and event support
- Contributed to expansion of the agricultural programs and effectiveness of other community organizations, via mentoring and support
- Helped to secure community-accessible infrastructure via the new Food Processing Hub
- Increased the community's ability to deal with emerging issues, proactively and effectively
- Lent credibility (via Regional District involvement) and support to partner organization's grant applications and initiatives
- Supported Alberni Food Hub (AFH) to increase leadership in Grow Local initiatives, including via the Garden Starter Pack program and hiring staff for public education
- Supported Tofino Community Food Initiative (TCFI) to increase Grow Local programming and expand scope to support the broader coastal region
- Supported Alberni Farmers' Institute, City of Port Alberni, TCFI, Shelter Farm and other organizations to successfully develop project plans and apply for grants
- Supported Ucluelet Local Food Society and Maatsquis Secondary School with infrastructure development
- Published a database of regional publications and information on ACRD website and through e-newsletter and social media platforms

### **Partnerships and Relationships**

- Created formal networks of food and agriculture organizations within the Regional District, both in Alberni Valley and in Coastal Community
- Formal relationship and funding established with the Ministry of Agriculture for Armyworm monitoring program
- Brought the Provincial Ministry of Agriculture together with local producers and organizations at Systems Change event, in roundtable meetings with AGRI staff, and at other public and educational events
- Included Indigenous governments and councils in agricultural opportunities and info sharing
- Increased visibility and sense of support for agriculture within the local public
- Increased ACRD 'brand' and influence as agricultural region across the Province

- Increased connections with other agricultural organizations across the province
- Increased understanding, interest, and engagement in agriculture for SD70, City of Port Alberni, regional Municipalities, Indigenous organizations, and others via ADC and CAR meetings
- Engaged in consultative processes with stakeholders to support creation of programs that reflect the needs of stakeholders
- Increased the level of trust between producers and local government
- Established links with academic institutions (UBC, KPU, NIC)
- Contributed to inclusion of marine products within agricultural mandate (2017 Island Agricultural Show and Coastal Addendum project)
- Contributed to inclusion of forest harvesting within agricultural mandate (via Coastal Addendum projects and Indigenous outreach)

## Ongoing Challenges / Barriers

### ***Centralization of workload onto very limited ACRD resources***

- Extremely limited resources within partnering organizations - including financial, administrative skills, and human resources
- Many Committee members are volunteers, leading to burn-out, a sense of being unappreciated, and a lack of financial resources to contribute to or attend meetings
- Administrative challenges for Regional District to hire temporary employees or student support

### ***Lack of Clarity about Roles; Redundancy in Efforts; the Coastal and Alberni Valley Divide***

- Redundancy in mandate between ACRD Agricultural Support and Eat West Coast where it pertains to coastal initiatives, but neither having sufficient resources to manage independently
- Lack of clarity about roles within partnership projects and for various Committees
- Redundancy of efforts between local organizations, particularly where not immediately involved in regional Committees
- Sometimes, hesitation about including health and social initiatives, as opposed to strictly agri-business supports
- Blurring of lines between ACRD's Agricultural Development Committee (ADC) and Agricultural Advisory Committee (AAC): ADC is resourced whereas AAC (focused on land use planning) is not
- Various Regional Governments experience challenges with administering Provincial regulations and make redundant efforts to craft appropriate local policies and bylaws
- Lack of formalized and consistent connection with other RAS organizations
- Lack of formalized avenue to influence or comment on Provincial policy, except where invited

### ***Long-term Insecurity***

- Intermittent or non-existent contracts for Agricultural Support and Committee facilitation
- Project-based rather than core funding for partnering organizations
- Lack of youth involvement in agricultural initiatives; lack of perceived desirability of sector's jobs

### ***Lack of Specific Supports***

- Need for specific technical and on-farm support for individual producers, including for innovation and funding resources
- Lack of academic involvement and support for pilot projects and research
- Need for public education, engagement, and marketing campaigns related to agriculture and support of local food systems

## Section 2: Research into Other Programs/Models

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### Other Regional Agricultural Support Initiatives

*Discussions with other RAS initiatives<sup>2</sup> explored their major initiatives, funding and staffing models, primary successes and challenges, connections to the Province and Regional governments, impacts at the Provincial level, and cultural dynamics. We learned that:*

#### **Mandates and Roles**

- Most RAS are strongly engaged in outreach, education, and networking within their regions, including with primary producers.
- They often work to implement Area Agricultural Plans, often with a strong focus on the smaller / startup growers. They create strategic plans and identify local priorities.
- Each notes the unique nature of their regional context, producer needs, and priorities
- Their focus often includes community health, food security, and food system issues; local producers are seen as integral to those
- Most operate as non-profit organizations or charities. They feel that direct involvement of Regional District governments is rare but highly valued.

#### **Local Challenges**

- All struggle with core funding and rely heavily on time-bound, project-based grants
- Shared challenges include: infrastructure and regulatory issues; volunteer recruitment and compensation; need for professional development and training; need for marketing, promotion, technical, and advocacy support; sector in-fighting (big / small scale, organic / conventional etc.)
- Producers need help with bureaucratic complexity, grant applications, and directing to resources; they often report feeling hopeless or overwhelmed in those contexts

#### **External Connections**

- They have little formal connections or routine engagements with other RAS, though there is widespread interest in participating in them
- Their connections to the Province are sometimes grant-dependent and they are generally linked to or engaged with both the Ministry of Health (MoH) and the Ministry of Agriculture (AGRI)
- They are interested in working with academic institutions, though access varies across the Province

#### **Policy and Process Complaints**

- They are often frustrated by processes that, by their nature, exclude producers (surveys in mid-summer, lack of funds for participation in projects on on Committees)
- They share a sense of frustration that provincial policy and regulations doesn't scale down to small-scale and / or rural producers and that Provincial supports do not fit regional needs
- They note issues are siloed at the Provincial level, but more integrated regionally
- They share a desire to focus developing local markets
- They note that agriculture and food system issues are broad, but programs and policies are specific, not systemic
- They share a need for tools for measurement and evaluation.

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<sup>2</sup> Comox Valley Regional District, Nanaimo Regional District, Cowichan Valley Regional District, Capital Regional District, Regional District of East Kootenay, Regional District of Bulkley Nechako, Kootenay-Boundary Farm Advisors (KBFA), Kamloops Food Policy Council (KFPC), Lilloouet Agriculture and Food Society (LAFS), Capital Region Food and Agriculture Initiatives Roundtable (CRFAIR), Nanaimo Food Share, District A Farmers' Institute (DAFI), Young Agrarians, BC Agricultural Climate Adaption Research Network (ACARN), BC Climate Action Initiative (CAI), BC Food Web, Investment Agriculture Foundation of BC (IAFBC), Farm Food Drink, Cowichan Green Community, North Island College, University of BC (Colin Dring), Island Health (IH), and Ministry of Agriculture (AGRI)

**Table 1: Comparison of 6 RAS initiatives**

	LAFS	CRFAIR	RDBN	KBFA	KFPC	DAFI
<b>Area served</b>	Pop. 2500; 138 farms	S. Van. Island, Pop. 400,000; 700+ farms	Pop. 38,000, 747 farms	1500 farms in region	1000 farms in RD Thomson-Nicola; 309 in Kamloops	Vancouver Island, Sunshine Coast and Gulf Island
<b>Budget</b>	44,500	500,000	350,000 (2020)	200,000	40,000	<1000
<b>Core Funds</b>	25,000	125,000	99,500	200,000	30,000	0
<b>Funding sources</b>	Core funding from RD; other	15-20% from Province; other	N. Devel. Initiative Trust; other	75% from RD; Columbia Trust	Various	FI locals
<b>History</b>	Convened 2016 by Squamish-Lillooet Regional District (SLRD) Area B, District of Lillooet & St'át'imc Ag Plan Working Group.	Initiated as an informal network in the 1990s and evolved into an independent organization and legal entity in 2013.	RDBN Ag Committee started in 2016; Ag Coordinator staff (pilot position) funded in 2017	Started in 2017 by RDs of Central Kootenay, East Kootenay, Kootenay Boundary, and Columbia Basin Trust	Formed in 1995 as an independent, grassroots food policy council	Established in circa 1920-30s
<b>Mandate</b>	Implement AAP and advance agri-economic development; support local farmers, ranchers, growers in building a sustainable food system.	Seeks to achieve a healthy, local, sustainable, and equitable food system through collaboration.	Ag. promotion, education, economic development; leverage opportunities; build relationships; lobby to senior government	To provide technical extension services to the agricultural sector within the Basin	Working to grow a regenerative, sovereign, and just food system by building community capacity through programs, policy, and partnerships.	Information transfer, policy work, dialogue w/ Province. Umbrella organization for FI locals within the region. Part of Advisory Board to AGRI under FWIA
<b>Recent projects, work activities, issues of concern</b>	Abattoir Feasibility Study; Agritourism Strategy; Market Access and Growth Strategy; education, events; Farmer Directory; invasive species; cold storage study; local branding; Grow Local program	Food Access, Food Policy, Farmlands, and Food Literacy Working Groups; Good Food Network; capacity building, collaborating; measurement tools, metrics; education, events; research	Emergency preparedness; youth in ag.; ag. promotion; ag. plan updates; submissions to Province; climate change strategy; business development support; surveys	Technical and business support; producer outreach; measurement and evaluation of impact; building relationships; bridging ag. sectors; farm visits, workshops, field days, presentations	Network building and relationships; gleaning program; 'Pop Cycle' social enterprise; seed library; Ag. & Food Plan development; Food Plan Implementation; Food Hub Pilot Project; workshops	Communications with Locals; sharing member issues, concerns; working on legislation, regulation, policy (such as ALCA, MIR, Right to Farm, others)
<b>Structure</b>	Non-profit society (felt a FI would be less impactful politically)	Non-profit society (independent of local govt, in order to bridge the silos)	Regional District program with FT staff person	For-profit business, hired / administered by RDEK to deliver services.	Charitable organization.	Incorporated under Farmers and Women's Institutes Act (FWIA)
<b>Connection to Regional District</b>	RD receives annual report, directs P.I.L.T funds to LAFS, administers N. Development Initiative Trust funds (part of RD's application is for LAFS)	Contract with local government to undertake engagement activities, research, and policy development related to local food systems	Direct initiative of RD as a pilot project. Transitioning to FT staff position in Nov 2020	Program's contract held and administered by the Regional District of East Kootenay; RD supports communications strategy / delivery	Staff sometimes attend meetings; Food Plan Implementation Project includes City and RD representation.	Delegates sit on various RD boards or committees, though not as formal DAFI reps. Local FI members sit on AACs and bring those issues up to DAFI
<b>Connection to Province</b>	Local MLA attends some events, funding via grant programs	Funded by Island Health as a Food Security Hub; Strong relationship with Regional Agrologist	Some funding from IAFBC; shares links to Provincial programs; lobbies to Province and contributes to Provincial consultations	KBFA are partners in 4 of 7 CAI's action plans. RA involvement in work.	Has received funding via Interior Health	AGRI administers FWIA registration and reporting. DAFI has seat on CAI committee AGRI set up a FI website & hosted FI annual events.

Lillooet Agriculture and Food Society (LAFS), Capital Region Food and Agriculture Initiatives Roundtable (CRFAIR) Regional District of Bulkley-Nechako (RDBN), Kootenay-Boundary Farm Advisors Program (KBFA), Kamloops Food Policy Council (KFPC), and District A Farmers' Institute (DAFI)

## Other Provincially-funded or Provincially-scaled Organizations

*Other organizations play a role in BC's overall support system for agricultural initiatives and stakeholders. The following are significant contributors and support programs both regionally and cross-regionally.*

### ***Investment Agriculture Foundation of BC***

IAFBC is an industry led, not for profit society that creates funding opportunities to support a thriving BC agriculture and agri-food sector through delivery of Provincial and Federal/Provincial programs.

IAFBC's Agricultural Area Planning (AAP) Program has been running since 1999. The program provides funding to assist local governments and their agricultural communities to work together to develop a shared vision for the future of agriculture and to support agriculture area planning activities. Recently reviewed, a revamped program will be re-launching in fall 2020. The program's review included conversations with agri-consultants, current program users, Agricultural Plan authors, and a UBC researcher.

Funding for IAFBC programs comes from interest earned on prior programs and through Canadian Agricultural Partnership (a joint Federal-Provincial initiative). CAP programming generally is available over a 5 year term and has specific focus areas, such as innovation currently.

The revamped program is expected to include continued support for development of AAPs, as well as for related implementation projects. Some of IAFBC's considerations reportedly include:

- Many Regional Districts have already written their plans, and they often include large numbers of recommendations, which makes implementation challenging
- Changes to staffing and elected officials have resulted in reduced priority for agriculture in some Regional Districts, resulting in AAPs which are shelved
- Funding for development of AAPs generally does not include funding for broad-scale implementation, also resulting in them being shelved
- AAPs generally lack references to emerging issues (as they have not happened at the time of publication), and typical project-based implementation does not address the need to respond to these)
- IAFBC has challenges with regards to funding forest harvesting and marine initiatives, though processing of those products is eligible
- The Province sees a need for every region to have an Agricultural Land Use Inventory, which IAFBC also funds, but which are not always integrated with AAPs
- There are potential concerns that AAPs are being used to justify exclusion of ALR land
- Quality of AAP consultants vary, and strong guidelines for deliverables and outcomes are important
- Agricultural planning is best when linked to other area planning initiatives such as climate and health

### ***Young Agrarians***

Young Agrarians (YA) started out as a program of FarmFolk/CityFolk, and is a project of Agrarians Foundation (AF) as of 2019. The AF mission is to educate the public by providing courses, seminars, workshops, and counselling about agriculture, farming, food processing, entrepreneurship, community economic development and environmental sustainability.

YA programs and agricultural supports include business mentorship, job postings, educational events and mixers, a U-Map directory, and land access programming (including the AGRI funded BC Land

Matching Program). Their programs stretch Province-wide, but are supported through regional coordinators and land matchers. More recently, they've expanded programming into the Canadian prairies and online across the country.

YA is a registered charity with a total budget of \$700,000, of which core funding is about 10%. About 55% of funding currently comes from the Province of BC.

Some YA comments about agricultural support:

- Agriculture is an essential service
- Farming is hard, and it is hard to support profitability needs of producers
- There is value in establishing resources to support producer access to infrastructure grants and wage subsidy programs
- YA is effectively engaging with the agriculture sector and delivering valuable services
- BC produces a variety of commodities and there are regional/geographic differences, issue differences (e.g. irrigation issues are different for forage producers vs. vegetable producers), and sector differences (e.g.: soil management is different for orchards vs. forage vs. veg)
- Local governments need implementation dollars for agricultural economic development
- It takes skilled people able to work across the diverse spectrum of producer needs
- There is opportunity for a multi-level government support program (Federal/Provincial/Regional)
- There is a need for core funding of food/farm non-profits who are working to rebuild and revitalize local food systems, which will take philanthropy and a coordinated effort to build
- There is value in a Quebec model which uses multi-region agri-food committees as a mechanism for support and distribution of funds
- Sees need to connect Regions first, then connect to Province

### **ACARN**

The BC Agricultural Climate Adaptation Research Network (ACARN) aims to bridge and increase collaboration between industry, academia, and government. The network includes UBC, Kwantlen Polytechnic University, Agri-Food Canada, AGRI, CAI, and others. It is run by a steering committee. They are currently working on an agricultural extension sub-committee, looking to potentially develop an extension program in Northern BC.

ACARN hosts an annual provincial workshop that changes locations (held in Kelowna in 2019) as well as Regional workshops, funded by the Ministry of Agriculture. The Regional workshops support areas underserved by research, bringing in researchers and sharing findings. In 2019, they partnered with Kootenay-Boundary Farm Advisors to support producers in sharing practical research results. ACARN noted that it was great to have a local partner who could support continuity and local follow-through after the event, but that KBFA did not receive financial support to assist with the partnership.

### **CAI**

The BC Agriculture and Food Climate Action Initiative (CAI) develops tools and resources that increase the capacity of agriculture to adapt to climate change. They deliver two primary programs; a Regional Adaptation Program and a Farm Adaptation Innovator Program. Funding is provided by the governments of Canada and British Columbia under the Canadian Agricultural Partnership, a federal-provincial-territorial initiative, and is administered by the IAFBC and the BC Agricultural Research & Development Corporation.

On Vancouver Island, early CAI work included a Cowichan Valley adaptation plan and 8 subsequent projects, including a business case for Regional Agriculture Extension Services. More recently, the CAI

convened an Island-wide Advisory Committee and published a Vancouver Island Adaptation Strategy. Currently, a working group of various Regional Districts, producers, Farmers' Institutes, and food security organizations is supporting development implementation projects with a budget of \$300,000.

An interesting shift concerning 'volunteerism' is taking place within the current Vancouver Island CAI program. Some members of the Advisory Committee expressed concerns about the lack of funding support for the producer and producer organization participants, for whom there was no honorarium or travel compensation budgeted (presumably, local government representatives were being paid to attend). One representative commented that they were being asked to travel, attend numerous meetings, then review and submit feedback to a 70 page report, but that they were expected to do this as a volunteer.

This expectation is not unique; producers are generally asked to offer their consultative services for free, and this poses valid concerns that feedback is *equitably* received from various participating stakeholders. It is a great example of structural inequity, and common within agricultural committees.

Once concerns were noted and discussed, a travel allowance was offered to independent or non-profit attendees, and it was indicated that funds for stakeholder engagement will be included in future implementation project budgets (a CAI first).

Overall, the CAI's structure is a good example of engaging with local communities to understand priorities and develop relevant supportive programs. CAI facilitators explicitly seek out broad stakeholder diversity on their Advisory Committees, including various commodity groups, governments, and industry organizations. They also work very closely with academic and research organizations.

CAI staff have noted that there are gaps in knowledge transfer/extension services, applied research, and results sharing within agriculture, and that many of their projects support those roles. Also noted was a lack of agricultural programs at universities and lack of access to academic experts in rural areas.

### ***BC Food Web***

The BC Food Web (BCFW) was pointed out in numerous conversations with other agricultural support initiatives and with the Province. BCFW is an online database of food system-related research briefs, reports, resource links, and webinars. It is free to use and available to anyone, including producers, processors, policy-makers, educators, and the general public. Content includes industry and crop-specific resources as well as broader planning and policy content.

BCFW is hosted by UBC Farm and receives funding the Canadian Agricultural Partnership (CAP), a Federal-Provincial initiative. It has recently recovered from a lull in activities, which was reportedly due to staffing and grant funding. As exemplary of something stakeholders desired, it's worthy of further investigation as to find out why it went through such a period and efforts to ensure its maintenance.

### ***Island Health's Food Security Hubs (BC Ministry of Health)***

Island Health (IH) is a Provincial Health Region. The IH 'Community Food Action Initiative' distributes funding to Food Security Hubs (Food Hubs) in each of Vancouver Island's Regional Districts, in order to support healthy food systems, address food insecurity and, ultimately, to improve health. These Regional Hubs administer the funds, identify key local priorities, and catalyze local

actions. They convene with each other regularly, via phone and in person, to discuss initiatives, share information and resources, and discuss Island priorities and needs. Their collective voice is then brought forward, through an Island Health facilitator, to a Provincial table which includes each of the Provincial Health Regions and the Ministry of Health.

The project is funded by the budgetary allocation to each Provincial Health Region from the Ministry of Health. Each Health Region is able to develop its own prescription for program delivery. IH's funding was initially delivered to regions through a granting program model, but it transitioned to the Regional District based Food Hub model in 2011. Island Health provides \$15,000 annually to each Regional Food Hub. Within the ACRD, this is divided in half between the Alberni Food Hub (Alberni Valley) and Coastal Communities (Eat West Coast)

This model is an excellent example of a Provincial Ministry connecting with and supporting regional interests and organizations to support Provincial goals. It offers a clear structural mechanisms to connect local voices directly with a Provincial Ministry. As with IAFBC's program, this project is currently completing an evaluation, with results expected to be shared in Fall 2020.

Food Hub programming generally supports broad food system goals, including literacy, health, food distribution. Hub representatives note that agricultural production is a key component of a healthy food system, and their programs generally have some agricultural support components - producer education, farmer directories, Grow Local programs, promotion of local products, liaising with producers and producer groups, and even direct farm development, such as with Nanaimo Food Share. Hub endeavours also include food production and procurement initiatives that are not traditionally regarded as 'agriculture', such as Indigenous food systems, urban agriculture and community gardens, marine resources, distribution of food waste, and school garden initiatives.

Island Health acknowledges the blurry line between food security and agriculture. Recently, the Ministry of Health arranged for the Ministry of Agriculture (AGRI) to meet with the Health Authority Food Security Committee, as part of AGRI's Food Security Task Force. In the 2021 Provincial Budget Consultations, Island Health's Food Hubs called for food security to be explicitly recognized and for stabilized funding for community food security organizations and community dieticians, to allow for a proactive and coordinated approach to food systems in B.C.

## Provincial Ministry of Agriculture

### **Overview**

The Provincial Ministry of Agriculture mandate and priority areas are described as “Grow BC, Feed BC, and Buy BC”, with the related priorities of: Building Sustainable Production from Land and Sea; Building the Value of and Access to B.C. Food; and Building Consumer Awareness and Demand. The Ministry is organized into two Divisions (Agriculture Science and Policy Division; and Business Development Division) and 6 Branches (Food Safety and Inspection; Innovation and Adaptation Services; Plant and Animal Health; Business Risk Management; Corporate Governance Policy and Legislation; and Sector Development).

RAS concepts are relevant within the ‘Regional Agrologists’ and ‘Partnerships and Outreach’ units of the Sector Development Branch, but also within the Innovation and Adaptation Services Branch (Strengthening Farming; Market Development; Innovation; and Resource Management), Climate Action Initiative and the Corporate Government, Policy and Legislation Branch.

As part of this System Change project, various Ministry of Agriculture representatives were interviewed and engaged with in order to learn how RAS could support Provincial goals, and where (and how) it could gain influence. In general, contacts spoken with were informed, caring, helpful, and understanding. As individuals they understand the systemic challenges at play, yet obstacles were noted as they described the complexity of working within the AGRI structure as a whole. Various ideas and suggestions were collaboratively discussed,

Multiple Provincial representatives made one particular suggestion to stakeholders who are requesting changes from the Province - that they need to be clear about which policies, specifically, are impacting producers, and in what specific ways. Furthermore, they suggested being specific about what was wanted instead, noting that sometimes funding is available for a specific ask, but that it is much harder for the Province to respond when problems and requests are presented as broad perspectives or complaints that fall across multiple government agencies.

This point is well taken - requests to the Province would best be provided in clear, concise, level-headed, positive, and backed-up ways. Here is the challenge in question - How does a stakeholder develop, share, and lobby in this clear, level-headed, and specific way, without any resourcing or support to do so? A specific and thought-out request requires a particular skill set, preferably with research and surveys at the local level, documentation and analyzation of findings, and the time to find and navigate winding channels to reach the appropriate contacts. Rural communities often lack connections or access to academic institutions to support this, and producers are not necessarily skilled bureaucrats.

A mechanism of support is required for development of structured, well-defined, and clear requests to the Province from rural communities and producers. If there is none, the Province must listen as best as it can and work towards understanding the reasoning and developing the solutions themselves.

### **Conversation - Regional Agrologist**

#### ***(Sector Development Branch)***

“Regional Agrologists (RA) leverage regional attributes and encourage economic growth and stability in conjunction with social and environmental health through innovation, adaptation and local market development. Through long term relationships in the local community, strategic extension, and with a client service focus, they provide effective implementation of ministry programs and initiatives” (Jill Hatfield, 2019). There are currently about 15 RAs across the Province, and they are widely acknowledged as helpful by RAS representatives.

Extension services have changed, as has the agricultural industry. At one point the internet was the primary source of information for farmers. The internet has changed how producers access knowledge and information. Producers have many more sources of information and often look to RA’s to validate this information for their individual situations. There has been a reduction in support such as field days and on-farm visits, in part because so many people have jobs off-farm and there are concerns about biosecurity and privacy.

Demographics and farm operations are changing as well. There is some disconnect between the old ways of farming and the new, and older information delivery models are not seen as relevant by the new generation of farmers. Larger industry operations generally receive support from their industry organizations and specialists that operate on a global scale. There are fewer calls for industry specialist support (such as for drainage and livestock) and more for support with emerging markets and innovation.

Funding programs for agriculture is negotiated through the Canadian Agricultural Partnership agreement which have 5-year time horizon and often targeted policy objectives. For communities working collaboratively through local networks such as local governments, farm organizations, universities and colleges on regionally important projects is often the most successful approach.

### **Conversation - New Entrant Agrologist**

#### ***(Sector Development Branch)***

The New Entrant Agrologist (NEA) was created to address the concerns related to people entering agriculture for the first time. The New Entrant role is one point of contact for coordination and providing linkages with AGRI programs and support services. NEA is a provincial role however the position has a close relationship with RA’s across the province who are often the first point of contact for new entrants.

The New Entrant Strategy (2019) is built on the three pillars (Land, Knowledge, and Capital) needed to address key barriers facing entrants to the sector. Support is delivered such as land-matching, publication of business development guides, workshops, and cost sharing through the Agri-Business Planning Program. The Strategy was developed by AGRI and funding was supported by the Canadian Agricultural Partnership, a five-year federal-provincial initiative to strengthen the agriculture and agri-food sector.

The New Entrant Needs Assessment provides a series of surveys, forums, and interviews. The highest need for support noted from the new entrants surveyed was for informal mentorships - such as through networking, connecting old/new farmers, and peer support (something RAS is well equipped to do within a community). Prospective industry entrants also noted a lack of awareness with regards to available supports and indicated a need for a centralized place for the dissemination of accurate and region-specific information.

### ***Conversation - Regional Team Lead***

#### ***(Sector Development Branch)***

Staff team of the Sector Development Branch in the coastal region. AGRI's involvement in communities is through programs such as the Provincial network of Food Processing and Innovation Hubs, the CAI, ACARN, B.C. Agri-Business Planning Programs. Support from the New Entrant Agrologist, the team of Regional Agrologists and in-kind involvement in various industry events.

There was interest expressed in exploring opportunities to continue to work towards supporting and strengthening RAS initiatives. The passion and expertise of RAs was noted, however they also cover large areas with diverse production systems. Extension services as knowledge transfer in order to be effective has to be a 2- way street (both to and from producers), and there is significant potential for academia to help with bridging gaps.

Some suggestions for areas of potential systemic improvements included streamlining and sharing databases, thereby discouraging repeated redundant efforts by various organizations. The BC Food Web was used as an example, though its recent hiatus was duly noted. Other suggestions for supporting agriculture at the Regional level included via annual meetings connecting Regions and the Province and through the use of a network approach.

### ***Other Conversational Notes***

#### ***(Innovation and Adaptation Services Branch; Corporate Governance, Policy and Legislation Branch)***

Land Use Planners (LUP) help to develop land use policy. They are available to Regional Government staff to consult with about bylaw development in farming area and making decisions about OCPs and applications.

It was suggested better links are needed between Regional Governments and the Province, but that there has sometimes been reluctance on part of local governments to participate, such as at a recent UBCM convention. It was also suggested that working on specific issues (such as Cannabis, for example) rather than providing general education about how the system works is akin fire fighting and does not promote long-term understanding. There is a need a common understanding of what a legal framework looks like, as well as educational tools for local governments and the public.

It was noted that it takes a tremendous amount of resources it takes to do consultations, both for the Province and for local governments, and that it would be valuable to deepen relationships with local governments, ensuring 2-way communications in order to listen to and understand where people lie.

*Policies to preserve land and programs to encourage farming were described as two separate things. This poses an interesting question, and one very relevant to Regional Governments: How can policies about agricultural land (which Regional Districts must administer, in part) be better integrated with programs to support producers?*

## Section 3: Case Studies and Examples

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*It is useful to highlight a few brief case studies and related initiatives, in order to understand the context, challenges, and opportunities for Regional Agriculture Support. While this project is not meant to address these specific concerns, they are an interesting look into how the existing system operates. In particular, systemic changes involving RAS may assist in resolving challenges in ensuring regions are heard and accommodated at the Provincial level.*

### Legislative amendments to B.C.'s Agricultural Land Commission Act

Legislative amendments to the ALCA were enacted in 2019. Subsequently, significant public concerns were raised about the changes and the process which resulted in them. Producers and ALR landowners felt they had not been adequately consulted with and that the changes would negatively affect them. The Province subsequently held a series of public consultations, to which there were 2299 respondents, and findings were shared in their "Supporting B.C. Farmers Public Engagement - "What We Heard" Report"(WWH)

Some Local Governments noted that changes in ALC caused planning departments significant stress and financial/resource burden with the significant time spent researching and responding to questions regarding the ALCA changes. They expressed feeling a sense of being suddenly downloaded on, without the related expertise required to respond to inquiries and develop local bylaws in order to adapt to the changes.

Many stakeholders referred to the diversity of BC and the challenges of one-size-fits-all policy. Some felt that the ALC looked at the lower mainland to set policy, and that those policies were not reflective of communities outside of that region.

While the Province did consider the public consultations conducted by an independent Advisory Committee in 2018 prior to changing the Act, the WWH also stated that "Many people who emailed were not aware or fully aware of the consultation undertaken by the Independent Committee in 2018". They felt they were not properly informed of the consultations and that there was a lack of advanced notice of the changes.

Feedback from all 6 in-person public engagement sessions included concerns about lack of Provincial engagement with ALR landowners and about the role of local government: as summarized from the Delta session: "Lack of direct communication to land owners and a lack of communication between the different governing bodies for example between ministries, between local government and ALC and Ministry of Agriculture."

At the Merville event, the ALC, Province, and Regional Governments were described as a 3-legged stool supporting implementation of the Act, though Regional Government was not part of the presentation and seemed to be struggling with administering it.

The public feedback did result in some changes. AGRI subsequently consulted with a group of local governments on the regulations to bring Bill 15 into force, a process which concluded in winter 2019/20. Implementation of some of the ALCA changes was delayed, and in January 2020, the Ministry launched a second consultations process on potential residential flexibility options for the ALR as

outlined in a public intentions paper. This amendments to the original changes to the ALCA aim to alleviate the concerns expressed by the public and incorporate the feedback from the WWH.

It is plausible that a formal channel for communications and stronger resourcing of the Regional Government 'leg' of this stool could have supported 1) a stronger experience of public consultations BEFORE the Act was changed, 2) better understanding of regional governments about the impacts of changes and their role with regards to those changes, and 3) significantly less interruption to Regional Governments regular jobs and service provision to their constituents. Stronger public consultation opportunities prior to changes the regulations may have resulted in changes that were more amenable to stakeholders in the first place and certainly may have eliminated the need for the consultations after.

This brief case study points to a structural gap in public consultations process which could be overcome. Local government and local food and agricultural organizations have close contact with individual producer communities, and in many cases, a strong sense mutual sense of trust and local communications channels which could support strong producer outreach. At the Regional level, Agricultural Advisory Committees, whose role it is to review ALC issues and applications, must be given appropriate opportunity and the time required to participate in initial consultations as well.

## **Changes to Provincial Meat Inspection Regulations**

Increased access to slaughter services was one of two top priorities of the ACRD's producers when its agricultural support program was initiated in 2014. Since then, a financially resourced initiative has allowed for related research, development of a local working group, producer and stakeholder consultation processes, lengthy documentation, and numerous engagements with Provincial representatives.

A formal Request for Designation under the Meat Inspection Regulations (MIR) was submitted to the Province by the ACRD Board of Directors in July 2017. By 2018, the Province had engaged a Standing Committee to conduct public consultations about the MIR. A report on those consultations was published in Fall 2018, then in summer 2019 a second consultations opened to Regional Districts in response to that report's recommendations. The ACRD responded again, and finally, in June 2020, the Province granted the ACRD Request for Designation under the Regulations, along with that of two other Electoral Areas in BC and indicated further changes that were pending.

This long process has been reported as frustrating by ACRD producers, and it was complicated by the lack of formal pathway and process for making such a request. Throughout the ACRD's lobby, other groups, such as the Small Scale Meat Producers Association, also lent their perspective and it was arguably the snowball effect, in part, that led to the eventual changes. In the ACRD, it was a 6 year process, staying on top of developments, applications, consultations, and stakeholder engagement that made the difference. Within its lobby, the ACRD was able to share the concerns of other regions and organizations, and hopefully, the changes resulting from the Ministry's examination of the MIRs will benefit producers across the Province.

## **Farmers' Institute Website**

Farmers' Institutes (FI) across BC work at a regional level to support their producers. Generally, FIs are not well-funded or staffed. Though their mandate says they can engage directly with the Province annually, very few do or have the opportunity. In 2018, however, the Province declared November 30

Farmers' Institute Day and invited Institutes from across the Province to a special event, in an effort to bring them together with the Province and have meaningful discussions.

At the event, a website was suggested as a way to share information and support the Institutes. Subsequently, with the help of a steering committee, the Province developed and launched an online FI platform. The intention was for the site to be a tool of the FIs, not the Province. As per the Province:

*"The website is intended to be a tool that you can use:*

- *To connect with other Farmers' Institutes*
- *To post and learn of relevant agriculture events and workshops*
- *To provide a portal for potential new members to connect with their local Farmers' Institute*
- *To provide a Members area where Farmers' Institutes can share documents with each other but not necessarily with the general public"*

The website is polished, well constructed, and seems to have a desirable framework. It is an interesting example, however, because it seems as though FI's simply are not using it. Most of the posts have been posted by the province to promote provincial programs. It is unclear whether the Province's intent is in line with what the FIs actually want or need. If FIs had been better resourced themselves, would they have decided on and pursued another avenue of communications that they were more invested in and/or that better fit with their organizational structures and membership?

## **Colin Dring, UBC Research Project**

Colin is a Phd student in the Faculty of Land and Food Systems at the University of British Columbia whose research focuses on regional agri-food systems in the Lower Mainland. He is interested in local governments' role in agricultural planning and how it contributes to creating regional food systems by integrating land-use, agricultural development, and Municipal/Regional/Provincial governance.

As part of his presentation to the System Change event (see page 23), Colin noted that local governments' primarily employ land-use planning tools to address agricultural issues, and to a lesser degree, agricultural development (e.g. economic, community/social, sustainable) and educational supports (e.g. awareness-raising). He suggested that Land Use Planning is not the best tool for integration of agriculture with other social, economic, and environmental issues, nor does it, in isolation, address the rich diversity of the agricultural sector. In addition, he notes:

- A lack of creativity in the typical "planner mode"; that governments are bound to old models while trying to address new challenges
- Compounding problems from an increase in urbanization and public disconnect from farming/food
- A gap in food system planning education to staff and planners
- That agriculture is not separate from food security systems, and that thinking so creates problems
- That there are benefits to joining food security and agricultural committees
- A suggestion that municipalities think more holistically around food systems, agriculture, and health
- A suggestion that food security organizations have a voice in Provincial agricultural policy development
- That the National Food Policy is housed in Agriculture
- That project funding, as opposed to people funding, isn't flexible or adaptable enough and doesn't work with emerging issues
- There is disparity in equity about which farmers are being supported
- That food system practitioners need to share notes
- That a lack of organized ways to pressure government is system of power and control

Colin recently developed an interview guide for regional government, and is interested in continued work in bridging the “muddy” gap between local government and Province where it concerns agricultural planning and food security systems, including within jurisdiction and regulation, and legal powers. He is also developing food system and rural planning curriculum for professional development of local government staff.

## **UBCM Resolution, 2019**

In 2019, the ACRD brought a Resolution to the Union of BC Municipalities convention, requesting funding support, through a stable framework, to establish strategic and long-term regional agricultural extension supports.

The Province’s response included a summary of existing Provincial programs. It reinforced a declaration that a participant made at the the ACRD’s System Change event - that when RAS asks for something, the Province responds that ‘they have a program!’, even though the request clearly means that the existing program is not meeting the Regional needs.

In this case, the Region was asking for funding for programming that is driven and managed from *within* the Region. The Province’s response was that they are already taking care of the regional needs, but it pointed out programming over which the region has no control. See full script in Appendix 1.

## Section 4: Recap of Key Project Event

*As part of this System Change project, the ACRD hosted a full-day event in advance of the Islands Agricultural Show on Thursday February 6th, 2020.*

### Event Purpose and Context

The 3-part event brought representatives from a variety of Regional Agricultural Support (RAS) initiatives together with Ministry of Agriculture staff and other stakeholders. 36 people attended the morning session and 25 attended the afternoon workshop. Vancouver Foundation funding ensured participants from across the Province were resourced to attend, and there was very positive feedback about the composition and caliber of the group. Prior to the event, participants were asked to respond to a short survey. A [full event summary](#) with findings and list of participants is available on the ACRD website.

Participants examined the broad agricultural support system under which they operate, and were asked “hard to answer” questions about cultural dynamics, stakeholder assumptions, structural gaps, and power dynamics. With this lens, and through a solution-focused framework, they worked to identify leverage points and commonalities, generating ideas for next steps from a shared perspective. The event was facilitated by Ben Hyman, Chair of the BC Cooperative Association.

#### **Part 1: Panel Event**

Representatives from a variety of Regional Agricultural Support (RAS) initiatives from around the Province share their program history and models along with regional perspectives about needs, challenges, and emerging opportunities.

#### **Part 2: Mini-Presentations**

Representatives from Island Health and Investment Agriculture Foundation of BC and a UBC researcher shared program info as it relates to Regional Agricultural Support.

#### **Part 3: Workshop**

A workshoping event helped participants to:

- Develop and present a shared Regional Agriculture Support (RAS) narrative to the Province
- Facilitate an analysis of the current system of Agricultural Support (Provincial and Regional frameworks)
- Drill down to feasible and specific actions that can be undertaken to better connect 1) the Province to RAS and 2) various RAS organizations to one another.
- Develop a set of ‘Best Practices’ for RAS initiatives that will support BC communities to implement effective programs

### Summary of Event Findings

#### **Threats/Weaknesses, Opportunities/Strengths**

- Areas of threats and weaknesses included: land use issues; bureaucratic complexity; funding limitations; cultural contexts; general sector challenges; and knowledge transfer gaps.
- Strengths and opportunities included: shared values; models & program examples; public awareness; resources; people’s passion and expertise; and emerging issues.

## **Linking to the Province**

Recommendations to strengthen linkages with the Province included via: data and measurements; collaboration; structural links; and planning processes.

## **Next Steps**

Recommendations for next steps included:

- A. Create and share a database of RAS and related resources from across the Province
- B. Determine priority data for performance measurement of RAS
- C. Collate existing data
- D. Continue convening events in conjunction with established forums - inviting expertise, developing joint strategies, and sharing perspectives
- E. Build and fund core roles for bridging and collaboration within government (as an umbrella) and organizations (to ensure stable participation)

## **Best practices for RAS**

A key intended outcome of this projects engagement with other RAS from across the Province was the development of a list of Best Practices for RAS. This could help ensure that any core funding is directed to organizations that are strong, stable, and effective. Such 'Best Practices' could be requirement for funding contributions, and it will help all RAS (especially new start-ups) to improve their programs.

The following Best Practices were identified: engage a diverse, cross-disciplinary, and multi-jurisdictional team of advisors; use a strength-based, collaborative, and solution-focused approach; build in flexibility to deal with and capitalize on emerging issues and resources; be strategic - match gaps with regional assets and energy.

## **Shared Narrative**

A shared narrative helps develop cohesion, collaboration, and strength to RAS interests. The narrative below was developed subsequent to the IAS event.

*"Food impacts our communities, and we are representatives of those communities. We value our producers and our pastoral landscapes for their contribution to our communities' wellbeing. The challenges to supporting agriculture are complex, and it remains uncertain how to best connect the future of food to the land and producers today.*

*We are passionate and committed to working towards that 'shadowy future'. We seek to learn and to work together, and we share a need for core funding and collaborative and comprehensive efforts."*

## Section 5: Key Themes and Recommendations

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*Getting back to the original questions: What systemic changes can increase the impact of Regional Agricultural Support, and how can the ACRD best amend its own programs?*

### Key Themes and Findings

- 1. There is keen interest in making adaptations to the current system**
  1. A recognition that agriculture and the agricultural industry are changing;
  2. Passionate, skilled, and knowledgeable people are bringing new ideas
  3. Consumer consciousness is shifting
  4. Organizational involvement in the sector is growing at the community level
  5. People are willing to work together to problem-solve
- 2. Systemic changes can be challenging, slow, and complex**
  1. It takes time, will, and a leap of faith
  2. *“The system isn’t broken, it was built this way.”*
- 3. Regional level programming allows for the integration of Health and Agricultural interests**
- 4. Structural ‘Bridges’ and formalized ‘Bridging’ roles are required**
  1. Structural gaps in complex systems hinder collaboration (including between multiple levels of government)
  2. Formal bridging roles bring multi-level, multi-sector, multi-perspective stakeholders together to find or create workable solutions
  3. *“Looking for a Unicorn”*<sup>3</sup>. It’s challenging to offer extension-type services to the diversity of producers and products within a region
  4. Bridges and bridging roles support development of multi-sector infrastructure, collaborative programming, and avenues for knowledge sharing
  5. A strong network of RAS organizations helps them to be recognized by the Province
- 5. A lack of core funding hinders RAS progress**
  1. Core funding allows for adaptation and response to emerging issues
  2. Core funding is essential for equitable participation in bridging platforms and mutually-supportive system networks
  3. Regional activities support Provincial needs; Community organizations support Regional needs
  4. Lack of funding stability year to year results in short-term fire fighting and energy expenditures just to survive
- 6. There are significant power and equity imbalances within the system**
  1. Between Provincial and Regional governments
    1. Current system is primarily top-down rather than bottom-up; while both are equally important forces
    2. Regional governments lack funding and jurisdictional authority to develop Regional programs or policies
    3. Regional governments are mandated to administer Provincial policies and must adapt to change

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<sup>3</sup> M. Bates at the System Change event, Feb 2020 regarding Kootenay-Boundary Farm Advisors program start-up

5. Province has agricultural mandate, whereas Regional governments do not, however agriculture and food issues are important and can be directly supported regionally (*see United Nations Sustainable Development Goals graphic, Appendix 2*)
2. Between paid workers and volunteers
  1. Within Committees and within organizational roles
3. Between rural/urban communities; small-scale/commodity producers
  1. Elitism against small producers and so-called 'hobby farmers' or 'community gardeners'
  2. Regulatory hurdles and lack of framework scaleability for artisanal, seasonal, or part-time producers
  3. Policy targets are large economic contributors (industry) and areas of high population and high land values
4. Between Indigenous and non-Indigenous perspectives
  1. Systemic racism is evident through lack of Indigenous representation within governments and community organizations
  2. Locally or culturally important food practices such as in forest/marine harvesting are not widely recognized within 'agriculture'

## **7. Measurement and Data is important**

1. It is challenging to measure increases in happiness, health, community resilience, and lifestyle satisfaction, and equally hard to measure their impact on economic growth and social services costs
2. It is easier to evaluate the impact of one large agricultural producer than many small ones
3. The Province reportedly has to respond to the Treasury Board with evidence and those may influence the funding available to the Province and its Ministries
4. Multiple community organizations are attempting to develop measurement tools, and reinventing databases which already exist elsewhere in a similar form

## **8. Key leverage points exist for systemic change in way agriculture is supported**

1. Climate change: Agriculture is dependent on a certain environment, and humanity is dependent on food
2. Academic involvement lends credibility and allows for knowledge sharing and research in a rapidly changing field
3. Regional governments have a role in agricultural planning:
  1. They have an inherent interest in local food security and vibrant local social and health systems
  2. They are required to administer and respond to Provincial policy, regulations, and legislation
  3. Scaleability and regulatory hurdles could potentially be mitigated, in part, at the local level
4. Currently, the Covid-19 pandemic
  1. A resurgence of interest in resilient, localized food systems, with associated funding opportunities
  2. Necessity is causing rapidly changing market, labour, production, processing, and distribution frameworks and conditions

## **ACRD Program Recommendations**

### **Continue a Regional Agricultural Support Program with focus on:**

1. Supporting the areas various food and agricultural organizations to increase their own capacity and impacts by providing core funding and mentorship to key organizations

- Mentorship could include: assisting with grants, program development, employee work plans, and strategic planning; navigating system bureaucracy and requirements; and resource sharing
  - Core funding supports stable, equitable engagement and participation in collaborative efforts and Committee tables
2. Acting as a bridge between these organizations in order to support regional collaboration and funnel broadly acceptable recommendations to Province and to ACRD Board of Directors
  3. Involving industry / academia in:
    1. Technical extension services and programming
    2. A Province-wide continuing educational program in agricultural planning for Regional Government
  4. Involving other RAS organizations in further networking events, with a particular focus on development of measurement and evaluation tools
  5. Continuing to engage Province in discussions about RAS and mutually-supportive endeavours
  6. Adapting programs as needed and responding to emerging concerns

Program specifics must be designed in collaboration with regional organizations and stakeholder groups. A grant application for a second stage Vancouver Foundation System Change project can be the mechanism to construct this project and to support it over a 3-year term. However, regardless of the funding resources available, the focus and intent of future ACRD's Agricultural Programs should lie in supporting downstream organizations via core funding and mentorship while acting as an umbrella and a bridge between those organizations, upwards to the Province, and externally towards other Regional Governments and organizations.

To change this system will mean changing the power dynamics. The ACRD has asked, through this System Change project, for more impact at the Provincial level, we must model this delegation of power and authority, by channeling it downstream ourselves and supporting the requests and needs from organizations within our community. By building them up, we'll build local resilience, capacity, and skills.

With guidelines, support, and oversight in place, our regional program will support local organizations to participate, in a paid capacity, at regional tables and collaborative initiatives and to expand their own capacity for supporting agriculture. Concurrently, we will continue to work with and engage the Province in developing structural supports for RAS, educating Regional Districts about agricultural and rural planning, and developing a network of RAS, so that we can learn from each other, expand our impacts, grow our capacity, and collaborate more widely.

## Requests to Province

While the ACRD lacks authority to determine Provincial actions, the following requests are indicated through discussions with Provincial, RAS, and other stakeholders:

- A. Create and share a database of RAS and related resources from across the Province
- B. Help to determine priority data for performance measurement of RAS
  - What does RAS have to measure that will help the Province to understand and value it? (per Ministry of Agriculture and Ministry of Health)
- C. Assist with collation of existing data
  - Gather and analyze existing data, using a team approach that includes multiple organizations, the Ministries of Agriculture and Health, and academia

- D. Continue to participate in events and discussions about the role of RAS and ways it could be supported
- E. Build and fund core roles for bridging and collaboration within government (both between Ministry of Agriculture and Ministry of Health, and between Province and Regional Governments)
- F. Build supports and policy for small scale, part-time, and/or artisanal producers and processors (similar to the New Entrant Program or via development of a Small Producer Branch)
- G. Lobby for inclusion of core funding for RAS in the next round of CAP funding
- H. Provide in-kind and/or financial support to future ACRD applications to the Vancouver Foundation's System Change granting stream, in order to further the objectives above

Note the following two recommendations in the Select Standing Committee on Finance and Government Services' REPORT ON THE BUDGET 2021 CONSULTATION which referred to regional agriculture and local food security:

- Recommendation 30: *Develop policies that support agriculture productivity and regional production and collaborate with Indigenous governments in coordinating local producers, building capacity, creating space for community gardens, and supporting farmers' markets.*
- Recommendation 31: *Continue to develop local food production, processing and distribution hubs, including investing in innovation and nutrition security, and prioritize funding for food security at the community and provincial level in emergency response planning, with the aim of improving food security and local agricultural capacity and productivity.*

## Author Postscript

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Many thanks to everyone who lent their perspectives and time to this project. I am humbled by and in awe of the amazing work happening across this province, and I learned a great deal from each of you.

What I heard, overwhelmingly, was an interest and willingness to work together, a shared desire for improvements in the way we support our agricultural producers, and a positivity about the potential for agriculture and food initiatives in BC. In a challenging time, a challenging environment, under complex systemic conditions, and across diverse populations and geography, I have great hope for continued collaboration and revitalization within our regional, provincial, and national food systems.

I want to acknowledge that this report may contain errors, or that I may have unwittingly misrepresented comments, statements, or stakeholder intentions. If so, I apologize, and I encourage you to reach out so that we can make corrections to any online copies. I know too, that there are many missing pieces to this story (and thus, we have much more to discuss!)

Mixed with this positivity, there is an equally great sense of frustration within the system. Through deep listening, active engagement, and continued forward steps, I believe unmet needs can be understood and accommodated. We are learning to live together in peace on this bountiful earth.

With great respect,

Heather Shobe  
Project Coordinator  
ACRD Agricultural Support Worker

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## Appendix 1: ACRD Resolution to UCBM

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**RESOLUTION B-32, 2019:** *Whereas agricultural extension services support government and community priorities around food security, economic development, climate change adaptation and water management;*

*And whereas agricultural producers and stakeholders in each Regional District are subject to unique challenges and opportunities that are difficult to address in the long-term or in a consistent manner without predictable, non-project-based funding:*

*Therefore be it resolved that the Ministry of Agriculture provide funding to local Governments through a stable, annual and accountable framework*

**RESPONSE, Ministry of Agriculture:** *The Ministry of Agriculture provides support to the agriculture sector through Grow BC, Feed BC, Buy BC, which is a three-pillared strategy to enable sustainable shared prosperity for a better B.C., by supporting B.C.'s agriculture, seafood and food processing sectors, encouraging consumption of B.C. products and building resiliency within the sector.*

*The Ministry has a variety of programs and services to support B.C.'s farming communities, industry groups and aspiring new farmers. These programs are designed to promote local food products, support innovation, build capacity of B.C.'s existing producers and processors, assist new entrants looking to farm in B.C. and support farmers to adapt to a changing climate.*

*Currently, the Ministry provides direct service delivery to primary and value-added producers through a network of front-line staff and technical staff support capable of facilitating contacts between producers, industry associations, local governments, First Nations and other stakeholders and communities of interests. These interests are served with a broad range of modern tools, information and resources but support needs are increasing given a changing environment, pressures on the urban/rural interface and technological change. Examples of key activities include:*

- Regional Agrologists (15 Agrologists) who deliver strategic outreach activities, facilitate strong agricultural land-use planning, coordinate agricultural emergency response, and address current and emerging issues facing agriculture within a specific region, in collaboration with local governments, regional producer organizations and local producers;*
- Industry Specialists (11 Specialists) who drive agricultural competitiveness by delivering industry extension programming, research, and coordination to key agricultural commodities province-wide, in collaboration with producers, processors, provincial-federal organizations and governments, and;*
- AgriServiceBC, which provides a single point of contact for producers, processors and citizens to access Ministry information, programs and services.*

# Appendix 2: United Nations' Sustainable Development Goals

## Jurisdictions and Impact Areas

The graphics below illustrate the role that Municipal level governments have in localizing the United Nations' Sustainable Development Goals.

Note that, in Chart 1, Agriculture is not listed within standard Municipal jurisdictions, but that, as per Chart 2, it has relevance to Sustainable Development Goals 1, 8, 9, 11, 12, and 15 which are within Municipal government 'Impact Areas'.

**Chart 1: Canadian Jurisdictions<sup>4</sup>**

### The SDGs – Canadian Jurisdictions

National	Provincial	Municipal
<ul style="list-style-type: none"> <li>-Agriculture</li> <li>-Finance</li> <li>-Environment</li> <li>-Fisheries and Oceans</li> <li>-Industry</li> <li>-Justice</li> <li>-Labour</li> <li>-National Defense</li> </ul>	<ul style="list-style-type: none"> <li>-Agriculture</li> <li>-Education</li> <li>-Energy</li> <li>-Environment and resource development</li> <li>-Health</li> <li>-Infrastructure</li> <li>-Justice</li> <li>-Transportation</li> </ul>	<ul style="list-style-type: none"> <li>-Emergency and Disaster Services</li> <li>-Parks and Pathways</li> <li>-Public Transportation</li> <li>-Recreation</li> <li>-Roads, streets and walks</li> <li>-Sanitary sewage and treatment</li> <li>-Waste Management</li> <li>-Water Supply</li> <li>-Tourism</li> </ul>

**Chart 2: Governmental Impact Areas on UN's 17 Sustainable Development Goals**

### The SDGs – Canadian Jurisdictions

National	Provincial	Municipal
  	  	  
  	  	  
 	 	

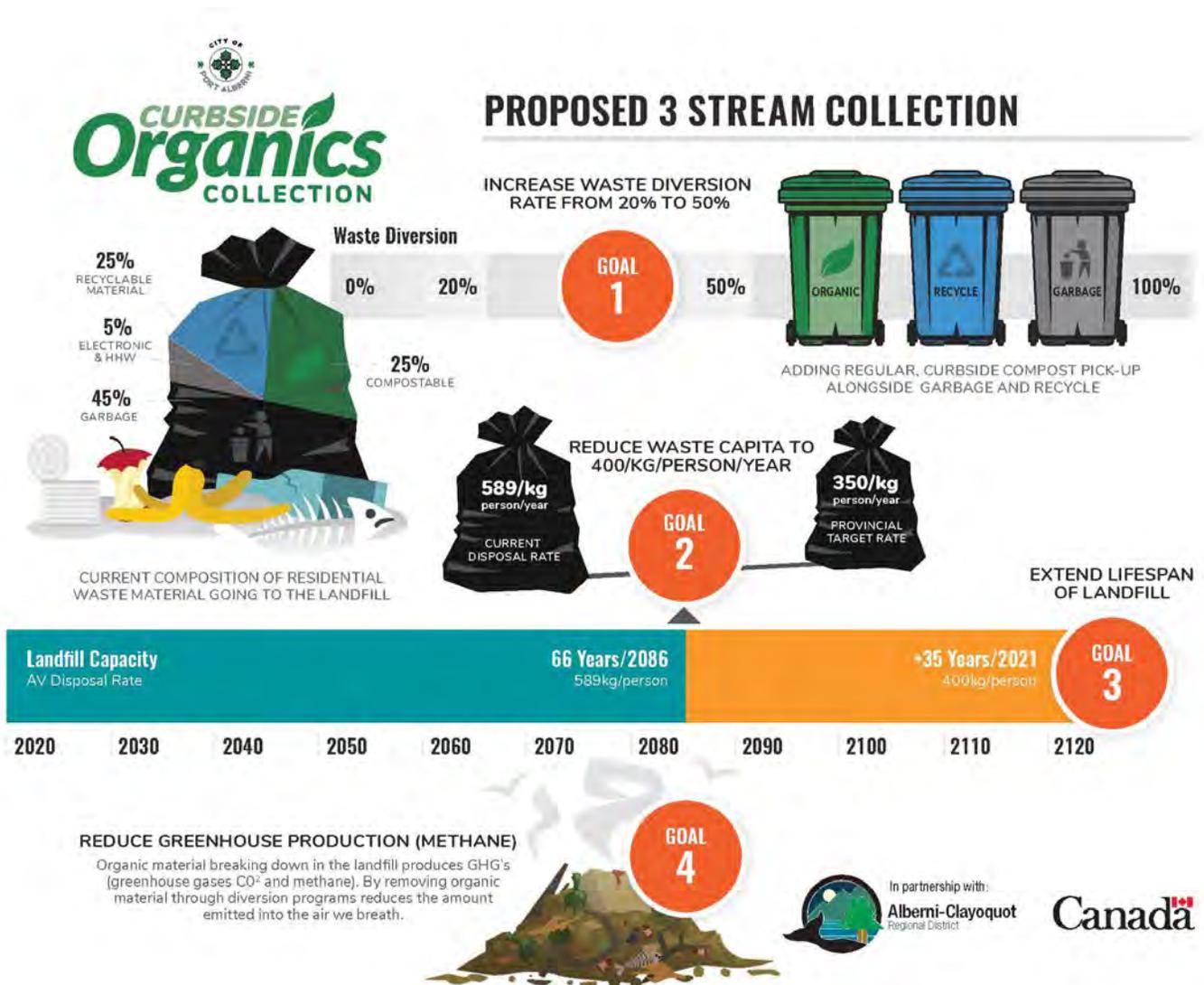
<sup>4</sup> Graphics courtesy of British Columbia Council for International Cooperation



The ACRD is currently developing the first phase of the Regional Diversion program that will include moving to a three stream (organics, recycling and garbage) curbside collection system for the City of Port Alberni. The ACRD is developing options for the other areas in the region which could be expanding of existing collection services to include curbside organic collection, provision of carts or kitchen bins, and/or setting up community diversion depots in more remote areas. These new waste services will be designed to give residents the opportunity to divert food waste along with other recyclable household waste from their homes and help extend the life of the ACRD landfills.

The phases and timelines are the following :

- ◇ Phase 1: City of Port Alberni residential waste—Spring Summer 2021
- ◇ Phase 2: Tofino, Ucluelet and Long Beach—Spring /Summer 2020
- ◇ Phase 3: Alberni Valley Electoral Areas, Bamfield and First Nations Communities—Fall 2022



## Removing Organics from the Waste Stream

Implementing an organics diversion program will help move the ACRD towards the provincial target and our local targets of diverting 50 percent of residential household waste from our local landfills and reducing our waste generation from 589 kg/ person to 400 kgs/person.

## West Coast Compost Pilot Update

In February 2020, Tofino Urban Farms Co began the West Coast Compost Pilot. Through the setbacks of CoVID-19 the pilot has successfully received and processed approximately 32 tonnes of organic material for composting.

The program collects compostable material from approximately 28 residential properties, 4 restaurants (Shelter, Shed, Wildside, Rhino Coffee House and Long Beach lodge) and 5 other local businesses (Gaia Grocery, Whaler Hostel, Crab Apple Florist, Summit Bakery and Tofino Distillery). The finish product will be offered to residents to purchase once processing and quality testing is complete.



## NEXT STEPS

The City of Port Alberni City Council and the ACRD have approved the recommendation to move forward with the 3-stream Curbside Collection Waste Service. As a result the ACRD has recently released the following Requests for Proposals

- Supply of Curbside Collection Carts
- City of Port Alberni—Organic Waste Processing



## Public Engagement

The ACRD is working with 'Bang the Table', a company who specializes in digital platforms, to develop an online engagement venue. This platform will allow residents from all of the communities within the ACRD to take part in forum discussions, surveys and provide feedback on the new waste services. This will allow the ACRD to address concerns from residents, form key messages and make program recommendations when developing the new waste services.

For more information on what goes where or to sign up for collection reminders download the ACRD collects app or visit [www.acrd.bc.ca/recycling\\_schedules](http://www.acrd.bc.ca/recycling_schedules)





Forest Enhancement  
Society of British Columbia

September 15, 2020

John Jack  
Alberni-Clayoquot (Regional District)  
3008 Fifth Avenue  
Port Alberni, BC V9Y 2E3



**Re: Forest Enhancement Society of BC's 2020 Accomplishments Report**

Dear John Jack and Alberni-Clayoquot (Regional District) Directors,

British Columbians are concerned about climate change along with other environmental, safety, and economic concerns. They want to know specifically what their governments are doing to protect communities from wildfire risk, improve wildlife habitat, fight climate change, expand the bio-economy, and enhance B.C.'s forests. The enclosed Forest Enhancement Society of BC (FESBC) Accomplishments Report showcases over 250 projects in communities across rural British Columbia. Citizens and governments alike will be pleased to see real-life projects happening close to where they live.

FESBC achieves this work by granting and coordinating funds provided by the Province of British Columbia and the Government of Canada to third parties who implement projects and treatments on the land base. We are pleased to partner with a range of proponents in delivering these projects, from community forests to municipalities to government agencies, and others. Thirty one percent of the funded projects have First Nations participation and, in many cases, it is a First Nation who is the lead agency that envisions, plans, and delivers these projects.

Look in the report for the projects taking place in and around your community being delivered by people who live in your local area. When the opportunity arises, please thank these people and our governments for assisting B.C. and Canada in achieving our shared vision of enhanced forest resilience for the lasting benefit of British Columbia's environment, wildlife, forest health, and communities. If you are one of the local governments who are directly involved in delivering projects in your area, please accept our gratitude.

If you or your fellow Directors are interested in further information, please visit our website [www.fesbc.ca](http://www.fesbc.ca), send an email, or give me a call.

Steven F Kozuki, RPF  
Executive Director, FESBC  
Office Phone: 1.778.765.0938  
Email: skozuki@fesbc.ca

(015) RD - 16



Reference:258076

September 14, 2020

Hello All

The Forest Enhancement Society of BC (the society) has been delivering projects that support the province's key commitments to British Columbians to deliver forest stewardship projects across the province. I am very pleased that the society shares the same forest stewardship focus as the province, to protect communities from wildfire risks, addressing climate change by supporting the use of fibre from damaged and low-value forest, and by reducing the amount of slash pile burning through fibre utilization projects. The society is a key contributor to the provincial tree planting program that rehabilitates areas devastated by wildfires and mountain pine beetle, ensuring forest and ecosystem health is given a healthy boost after being impacted by these large natural disturbances. Their work advances environmental stewardship and contributes to provincial and national climate goals.

I want to thank the Forest Enhancement Society of BC for working alongside Indigenous nations, and with companies that help to ensure Indigenous communities share in the economic and environmental benefits of forest carbon projects, demonstrating a progressive path forward for reconciliation.

Sincerely,

A handwritten signature in black ink, appearing to read "Diane Nicholls". The signature is fluid and cursive, with a long horizontal stroke at the end.

Diane Nicholls, RPF  
ADM Chief Forester  
Office of the Chief Forester

pc: Honourable Doug Donaldson, Minister of Forests, Lands, Natural Resource  
Operations and Rural Development.



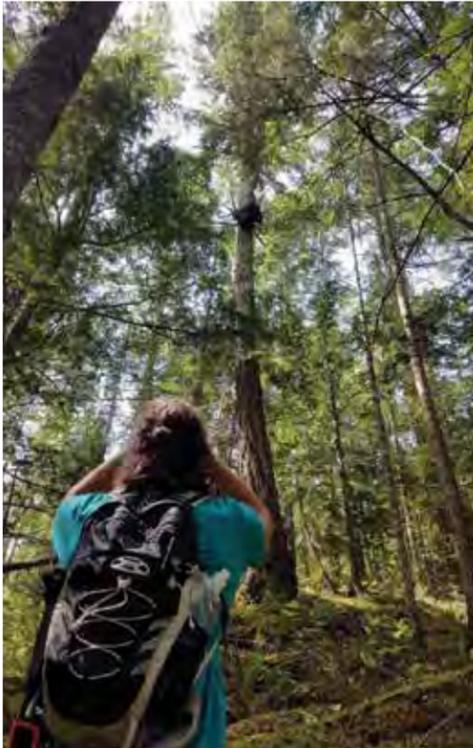
Forest Enhancement  
Society of British Columbia

# 2020 Accomplishments Report



316





"The **Williams Lake First Nation (WLFN)** continues to seek out partners either in the local, provincial, and federal capacities who will assist and build upon WLFN environmental goals and objectives. **The FESBC funding has been crucial in assisting the shared mandate of reducing these outdated burning programs.** FESBC funding allows First Nation communities such as WLFN of the Secwepemc and T̓sidel del of the T̓silhqot'in National Government, two nations that have historically not worked together, an opportunity that will benefit both nations and each of their companies."

—Chief Willie Sellars of the Williams Lake First Nation



## Table of Contents

Message from the Chair.....	2
Message from the Minister.....	3
About FESBC.....	4
About the Report.....	6
FESBC by the Numbers.....	8
Looking Forward with S. Kozuki.....	9
<b>1 • Wildfire Risk Reduction.....</b>	<b>10</b>
<b>2 • Fibre Recovery.....</b>	<b>12</b>
<b>3 • Forest Carbon.....</b>	<b>14</b>
<b>4 • Wildlife Habitat Enhancement.....</b>	<b>16</b>
<b>5 • Stand Rehabilitation.....</b>	<b>18</b>
250 Reasons Why B.C.'s Forests Are Better Today.....	20
FESBC Approved Project List.....	21

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## Message from the Chair

“With support from the governments of B.C. and Canada, the **Forest Enhancement Society of BC** has been enabling others to **reduce greenhouse gases, protect communities from wildfire, improve wildlife habitat, and create jobs for British Columbians**. This work generates immense social, economic, and environmental benefits, now and into the future.”



The FESBC Board of Directors is pleased with the ongoing delivery of many successful projects to date. The Board is particularly delighted when creative people in B.C. find ways to achieve multiple benefits with their projects. For example, when a community reduces their wildfire risk while at the same time improving wildlife habitat, creating recreational trails, and using the resulting fibre to make sustainable green energy, the benefits of each dollar is multiplied many-fold.

**When British Columbians enhance our forests, we are bequeathing an inheritance to our children and grandchildren: cleaner air, fewer greenhouse gases, better timber supply, higher quality wildlife habitat, and safer communities.**

**This is a legacy of which we can all be proud.**

Jim Snetsinger  
FESBC Chair

## Message from the Minister



There’s no question that it’s been a challenging year for British Columbia’s forestry sector, with those challenges being multi-layered: some long-anticipated and some unexpected. A tightening timber supply, the impacts of climate change leading to forest pests such as spruce beetles and increased wildfire activity in recent years, low lumber prices, and finally the COVID-19 pandemic have made 2019/20 a turbulent year for the forest sector and the people of British Columbia.

**A key part of addressing these challenges has been our approach to how we manage our forest resources.** The Forest Enhancement Society of BC has played a pivotal role in helping to maintain the health of our forests and advance environmental and resource stewardship of the province’s forests. Their projects range from the **prevention and mitigation of wildfires to improving damaged or low-value forests, and supporting the use of fibre from damaged and low-value forests.** They are also a key partner in delivering on provincial climate change and CleanBC targets.

With programs such as FESBC, Forests for Tomorrow and the Forest Carbon Initiative, and the considerable effort of the forest industry, **B.C. has the largest planting program in the country** with the 2020 planting season on track for a record-breaking season despite the COVID-19 pandemic (at the time of writing).

Through innovation and determination, B.C.’s forest industry has always emerged from times of challenge and uncertainty to be stronger and more resilient. With help from organizations such as FESBC, British Columbia will continue to take a global leadership role in the sector and as the minister responsible for our forests, **I am optimistic about our future.**

The Honourable Doug Donaldson

Minister of Forests, Lands,  
Natural Resource Operations  
and Rural Development

## About FESBC

### OUR HISTORY

On February 26, 2016, the Government of British Columbia announced the formation of the **Forest Enhancement Society of BC (FESBC)** with initial funding of \$85 million and a Board of Directors to oversee the delivery of its five purposes. The Government of B.C. then announced additional funding of \$150 million in early 2017 to focus on **advancing environmental stewardship** through achieving greenhouse gas benefits and contributing to meeting British Columbia's and Canada's **climate change targets**.

### OUR PURPOSES

The Government of B.C. has invested \$235 million in FESBC with \$233 million allocated as of July 2020 for 250 projects related to our five purposes:

- 1 Preventing and mitigating the impact of wildfires
- 2 Improving damaged or low value forests through forest rehabilitation
- 3 Improving habitat for wildlife
- 4 Supporting the enhanced use of wood waste from damaged and low value forests
- 5 Treating forests to improve the management of greenhouse gases to help fight climate change

Our work improves forests and the environment while supporting forestry workers, communities, and First Nations throughout the province.

### EXCELLENCE IN FINANCIAL MANAGEMENT

The economic benefits generated by our programs greatly exceed the costs of running them with the **projects funded creating over \$357 million in economic activity** and over **2,100 full-time-equivalent jobs** in B.C. We are pleased to report that our overhead cost is only 6.5% which means less dollars are used administratively, and more funds are used for projects with social, economic, and environmental benefits.

Our vision is to enhance **forest resilience to wildfire** and **climate change** for the lasting benefit of British Columbia's **environment, wildlife, forest health, and communities**.

### GOOD GOVERNANCE

FESBC is guided by the strong strategic leadership of a Board of Directors drawn from senior ranks of the B.C. government and the forest industry. With their diverse but complementary backgrounds and **shared passion for achieving the full potential array of benefits from B.C.'s forests**, the Board provides guidance and direction to FESBC staff. The Board is particularly enthusiastic about the many projects that achieve multiple or synergistic cross benefits. Taken together as a portfolio of investments, these projects deliver significant multi-generational benefits for all British Columbians.

The Board has fully committed to adhering to **best practices for good governance** and emulates many B.C. government policies for things such as human resources management and procurement. In our most recent financial audit completed by KPMG, FESBC received an unqualified audit opinion. To view our financial statements, visit [www.fesbc.ca/reports](http://www.fesbc.ca/reports)

### OUR FESBC BOARD

The Board is led by **Jim Snetsinger**  
RPF, Chair of the Board

DIRECTORS:  
**Wayne Clogg**  
RPF, Governance Chair

**Dave Peterson**  
RPF, Assistant Deputy Minister  
| Emergency Management BC

**Brian Banfill**  
CPA, CGA, Finance Chair



### OUR FESBC STAFF TEAM

The staff team is led by **Steve Kozuki**  
RPF, Executive Director

FELLOW TEAM MEMBERS:  
Operations Managers  
**Dave Conly**, RPF  
**Gord Pratt**, RPF  
**Ray Raatz**, RPF  
Office Manager  
**Kathy Dupuis**  
Finance Manager  
**Heather Bepple**, CPA, CMA  
Communications Liaison  
**Aleece Laird**, BBA



As of July 2020, FESBC has supported **250 projects** valued at **\$233 million** in partnership with the Province of B.C. and the Government of Canada.

## About the Report

This Accomplishments Report highlights FESBC initiatives and expenditures while sharing **good news stories** from projects around the province. **In our third full year, we are proud of our collaborative relationships with project partners who are doing outstanding work to enhance our forests today and for future generations.**

We continue to adopt best practices for our governance, administrative systems, and communications to help deliver our mandate in the most efficient and effective manner possible.

This report highlights projects from around the province that:

- **help reduce wildfire risks to protect people and communities**
- **enhance wildlife habitat**
- **improve low value and damaged forests**
- **re-plant damaged forests, and**
- **utilize waste fibre for green energy production.**

Many of these projects also result in carbon benefits and contribute significantly to climate change mitigation. Learn about specific projects starting on page 10 with the full list of projects starting on page 21.



## A WIN WIN FOR B.C.'S ECONOMY AND THE ENVIRONMENT

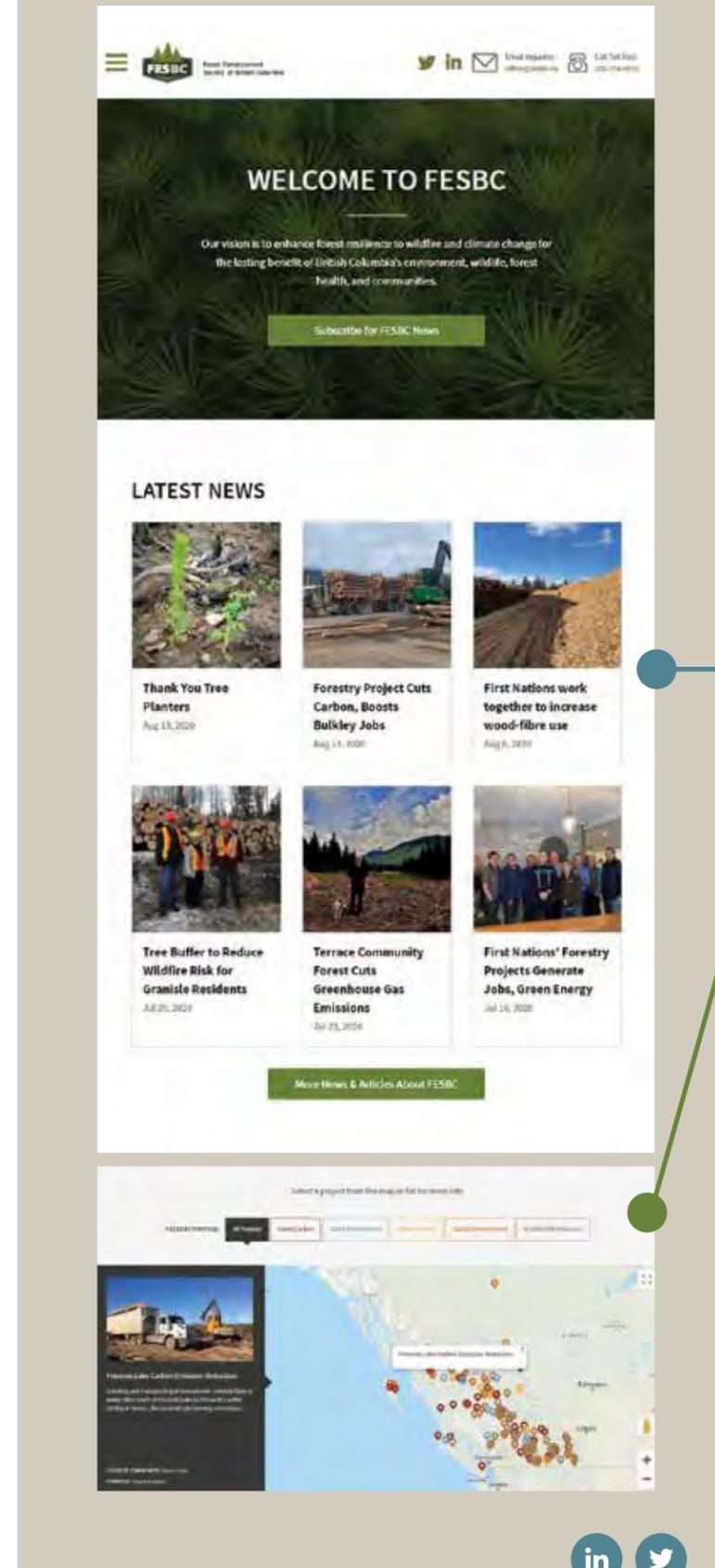
To date, FESBC has granted \$233 million for over 250 projects in almost every corner of British Columbia. British Columbians can be immensely proud of the organizations whose people had the vision to step forward to deliver on so many beneficial projects, seeing challenges as opportunities in order to successfully complete this important work. To the many people working within community forests, First Nations, local and provincial governments, and many others, our team expresses **deep gratitude for the work done so passionately to deliver the social, economic, and environmental benefits that well-managed forests can provide.**

**We recently approved over \$27 million in grants for 38 projects throughout British Columbia focused on increasing the utilization of wood fibre that otherwise would have been burned as slash.**

Parliamentary Secretary for Forests, Lands, Natural Resource Operations and Rural Development, **RAVI KAHLON**, made the announcement in Prince George with many of the project partners in attendance.

*"Nothing frustrates people more than seeing piles of slash go to waste rather than be used to help create jobs."*

—Ravi Kahlon  
November 13, 2019 news release



## ENHANCING COMMUNICATION AND ENGAGEMENT

British Columbians want to know their forests are being enhanced and protected, providing multiple benefits for everyone. We believe it is important to **publicly report on the work our team and partners are doing** because the projects go beyond the minimum legal requirements and business-as-usual management.

As part of our communication strategy, we maintain an easily accessible website: **www.fesbc.ca**. The site contains information on the **funding application** process, **the latest news stories**, an introduction to **Board members**, and an **interactive map to see projects in your own community and across the province.**

Frequent media coverage of our projects has significantly increased awareness of FESBC and the important support from governments we have received as well as providing insight into the good work happening in communities around British Columbia. Citizens, stakeholders, and First Nations are now a lot more aware that their governments, through FESBC, are taking strong and meaningful action on climate change mitigation, improving wildlife habitat, reducing wildfire risk, and enhancing forests.

Our staff team continues to be client-focused, helping proponents earn social license by expanding their own communications to highlight their projects and the resulting benefits: job creation, the reduction of greenhouse gas emissions, enhanced wood fibre utilization, and more.

FESBC is proudly funded by the Government of British Columbia and in part by the Government of Canada.

FESBC  
by the Numbers

**2,124**

Full-time-equivalent  
**JOBS CREATED**



**250**  
**PROJECTS**  
approved across B.C.

“With support from the governments of B.C. and Canada, FESBC has been enabling others to **reduce greenhouse gases, protect communities from wildfire, improve wildlife habitat, and create jobs for British Columbians. This work generates immense social, economic, and environmental benefits, now and into the future.**”

—Jim Snetsinger, FESBC Chair

**\$233**  
**MILLION**  
Combined approved funding for projects

**\$357**  
**MILLION**  
Economic activity created by 250 projects

**60** projects are led by **FIRST NATIONS**  
...and 22 projects have significant First Nations involvement for a total value of... **\$72 MILLION**

**5.3 MILLION TONNES CO2e\*** = **1.1**  
sequestered or avoided million cars off the road for a year

\*cumulative from project initiation to 2050



“While we are immensely proud of our progress, we also know much work remains to be done.”

—Steven Kozuki, Executive Director, FESBC

Looking Forward with S. Kozuki

FESBC is well-positioned to continue the successful delivery of a carefully crafted program of initiatives that serve the needs of British Columbians, now and into the future. **People rely on B.C.’s forests, which makes this work more important than ever as the forces of climate change, insect epidemics, and catastrophic wildfire events continue to impact our forests.**

Protecting communities from wildfire risk, reducing greenhouse gases, and improving wildlife habitat are critical. **Whenever possible, FESBC tries to include projects that contain more than one benefit to British Columbians while at the same time increasing First Nations participation in the forest economy, improving timber supply, increasing employment in rural economies, and increasing ecological sustainability.**

Partnering with many First Nations and other organizations has helped FESBC fund and deliver a large variety of projects in every area of the province. **These partners, along with dedicated FESBC staff, are working on projects that will provide benefits for generations to come:**

- Union of BC Municipalities
- Federation of BC Woodlot Associations
- BC Community Forest Association
- Habitat Conservation Trust Foundation
- forest companies
- many others.

Being a government agency, FESBC works to complement programs of the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD). FESBC and FLNRORD collaborate closely to serve the needs of British Columbians and in doing so, our strategic thinking is guided by long-term perspectives on the scale of the lifespan of trees or several human generations.

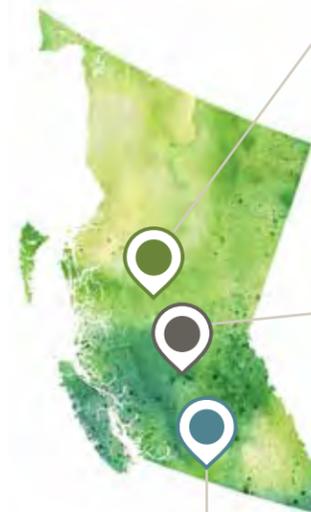
**While we are immensely proud of our progress, we also know much work remains to be done.** However, with so many committed to forest enhancement, there is no doubt we will achieve our shared vision of enhanced forest resilience for the lasting benefit of B.C.’s environment, wildlife, forest health, and communities.

**Steven F Kozuki, RPF**

Executive Director, Forest Enhancement Society of BC

# Wildfire Risk Reduction

With unprecedented damaging wildfire seasons in British Columbia's recent history, we've all seen the important fire suppression work of the BC Wildfire Service. One of FESBC's key mandates is to support these wildfire mitigation efforts by **providing funding for wildfire risk reduction projects that prevent catastrophic wildfires in high to extreme risk areas**. This is accomplished by reducing and managing forest fuels around communities, physical infrastructure, wildlife habitat, emergency access and escape routes, and then planting trees to accelerate post-wildfire recovery. In addition, homeowners are being asked to play a bigger role in implementing FireSmart measures to help protect their properties. The staff at FESBC have become involved by working with the FireSmart steering committee and distributing FireSmart materials all over the province. Here are a few wildfire risk reduction projects we are funding to do this important, proactive work.



"The District of Mackenzie is very grateful for the support from FESBC. Mackenzie is a 'one road in, one road out' community and having a secure egress route in the event of a wildfire has been an ongoing concern. The safety of our community is our top priority and funding provided by FESBC will allow wildfire mitigation prescriptions to be carried out along the Highway 39 corridor."

• Joan Atkinson, Mayor of Mackenzie

## LOCATION: Burns Lake

**PROJECT PARTNER:** Burns Lake Community Forest

**FESBC FUNDING:** \$338,298

**THE CHALLENGE:** Home to the Burns Lake Mountain Bike Park and Trails as well as a campground, the area was heavily impacted by mountain pine beetle and was full of deadfall. If there was a wildfire in the area, the community and its infrastructure could be at risk.

**THE OUTCOME:** Fuel loads were reduced on approximately 155 hectares of land to mitigate wildfire risk while carefully maintaining recreational values.

**JOBS:** 3

**STATUS:** complete



"This project could not have been possible without the financial support of FESBC. Funding helped maximize hazard abatement requirement for fuel hazard management and supported maximum fibre utilization through recovery of blowdown and standing dead pine, effectively leaving behind a healthy midterm timber supply."

• Frank Varga, General Manager, Burns Lake Community Forest

## LOCATION: Quesnel

**PROJECT PARTNER:** A.J. Waters and Associates Inc.

**FESBC FUNDING:** \$63,500

**THE CHALLENGE:** Blackwater Road, a key transportation corridor in the area, had high hazard fuels in a forested area within a woodlot that included dead pine trees in an area selectively logged 60 years before.

**THE OUTCOME:** High hazard fuels were removed from the woodlot adjacent to Blackwater Road and trees were pruned and thinned to provide a more fire resilient stand to mitigate wildfire risk.

**JOBS:** 1

**STATUS:** active



"FESBC funding provided much needed employment for local First Nations members while allowing us to significantly reduce the fire hazard along the Blackwater Road and protect 2 woodlot licences and a significant cattle ranch from wildfire. FESBC was excellent to deal with in all aspects of bringing this project to fruition."

• Alan Waters, RPF, A.J. Waters & Associates Inc.

## LOCATION: Summerland

**PROJECT PARTNER:** Agur Lake Camp Society

**FESBC FUNDING:** \$51,853

**THE CHALLENGE:** Agur Lake Camp, B.C.'s only fully accessible campground for people with disabilities and their families and caregivers, was in an area of high to extreme fire threat.

**THE OUTCOME:** 85% of hazardous fuels were removed from over six hectares to protect campers and critical infrastructure.

**JOBS:** 1

**STATUS:** complete

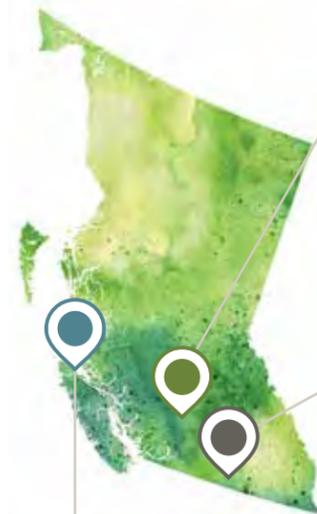


"It would have taken 10 years for volunteers to get the work done. Through the FESBC-funded projects, we were able to extend the safe area out as far as possible away from the camp and keep it safer for the campers and the camp itself."

• Janice Mallory, Agur Lake Camp Society Board President

# Fibre Recovery

Harvesting projects typically create residuals known as slash or wood waste. In British Columbia, forest operators have a legal obligation to reduce fire hazards post-harvest and one of the ways to do this is to make big piles of slash at the roadside and burn it at lower risk times of year. Many forest operators would prefer to **utilize this wood fibre** rather than burn it but one of the biggest challenges is that the value of the wood waste is lower than the cost to haul it to a facility like a pellet plant, co-generation electrical plant, or pulp mill. Through grants that help cover transportation costs, we support organizations and companies who want to use the leftover wood fibre. **This means that instead of burning slash piles, the wood fibre is put to good use and supports our province's bioeconomy and climate change goals.** Here are a few of the exciting projects from across B.C. that we have funded to increase fibre utilization.



"In today's climate, every piece of available fibre must be utilized. Through the support of FESBC, uneconomical, non-sawlog material north of Mackenzie is now available for greater utilization; as well, it will reduce greenhouse gases by not burning. We are very grateful and proud to be a part of this movement and this change and we hope to continue down this path for the future."

• John-Paul Wenger, K & D Logging Ltd.

## LOCATION: Kamloops

**PROJECT PARTNER:** Arrow Transportation Systems Inc.

**FESBC FUNDING:** \$523,160

**THE CHALLENGE:** Arrow Transportation Systems Inc. was looking to recover and transport up to 40,000 cubic metres of wood fibre from logged areas, but transporting the fibre was too expensive. Without a grant, the wood fibre would have been piled and burned.

**THE OUTCOME:** FESBC's funding grant facilitated the transportation of wood fibre to the Domtar Pulp Mill in Kamloops. Because open burning releases potent greenhouse gases into the atmosphere, by utilizing rather than burning the wood fibre, the project also helped reduce greenhouse gas emissions.

**JOBS:** 4

**STATUS:** complete



"The FESBC haul differential funding has enabled Arrow and Domtar to utilize logs that would have otherwise been burned due to the distance from the pulp mill. This increased utilization creates hundreds of employee days worth of work and helps Domtar secure the required fibre to operate at full capacity."

• Kevin Gayfer, Regional Manager  
Kamloops Corporate Operations, Arrow

## LOCATION: Rossland

**PROJECT PARTNER:** Red Mountain Resort

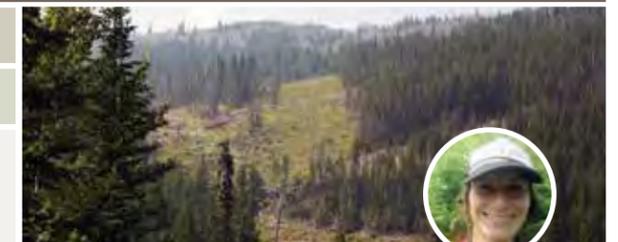
**FESBC FUNDING:** \$33,468

**THE CHALLENGE:** A treed skiing area in the Red Mountain Resort Controlled Recreation area had significant standing dead and damaged trees. The area is used year-round for recreation and has important ecological and watershed values that could be threatened by a wildfire.

**THE OUTCOME:** Selective cutting removed standing dead and diseased trees which thinned the trees while retaining a healthy tree cover. The project resulted in the rehabilitation of low value stands; reduced the risk of wildfire; allowed the low value wood to be transported for use at a local mill; and improved recreational values.

**JOBS:** 1

**STATUS:** complete



"Forestry operations in a mountainous ski resort environment are challenging and complex. FESBC funding allowed us to meet our goals for ski area development while addressing skier safety, forest health, fibre utilization, wildfire mitigation, and community watershed protection. It is rewarding to see a job well done and 'happy skier' approved."

• Martina Hola  
FIT, Staff Forester, Monticola Forest Ltd.

## LOCATION: Port Hardy

**PROJECT PARTNER:** Storey Creek Trading

**FESBC FUNDING:** \$59,300

**THE CHALLENGE:** Logging operations in and around Skeene Bay had post-harvest residuals that were too expensive for the operators to remove and transport.

**THE OUTCOME:** FESBC's funding helped local logging contractors to recover the residual fibre which increased utilization and contributed to local employment.

**JOBS:** 1

**STATUS:** complete



"It's a win-win project with economic benefits to the area's First Nations people and B.C. companies, plus environmental benefits because of the enhanced utilization of this fibre."

• Tim Walley, MBA  
Domestic Sales & Cedar Sales Specialist, Storey Creek Trading

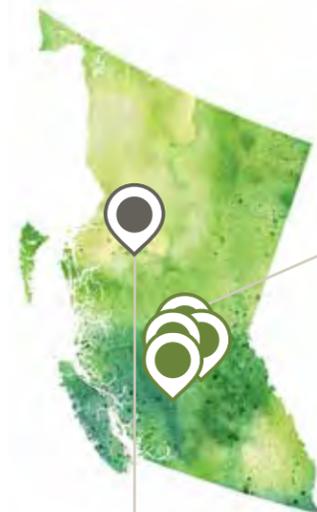
# 3

## Forest Carbon

Good forest management practices can generate greenhouse gas benefits, either by increasing carbon sequestration (storage) or by reducing emissions. The forest carbon projects we fund are helping the Provincial and Federal governments achieve their **climate change targets** by growing more trees and planting forests on Crown land. When forests are fertilized, they grow faster and capture more atmospheric carbon dioxide. **When forest operators can utilize more of the wood waste or residuals from harvesting operations instead of burning it; slash burning emissions are avoided and fossil fuels may be displaced when the wood waste is turned into energy or heat.** Because open burning of slash piles releases potent greenhouse gases such as methane and nitrous-oxide, using high-temperature incineration under controlled conditions is much cleaner and better for the environment. Learn more about our forest carbon funded projects throughout B.C. on the next page.

"With FESBC funding for carbon emission reduction, we expect to move over 51,000 cubic metres of low economically valued timber that would normally be left on site and burned in piles to make plantable spots. In turn, this additional volume is expected to create 10 direct full-time jobs and assist the Haida Nation's Forest Company to fully utilize the fibre resource."

• Jeff Mosher, RPF, Planning Manager Taan Forest



### Nature-Based Climate Solutions: Good Value with Proven Results

"Along with our efforts to reduce emissions in our daily lives and in the built environment, we are going to need nature-based solutions to achieve our climate goals. Opportunities in the forest sector include tree planting, rehabilitation, fertilization, and increased utilization (reduced slash pile burning). Through this work, we store more and emit less carbon. The partnership between the province and FESBC in the Forest Carbon Initiative has ground tested the concept that nature-based climate solutions are cost effective and possible on a provincial level. Over the last several years, FESBC's delivery model has supported immediate and longer-term benefits for carbon sequestration, avoided emissions, and forest resilience."

• Meggin Messenger, Executive Director, Strategic Initiatives, Office of the Chief Forester, Ministry of Forests, Lands, Natural Resource Operations and Rural Development

For more information on forest carbon solutions and the Forest Carbon Initiative, visit <http://bit.ly/forestcarboninitiative>

### LOCATION: Quesnel, 100 Mile House, Williams Lake, Kamloops, and Merritt

**PROJECT PARTNERS:** Office of the Chief Forester, Ministry of Forests, Lands, Natural Resource Operations and Rural Development

**FESBC FUNDING:** \$64,606,875

**THE CHALLENGE:** Several areas in and around the province were severely impacted by the unprecedented scope and scale of the 2017 wildfires and required a strategy around reforestation to accelerate ecological and hydrological recovery, as well as to provide forests for future generations of British Columbians.

**THE OUTCOME:** Activities are ongoing and include planning, mapping, surveying, and planting approximately 36 million trees, so far, to rehabilitate fire-damaged areas to enhance and restore productivity. The project is supporting the achievement of Provincial greenhouse gas reduction goals and the reforestation component of the Cariboo and Thompson Okanagan Restoration Plan.

**JOBS:** 549

**STATUS:** active



"We know in forestry, there is no 'one size fits all' way of managing B.C.'s forests given current climate, social, and economic projections. We only need to look at the devastation of the 2017 and 2018 wildfires to know that innovative and collaborative thinking is what will help us best protect and enhance our forests today and for generations. Our partnership with FESBC helped enable us to take on a project of this magnitude and was essential to deliver not only on the reforestation work, but the environmental benefits we'll realize for decades because of this collaboration."

• Diane Nicholls, Chief Forester, Ministry of Forests, Lands, Natural Resource Operations and Rural Development

### LOCATION: Smithers

**PROJECT PARTNER:** Pinnacle Renewable Energy Inc.

**FESBC FUNDING:** \$1,182,198

**THE CHALLENGE:** In recent years in the Bulkley Valley, there has been no feasible end destination for low value pulp-logs or bio-logs, forcing licensees to burn high amounts of wood fibre that could have been used to produce energy or pulp.

**THE OUTCOME:** The recovered fibre was utilized by Pinnacle Renewable Energy's Smithers pellet facility which enabled the utilization of approximately 100,000 cubic metres of residual fibre from the Bulkley Timber Supply Area.

**JOBS:** 10

**STATUS:** complete



"Harvest residuals can add challenges where the logistics costs of transporting fibre from cut blocks to our plant are difficult, or where storage space is limited, as is the case with Smithers. We know that by turning harvest residuals into pellets we are putting the carbon in that fibre to good use."

• Jason Fisher, RPF, Vice President Fibre, Pinnacle Renewable Energy

# 4

## Wildlife Habitat Enhancement

British Columbia's forests provide many values to B.C. residents, including habitat for wildlife. **We help to improve and enhance wildlife habitat by partnering with organizations like the Habitat Conservation Trust Foundation (HCTF), as well as community forests, First Nations, and others who seek to improve critical habitats.** Projects we help fund are spread across the province, and range from working to protect **Northern Goshawks** and **black bears** on Haida Gwaii to a conservation project focused on habitat enhancement for Bull River **bighorn sheep** in the Kootenays. Here are a few highlighted projects dedicated to enhancing wildlife habitat that we are particularly excited about.



"Providing \$9.2 million in funding for more than 180 individual wildlife, freshwater fish, and habitat conservation projects across B.C. is no small feat. It reflects a diversity of funding from our core contributors [hunters, anglers, trappers, and guides], court awards, provincial government contributions and endowments, and our partners such as FESBC."

• Dan Buffett, CEO of Habitat Conservation Trust Foundation

Some wildlife conservation photos provided Habitat Conservation Trust Foundation

### LOCATION: Vancouver Island

**PROJECT PARTNERS:** Habitat Conservation Trust Foundation & Marmot Recovery Foundation

**FESBC & HCTF FUNDING:** \$49,450

**THE CHALLENGE:** The Marmot Recovery Foundation (MRF) aims to re-establish the critically endangered Vancouver Island marmot in Strathcona Provincial Park. Found nowhere else in the world, the charismatic rodents have become a rallying point for the conservation of at-risk species in B.C. and across Canada.

**THE OUTCOME:** This project helped the MRF develop strategies to maintain a healthy population of marmots including translocating individual animals, tracking marmot populations, and habitat enhancement in alpine meadows.

**JOBS:** TBD

**STATUS:** active



*"Re-introducing an extirpated species back to the landscape is a long and difficult task. HCTF and FESBC's financial commitment and understanding of the challenges has been key to our efforts."*

• Adam Taylor  
Executive Director, Marmot Recovery Foundation

### LOCATION: Elk Valley

**PROJECT PARTNERS:** Habitat Conservation Trust Foundation & Ministry of Forests, Lands, Natural Resource Operations and Rural Development

**FESBC & HCTF FUNDING:** \$27,000

**THE CHALLENGE:** There is a need to solve the pressing conservation concerns in a region with one of the highest rates of human caused grizzly bear mortality in the province.

**THE OUTCOME:** A number of meaningful conservation actions were achieved: removed uncontrolled roadkill dumping sites near communities where bears were feeding; broke ground on roadkill-reducing underpasses along Highway 3 near Fernie; and reduced resource road densities throughout the Elk Valley.

**JOBS:** TBD

**STATUS:** active



*"Our project blends scientific rigour and a large group of collaborators to achieve on-the-ground conservation for grizzly bears and the people who coexist with them. Through HCTF and FESBC's funding, we have been successful in monitoring over 50 grizzly bears in south eastern B.C."*

• Clayton Lamb, Project Lead

### LOCATION: Masset

**PROJECT PARTNER:** Taan Forest

**FESBC FUNDING:** \$377,075

**THE CHALLENGE:** On Haida Gwaii, there were areas where the density of the trees prevented the natural foraging and other activities of black bears and goshawks.

**THE OUTCOME:** Spacing of trees was done by Haida forest workers to improve the area for wildlife, especially the hunting areas for Northern Goshawks and denning sites for black bears. The work also promoted the growth of economically and culturally important cedar trees.

**JOBS:** 3

**STATUS:** complete



*"By accelerating the transition of young trees, through thinning and fertilization ... we will improve black bear habitat ... as well as benefit salmon and other fish; and many spin-off benefits to goshawk, eagles, saw whet owls, bats, and many other resident and migratory birds."*

• Jeff Mosher, Planning Manager for Taan Forest

# 5

## Stand Rehabilitation

Our B.C. forests are diverse and beautiful, providing important social, economic, and environmental benefits for all British Columbians. However, our forests are also susceptible to many threats that can inflict significant harm such as **disease, insects, wind, and fire**. Helping to manage forest health is essential work and the projects we fund help to improve our province's damaged or low value Crown forests. This work is done through **thinning, fertilization, seed collection, and replanting** with ecologically-appropriate species. **The goal is to create conditions that result in healthy and resilient forests that better provide a full range of social, economic, and environmental benefits, including enhanced timber supply.** Here are some of the highlighted projects we've funded throughout the province.



"We were pleased to partner with the Forest Enhancement Society of BC and British Columbia Timber Sales (BCTS) to assist in completing the planning and forest stewardship prescriptions of this project. BCTS is managing this timber salvage opportunity. The investment from FESBC will help return this land to productivity in a timely manner, which benefits all British Columbians."

• Trina Vercholuk, Project Coordinator, Tolko

### LOCATION: Skeena Region

**PROJECT PARTNERS:** Bulkley Valley Research Centre & Habitat Conservation Trust Foundation

**FESBC FUNDING:** \$60,000

**THE CHALLENGE:** Whitebark pine is an important and endangered component of resilient higher elevation forests in inland portions of the southern Skeena Region. There is a shortage of registered seeds collected from parent trees showing resistance to the deadly white pine blister rust.

**THE OUTCOME:** The project focused on taking advantage of a good seed crop, which occurs approximately once every 10 years, and involved region-wide seed collection. Seeds were collected for plantings on higher elevation sites where the primary goals are site rehabilitation and carbon storage.

**JOBS:** 1

**STATUS:** complete



"We continue to monitor the growth and survival of restoration trials established across northern BC and are learning much more about how and when the white pine blister rust attacks and kills trees ... to ensure future survival under climate change."

• Sybille Haeussler  
Adjunct Professor, University of Northern BC

### LOCATION: Terrace Area

**PROJECT PARTNERS:** Ministry of Forests, Lands, Natural Resource Operations & Rural Development Coast Mountains Natural Resource District, delivered by Terrace Community Forest.

**FESBC FUNDING:** \$475,000

**THE CHALLENGE:** Overly dense hemlock and amabilis fir stands, with over 5,000 trees per hectare, were limiting the trees growth and yielding many small diameter logs that would not be desirable sawlogs for producing high value lumber in the future.

**THE OUTCOME:** By spacing these stands to 800-1000 trees per hectare, the trees left to grow can now increase in height and diameter, reaching target sawlog dimensions 30 years sooner than if they were left unspaced.

**JOBS:** 4

**STATUS:** complete



"We used to juvenile space advanced naturally regenerated high density hemlock and balsam stands to close age class gaps. Without that spacing, commercial thinning would not have been possible. Thinning allows for higher timber values and enhancements to the species diversity in the understory, and we see noticeable improvement to wildlife species today. Thanks to FESBC for grants which have improved timber and wildlife values and created jobs for First Nations and local contractors."

• Kim Haworth, General Manager, Terrace Community Forest

### LOCATION: Cheslatta Carrier Nation

**PROJECT PARTNER:** Cheslatta Carrier Nation

**FESBC FUNDING:** \$1,250,000

**THE CHALLENGE:** Forests were severely damaged by wildfires in 2018. The Cheslatta Carrier Nation wanted to rehabilitate these areas to re-establish productive forest ecosystems

**THE OUTCOME:** The rehabilitation of the ecosystem to pre-fire conditions will improve the damaged forests by creating diverse, healthy stands contributing to the future timber supply and will improve many forest values, including wildlife habitat.

**JOBS:** 11

**STATUS:** active



"It's been a great project to have to keep members employed and keep things going. We cut about 50 hectares and hope to do about 200 hectares this year. There will be about 200 hectares beyond that to remove next year."

• Ben Wilson  
Forestry Coordinator, Cheslatta Carrier Nation



## FESBC Approved Project List

## 250 Reasons Why B.C.'s Forests Are Better Today

The following pages outline the comprehensive list of FESBC approved projects. While projects are listed under their main purposes, including wildfire risk reduction, fibre recovery, forest carbon, wildlife habitat enhancement, and stand rehabilitation, many of the projects have multiple benefits. For example, many non-carbon projects have a secondary carbon benefit and have been funded, in part, for that carbon benefit.

<b>10</b> Fibre Recovery Projects	<b>74</b> Forest Carbon Projects	<b>15</b> Wildlife Habitat Enhancement Projects	<b>30</b> Stand Rehabilitation Projects	<b>121</b> Wildfire Risk Reduction Projects
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<p>FESBC underplanting projects show an average of</p> <p><b>103 tonnes of CO2e stored</b></p> <p>by 2050 for every hectare planted.<sup>[1]</sup></p>	<p>Future timber supply was improved through the fertilization of approx.</p> <p><b>9,600 hectares</b> <sup>[2]</sup></p>	
<p><b>80 communities</b> completed work to reduce wildfire risk. <sup>[2]</sup></p>	<p><b>10.4 million trees</b> planted for carbon sequestration. <sup>[2]</sup></p>	<p><b>864,660 cubic metres</b> roadside fibre utilized to avoid forest carbon emissions. <sup>[2]</sup></p>

[1] This number is specific to underplanting in specific areas of the province. [2] Actual completion in 2019/2020 fiscal year.

APPLICANT	FULL PROPOSAL TITLE	LOCATION	JOBS	FIRST NATIONS	CURRENT APPROVED FUNDING
<b>FIBRE RECOVERY</b>					
Pinnacle Renewable Energy Inc.	Burns Lake Incremental Haul Program	Burns Lake	7		\$800,000
BCTS Kootenay Business Area	Fibre Recovery in Baker Mountain Road Area	Cranbrook	1		\$100,345
City of Cranbrook	Feasibility Analysis of Intensive Fibre Recovery	Cranbrook			\$20,000
Pinnacle Renewable Energy Inc.	Incremental Haul Pilot Project	Houston/ Burns Lake	1		\$37,093
Arrow Transportation Systems Inc.	Fibre Recovery/Incremental Haul —Adams Lake	Kamloops	4		\$523,160
Ledcor Forest Products Partnership	Roadside Debris Grinding	Kamloops	1		\$80,922
Pacific BioEnergy	McBride Community Forest —Grinding Roadside Residuals	McBride	6		\$726,000
FPInnovations	Feasibility of a Centralized Sortyard System	Quesnel	2		\$208,077
Pacific BioEnergy	Grinding and Transporting of Residual Fibre to Support Pellet and Pulp Manufacturers	Quesnel	12		\$1,456,758
Red Mountain Resort	Recovering Residual Fibre from Run Glading	Rossland	1		\$33,468
<b>FOREST CARBON</b>					
Cariboo Pulp & Paper	Fibre Utilization and Recovery —100 Mile House BC	100 Mile House	6		\$707,540
Tsi Del Del Enterprises Ltd.	Fibre Utilization and Recovery in the Chilcotin	Alexis Creek	29	Ts'ideldel First Nation (Alexis Creek First Nation)	\$3,430,491
Alkali Resource Management Ltd.	Alkali Logging Debris Chipping and Hauling • P. 1	Alkali Lake	4	Esk'etemc First Nation (Alkali Indian Band)	\$484,000
Alkali Resource Management Ltd.	Alkali Logging Debris Chipping and Hauling • P. 2	Alkali Lake	4	Esk'etemc First Nation (Alkali Indian Band)	\$488,958
West Chilcotin Forest Products Ltd.	West Chilcotin Forest Products Fibre Recovery Cost Differential • 2019-20	Anahim Lake	8	Ulkatcho Indian Band	\$887,304
West Chilcotin Forest Products Ltd.	West Chilcotin —Expedited Fibre Recovery Cost	Anahim Lake	8	Ulkatcho Indian Band	\$960,066
Cooper Creek Cedar Ltd.	Cooper Creek Utilization/ Incremental Haul of Residual Fibre	Balfour	1		\$120,000
Barkerville Historic Town & Park governed by The Barkerville Heritage Trust	Grinding and Transporting of Residual Fibre	Barkerville	1		\$160,000

APPLICANT	FULL PROPOSAL TITLE	LOCATION	JOBS	FIRST NATIONS	CURRENT APPROVED FUNDING
Lower North Thompson Community Forest Society	Forest Fertilization—Lower North Thompson Community Forest	Barriere	2		\$196,084
Lower North Thompson Community Forest Society	Rehabilitation of Legacy Roads	Barriere	1		\$17,382
Probyn Log Ltd.	King Island Pulp Recovery TSL 85398	Bella Bella	1		\$150,000
Storey Creek Trading (2016) Ltd.	KFC Jackson Lake	Bella Bella	2	Kitasoo / Xai'xais First Nations	\$202,898
Bella Coola Community Forest Ltd.	Pulp Log Recovery for Coastal Pulp Mill Utilization	Bella Coola	1		\$25,354
Pinnacle Renewable Energy Inc.	Francois Lake Carbon Emission Reduction	Burns Lake	8	Cheslatta Carrier Nation, Wet'suwet'en First Nation, Skin Tyee Nation, Burns Lake Band, Lake Babine Nation, and Nee Tahi Buhn Indian Band	\$929,314
SERNbc	Road Rehabilitation in the Burns Lake area	Burns Lake	1		\$134,349
Mercer Celgar	Full Forest Utilization for Mercer Celgar Pulp Mill	Castlegar	26		\$3,000,000
Kalesnikoff Lumber Co. Ltd.	Kalesnikoff Utilization/ Incremental Haul of Residual Fibre	Castlegar	1		\$97,367
The Cowichan Tribes	Riparian Restoration Project (Cowichan)	Duncan	3	Khowutzun (Cowichan Tribes)	\$300,894
Fort St. James Fuel Co. Limited Partnership	Biolog Recovery and Utilization for Energy Plant	Fort St. James	13		\$1,500,000
Fort St. James Fuel Co. Limited Partnership	Biolog Recovery and Utilization for Energy Plant • Pt. 2	Fort St. James	4		\$500,000
Sasuchan Development Corporation	Biolog Recovery and Utilization in the Fort St. James area	Fort St. James	4	Takla Lake First Nation	\$435,235
Harrop-Procter Community Co-operative	Harrop Residual Fibre Utilization and Incremental Haul	Harrop	1		\$40,000
Domtar	Domtar Bush Grinding Project	Kamloops	11		\$1,250,000
Arrow Transportation Systems Inc.	Hemlock Fibre Recovery/ Incremental Haul—North Thompson and North Adams Lake	Kamloops	12		\$1,442,001
Arrow Transportation Systems Inc.	Fibre Recovery/Incremental Haul—North Thompson and North Adams Lake	Kamloops	5		\$618,000
Arrow Transportation Systems Inc.	Recovery and Utilization of Residual Fibre in the Lillooet Area	Lillooet	9		\$1,030,000
Logan Lake Community Forest Corporation	Logan Lake Community Forest—Fibre Utilization	Logan Lake	1		\$150,069
Mackenzie Pulp Mill Corporation	Mackenzie Pulp—Fibre Recovery and Utilization	Mackenzie	9		\$1,000,000
1040806 B.C Ltd.	Recovery and Utilization of Residual Fibre near Mackenzie	Mackenzie	5		\$555,255
Valley Carriers Ltd.	Use of a Slash Bundler for Biomass Recovery	Merritt	4		\$500,000

APPLICANT	FULL PROPOSAL TITLE	LOCATION	JOBS	FIRST NATIONS	CURRENT APPROVED FUNDING
Nakusp and Area Community Forest—NACFOR	Utilizing Residual Fibre on Nakusp Wildfire Risk Reduction Treatment Area	Nakusp	1		\$19,909
Weyerhaeuser Company Limited	Fertilization TFL 59 • Phase 1	Oliver	12		\$1,375,691
Weyerhaeuser Company Limited	Fertilization TFL 59 • Phase 2	Oliver	1		\$78,989
Strategic Natural Resource Consultants Inc.	North Island Chipping Ltd. Fibre Utilization	Port Hardy	2		\$278,938
Lions Gate Forest Products Limited	North Island Fibre Utilization Trial	Port Hardy	1		\$85,000
Storey Creek Trading (2016) Ltd	Skeene Bay Salvage	Port Hardy	1		\$59,300
Storey Creek Trading (2016) Ltd	Kvamua—Sandell • Phase 2	Port Hardy	2	Wuikinuxv First Nation (Oweekeno)	\$205,995
Canfor—Prince George Pulp and Paper	Canfor Pulp—Utilization of Residual Fibre	Prince George	13		\$1,500,000
FLNRORD Forest Carbon Initiative	Fertilization Application	Prince George	16		\$1,830,003
Weyerhaeuser Company Limited	16 Year Re-measurement of Spacing and Fertilization Treatments	Princeton	1		\$47,086
Westland Resources Limited	Elevating Carbon Stewardship at the Block Level	Provincial	1		\$89,992
Office of the Chief Forester—FLNRORD	Provincial Forest Carbon Reforestation Project	Provincial	124		\$14,625,000
Bulkley Valley Research Centre, FLNRORD—Forest Improvement and Research Management	Multiple Seedlots to Increase Carbon Sequestration	Provincial			\$72,000
Weyerhaeuser Company Limited	Work Plan for Provincial Foliar Sampling Database	Provincial			\$4,755
University of British Columbia	Planning for Reforestation and Rehabilitation	Provincial			\$150,000
Skyline Forestry Consultants Ltd.	Innovative Forest Harvesting and Renewal Treatments	Provincial			\$758,919
University of British Columbia	Improved Volume and Carbon Decision Support	Provincial			\$30,000
Taan Forest	Graham & Moresby Island Fibre Utilization	Queen Charlotte City	9	Haida Nation	\$1,080,000
Cariboo Pulp & Paper	Fibre Utilization and Recovery—Quesnel	Quesnel	5		\$584,138
RPP Holdings Inc.	Recovery and Utilization of Residual Fibre near Nazko, BC	Quesnel	3		\$369,446
Stella-Jones Inc.	Utilizing Cedar Bark and Wood Waste	Revelstoke	1		\$97,460
Stella-Jones Inc.	2020 Residual Fibre Utilization Project	Revelstoke	1		\$16,980
Taan Forest	2019/20 Fertilization	Skidegate	1	Haida Nation	\$150,000

APPLICANT	FULL PROPOSAL TITLE	LOCATION	JOBS	FIRST NATIONS	CURRENT APPROVED FUNDING
Skookumchuck Pulp Inc.	Skookumchuck Pulp—Residual Fibre Utilization	Skookumchuck	7		\$880,000
Skookumchuck Pulp Inc.	Skookumchuck Pulp Bush Grinding Program	Skookumchuck	5		\$536,100
Pinnacle Renewable Energy Inc.	Pinnacle Smithers Incremental Haul Program	Smithers	10		\$1,182,198
Seaton Forest Products Ltd.	Seaton Forest Products Dry Fibre Utilization	Smithers	22		\$2,563,430
Applied Mammal Research Institute	Thinning, Fertilization, and Carbon Sequestration	Summerland	1		\$38,299
Skeena Sawmills Ltd.	Biomass from Thinning Over-dense Stands	Terrace	3		\$408,940
Terrace Community Forest LLP	Grinding Residual Fibre for Pellet Plant	Terrace	4		\$443,400
Coast Tsimshian Resources LP	Northwest BC Residual Fibre Utilization	Terrace	7	Lax Kw'alaams First Nation	\$874,562
Skeena BioEnergy	Residual Fibre Utilization for Pellets	Terrace	3		\$408,318
Terrace Community Forest LLP	Terrace Community Forest Silviculture Strategy Treatments	Terrace	2		\$202,027
FLNRORD—Forest Carbon Initiative	2017 FCI Fertilization Surveys	Various	3		\$335,725
FLNRORD—Forest Carbon Initiative	FCI Initiatives—Surveys and Utilization	Various	39	T'exelcenc (Williams Lake) T'sideldel First Nation	\$4,550,000
FLNRORD—Operations	Assessment of Carbon Levels in Forest Soils	Various	1		\$50,000
Ledcor Forest Products Partnership	Biomass Utilization	Various	35		\$4,108,304
Office of the Chief Forester—FLNRORD	Cariboo Wildfire Forest Carbon Reforestation	Various	549		\$64,606,875
FLNRORD—Forest Carbon Initiative	Forest Carbon Fertilization Project	Various	61		\$7,209,295
Ledcor Forest Products Partnership	Pulp Purchases Outside of Economical Cycle	Various	5		\$602,000
Westwood Fibre Resources Ltd.	Recovery and Utilization of Residual Fibre	Various	12		\$1,400,919
Pinnacle Renewable Energy Inc.	Lavington Okanagan Fibre Utilization Project	Vernon	4		\$500,000
Central Chilcotin Rehabilitation Ltd.	Fibre Utilization in the Cariboo Region	Williams Lake	9	T'sideldel (Alexis Creek First Nation), Tl'etinqox	\$1,000,000
Williams Lake First Nation	Hog Fuel Recovery in the Williams Lake Market Area	Williams Lake	6	T'exelcenc (Williams Lake)	\$750,000
Atlantic Power Ltd. (Williams Lake)	Williams Lake Power Plant 2019	Williams Lake	6		\$750,000

APPLICANT	FULL PROPOSAL TITLE	LOCATION	JOBS	FIRST NATIONS	CURRENT APPROVED FUNDING
<b>WILDLIFE HABITAT ENHANCEMENT</b>					
Terraforma Environmental Ltd.	Road Rehabilitation in the Chilcotin	Alexis Creek	1	T'sideldel (Alexis Creek First Nation)	\$121,248
Alkali Resource Management Ltd.	Esk'etemc Mule Deer Habitat Restoration	Alkali lake	1	Esk'etemc First Nation (Alkali Indian Band)	\$6,518
Alkali Resource Management Ltd.	Mule Deer Winter Range Restoration	Alkali lake	1	Esk'etemc First Nation (Alkali Indian Band)	\$79,500
Bonaparte Indian Band	Hat Creek Piling and Burning	Cache Creek	1	Bonaparte Indian Band	\$56,000
Rocky Mountain Trench Natural Resources Society	Westview Estates Wildfire Risk Reduction	Cranbrook	1		\$69,962
Taan Forest	Haida Gwaii Enhanced Silviculture 2018	Masset	3	Haida Nation	\$377,075
Taan Forest	Riparian Restoration	Port Clements	5	Haida Nation	\$537,897
Taan Forest	2019 Spacing and Pruning	Shannon Bay	4	Haida Nation	\$450,000
The Penticton Indian Band	Garnet Valley Enhancement	Summerland	1	SnPink'tn (Penticton Indian Band)	\$94,114
The Penticton Indian Band	Garnet Valley Ungulate Winter Range Enhancement	Summerland	1	SnPink'tn (Penticton Indian Band)	\$110,026
SERNbc	Rehabilitation of Linear Disturbance Features in Northeast BC	Tumbler Ridge	2		\$209,402
SERNbc	Vanderhoof (VanJam) Wildfire Management Planning	Vanderhoof	1		\$83,520
SERNbc	Kenny Dam Wildfire Planning and Prescriptions	Vanderhoof	1		\$63,751
MFLNRORD—Northeast Region	Northeast Region Linear Disturbance Restoration	Various	3		\$303,050
FESBC	Habitat Conservation Trust Foundation—Habitat Improvement Projects	Various	46		\$5,482,417
<b>STAND REHABILITATION</b>					
Central Chilcotin Rehabilitation Ltd.	CCR Douglas Fir Fire Rehabilitation	Alexis Creek	64	T'sideldel (Alexis Creek First Nation) and Tl'etinqox	\$7,500,000
Cheslatta Carrier Nation	Cheslatta Carrier Nation Fire Damage Stand Rehabilitation	Burns Lake	2	Cheslatta Carrier Nation	\$250,000
Cheslatta Carrier Nation	Cheslatta Carrier Nation—Heavy Fire Damage Stand Rehabilitation	Burns Lake	9	Cheslatta Carrier Nation	\$1,000,000
Little Prairie Community Forest Inc.	Wildfire Risk Reduction Treatments on the Little Prairie Community Forest	Chetwynd	4	Saulteau First Nation, West Moberly First Nations	\$500,000
Tolko Industries Ltd.	Cedar Hills Fire Rehabilitation & Deer Winter Range Improvement	Falkland	2		\$192,134
Tolko Industries Ltd.	TFL 49 MPB Pine Stand Rehabilitation • Phase 1	Falkland, Vernon	3		\$300,703
Elhdaqx Developments Ltd.	Hanceville Fire Rehabilitation	Hanceville	8	Tl'esqox (Toosey Indian Band) and Yunesit'in (Stone Indian Band)	\$888,548

APPLICANT	FULL PROPOSAL TITLE	LOCATION	JOBS	FIRST NATIONS	CURRENT APPROVED FUNDING
Skeetchestn Indian Band	Skeetchestn Forest and Riparian Restoration	Kamloops	2	Skeetchestn Indian Band	\$200,000
Forsite Consultants Ltd.	Thompson Rivers Resource District Mountain Pine Beetle Rehabilitation	Kamloops	1		\$128,000
Logan Lake Community Forest Corporation	Overstory Removal—Mountain Pine Beetle Impacted Stands Rehabilitation	Logan Lake	6		\$715,000
Forsite Consultants Ltd.	Cascades District Mountain Pine Beetle Rehabilitation	Merritt	1		\$156,735
C&C Wood Products Ltd.	Stand Rehabilitation of Wildfire Impacted Stands near Nazko BC	Nazko	17	Nazko First Nation	\$2,000,000
FLNRORD-Coast Research	Post Wildfire OGMA Rehabilitation	Pemberton	1		\$159,970
Strategic Natural Resource Consultants Inc.	Improving Stand Value of Cedar—North Van Island	Port Hardy	3	Quatsino First Nation and Namgis First Nation	\$384,050
Tabor Mountain Recreational Society	Tabor Mountain Strategic Plan and Implementation	Prince George	1		\$25,000
Central Chilcotin Rehabilitation Ltd.	ACFN/Tl'etinqox MPB Rehabilitation and Wildfire Risk Reduction	Puntzi Lake	28	Ts'ideldel (Alexis Creek First Nation) and Tl'etinqox	\$3,310,560
NAZBEC Limited Partnership	Stand Rehabilitation and Utilization of Residual Fibre to Avoid Pile Burning—Pt. 1	Quesnel	23	Nazko First Nation	\$2,672,254
NAZBEC Limited Partnership	Stand Rehabilitation and Utilization of Residual Fibre—Pt. 2	Quesnel	23	Nazko First Nation	\$2,677,000
BCTS Babine	Exploring Ideas to Increase Marginal Sawlog Utilization in Bulkley TSA	Smithers	1		\$80,000
Terrace Community Forest	Silviculture Strategy for Terrace Community Forest	Terrace	1		\$29,800
FLNRORD, Coast Mountains	Terrace Spacing of 2nd Growth Stands—Project 1	Terrace	4		\$439,387
FLNRORD, Coast Mountains	Terrace Spacing of 2nd Growth Stands—Project 2	Terrace	4		\$475,000
Bulkley Valley Research Centre	Skeena Region Whitebark Pine Seed Collection	Various	1		\$60,000
Yellow Point Propagation	Supporting Range-wide Whitebark Pine Regeneration	Various	2		\$180,945
SERNbc	Whitebark Pine Seed Collection and Planting	Various	1		\$10,000
FPIInnovations	Evaluating the Effectiveness of Overstory Removal	Various			\$31,500
Ntityix Resources LP	Trepanier Wildfire Rehabilitation	Westbank	1	Westbank First Nation	\$116,023
Ntityix Resources LP	West Kelowna Wildfires Rehabilitation Project—20	Westbank	1	Westbank First Nation	\$10,000
Williams Lake Community Forest LP	Douglas-fir Density Spacing—Flatrock	Williams Lake	3	T'exelcenc (Williams Lake)	\$308,139
UBC	Pre-commercial Thinning of Drybelt Fir	Williams Lake	1	T'exelcenc (Williams Lake)	\$79,000

APPLICANT	FULL PROPOSAL TITLE	LOCATION	JOBS	FIRST NATIONS	CURRENT APPROVED FUNDING
<b>WILDFIRE RISK REDUCTION</b>					
100 Mile Development Corporation	Wildfire Risk Reduction Treatment—Interface Fuel Management—100 Mile Community Forest	100 Mile House	1		\$140,750
100 Mile Development Corporation	Wildfire Risk Reduction Treatments Within 100 Mile Community Forest • Phase 1	100 Mile House	1		\$60,000
100 Mile Development Corporation	Wildfire Risk Reduction Treatments Within 100 Mile Community Forest • Phase 2	100 Mile House	10		\$1,138,750
District of 100 Mile House	Woodlot 577 Fire Mitigation Action Plan near 100 Mile House	100 Mile House	1		\$27,000
FLNRORD Cariboo Region	Borland Valley Fuel Management Treatment	150 Mile House	6		\$697,956
FLNRORD Cariboo Chilcotin District	Borland Valley Operational Fuel Treatment Project	150 Mile House	1		\$46,498
FLNRORD Cariboo Chilcotin District	Fuel Prescription Pilot—Borland Valley	150 Mile House	1		\$90,000
Esdilagh Development Corporation Ltd.	?Esdilagh Fire Prevention & Mitigation Project	Alexandria	4	?Esdilagh (Alexandria Band)	\$525,470
Esdilagh Development Corporation Ltd.	Wildfire Risk Reduction Treatments to Protect Community of ?Esdilagh	Alexandria	17	?Esdilagh (Alexandria Band)	\$2,000,000
Central Chilcotin Rehabilitation Ltd.	CCR—Fire Hazard Reduction/ Rehabilitation	Alexis Creek	119	Ts'ideldel (Alexis Creek First Nation) and Tl'etinqox	\$14,000,000
Alkali Resource Management Ltd.	Esk'etenc Wildfire Risk Management	Alkali Lake	1	Esk'etenc First Nation (Alkali Indian Band)	\$60,000
Alkali Resource Management Ltd.	Ground Truth of Alkali Lake Fuel Treatment Areas	Alkali Lake	1	Esk'etenc First Nation (Alkali Indian Band)	\$13,000
Alkali Resource Management Ltd.	ARM Corridor Hazard Reduction	Alkali Lake	6	Esk'etenc First Nation (Alkali Indian Band)	\$717,425
West Fraser Mills Ltd.	Anahim Lake Fuel Break	Anahim Lake	4	Tl'etinqox and Ulkatcho First Nation	\$463,897
West Fraser Mills Ltd.	Anahim Fuel Break Construction • Phase 2	Anahim Lake	21		\$2,451,752
Regional District of Central Kootenay	Queens Bay Post Harvesting Wildfire Risk Reduction Treatment	Balfour	3		\$399,000
Barkerville Historic Town & Park governed by The Barkerville Heritage Trust	Barkerville Historic Town Wildfire Fuel Treatment • Phase 1	Barkerville	1		\$168,000
Zanzibar Holdings Ltd./ Stsweccem'c Xgat'tem First Nation (Canoe Creek Indian Band)	Meadow Lake / Lac La Hache Wildfire Mitigation / Rehabilitation	Big Bar Lake	2	Stsweccem'c Xgat'tem First Nation (Canoe Creek Indian Band)	\$199,988
Big White Ski Resort	Big White Interface Fuel Break Treatments	Big White Ski Resort	4		\$515,760

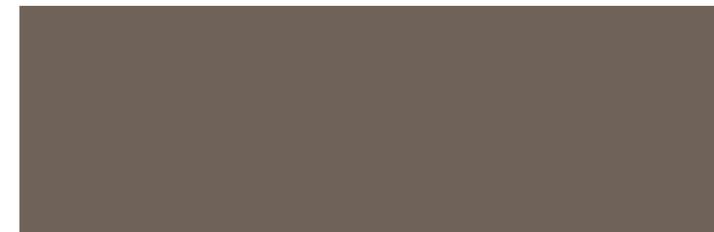
APPLICANT	FULL PROPOSAL TITLE	LOCATION	JOB	FIRST NATIONS	CURRENT APPROVED FUNDING
Burns Lake Community Forest Ltd.	Boer Mountain Wildfire Risk Reduction Treatment	Burns Lake	3	Ts'il Kaz Koh First Nation, Wet'suwet'en First Nation, and the Office of the Wet'suwet'en Hereditary Chiefs, all of the above have a reserved seat on the Burns Lake Community Forest Board of Directors	\$338,298
Burns Lake Community Forest Ltd.	Nadina Burns Lake Community Forest Fire Break	Burns Lake	2	Ts'il Kaz Koh First Nation, Wet'suwet'en First Nation, and the Office of the Wet'suwet'en Hereditary Chiefs, all of the above have a reserved seat on the Burns Lake Community Forest Board of Directors	\$282,036
Canim Lake Indian Band	South Canim Fire Management Planning	Canim Lake	1	Tsq'escen' (Canim Lake Indian Band)	\$23,704
Canim Lake Indian Band	South Canim Lake Fuel Management Treatments adjacent to Canim Lake Indian Reserve	Canim Lake	8	Tsq'escen' (Canim Lake Indian Band)	\$984,320
Kalesnikoff Lumber Co. Ltd.	Glade Wildfire Risk Reduction Treatment	Castlegar	1		\$35,700
Zanzibar Holdings Ltd.	Big Bar Wildfire Risk Reduction • Phase 2	Clinton	4	Stswecem'c Xgat'tem First Nation (Canoe Creek Indian Band)	\$423,478
Clinton and District Community Forest of BC Ltd.	Clinton Landscape Level Fire Mitigation	Clinton	1		\$110,350
Rocky Mountain Trench Natural Resources Society	?aq'am Prescribed Burn	Cranbrook	1	?aq'am (St. Mary's Indian Band)	\$36,516
Rocky Mountain Trench Natural Resources Society	Cranbrook Community Forest/ College of the Rockies Wildfire Risk Reduction Treatment	Cranbrook	1		\$78,078
Rocky Mountain Trench Natural Resources Society	Cranbrook Wildfire Risk Reduction Prescription Development	Cranbrook	1		\$37,665
Rocky Mountain Trench Natural Resources Society	Silver Springs Wildfire Risk Reduction Treatment	Cranbrook	1		\$70,000
Rocky Mountain Trench Natural Resources Society	Strauss Road Wildfire Risk Reduction Treatment	Cranbrook	1		\$104,000
Rocky Mountain Trench Natural Resources Society	Westview Estates —Landscape Fuel Break	Cranbrook	1		\$56,320
Creston Valley Forest Corporation	Arrow Mountain Wildfire Risk Reduction	Creston	6		\$666,631
Regional District of Central Kootenay	Fuel Reduction Treatments in the RDCK Near Canyon, Lister, and Kokanee Park	Creston / Nelson	2		\$201,994
FLNRORD—Sea to Sky District	Access Corridor Fuel Reduction Implementation	D'Arcy	3		\$404,650
Rocky Mountain Trench Natural Resources Society	Baynes Lake Cemetery Pasture Wildfire Risk Reduction Treatment	Elko	2		\$177,990
Rocky Mountain Trench Natural Resources Society	Duck Pasture Wildfire Risk Reduction Management Treatment	Elko	2		\$207,066

APPLICANT	FULL PROPOSAL TITLE	LOCATION	JOB	FIRST NATIONS	CURRENT APPROVED FUNDING
Rocky Mountain Trench Natural Resources Society	Sheep Mountain Wildfire Risk Reduction Treatment	Elko	1		\$126,000
Akisqnuq First Nation	Akisqnuq Wildfire Risk Reduction Treatment	Fairmont Hot Springs	4	Akisqnuq First Nation	\$510,020
First Nations Emergency Services	FireSmart—Ft. Nelson	Fort Nelson		Fort Nelson First Nation	\$20,000
BC Parks—Kootenay	Champion Lakes Park Forest Fuels Management	Fruitvale	2		\$200,000
West Boundary Community Forest	May Creek Wildfire Risk Reduction and Habitat Improvement Treatment	Grand Forks	1		\$131,000
Babine Lake Community Forest Society	Granisle Wildfire Risk Reduction Treatment	Granisle	3		\$401,450
West Boundary Community Forest	Jewel Lake Fuel Wildfire Risk Reduction Project	Greenwood	1		\$104,100
District of Houston	District of Houston Wildfire Risk Reduction Treatments	Houston	9		\$1,000,000
Wildlands Eco-Forestry Inc./ Shuswap Indian Band	Dry Gulch Forest Fuel Reduction	Invermere	5	Shuswap Indian Band	\$590,510
Whispering Pines/ Clinton Indian Band	Wildfire Risk Reduction West of Blackpines/McLure	Kamloops	1	Whispering Pines Indian Band and Clinton Indian Band	\$125,000
Kaslo and District Community Forest Society	Kaslo and District Community Forest Society Wildfire Protection Planning	Kaslo	1		\$50,000
Regional District of North Okanagan	Black Mountain Improvement District Watershed Wildfire Risk Reduction	Kelowna	2		\$233,905
Regional District of North Okanagan	Glenmore Ellison Improvement District Watershed	Kelowna	1		\$140,910
Tolko Industries Ltd.	Joe Rich Wildfire Threat Reduction	Kelowna	9	Westbank First Nation	\$1,029,370
FLNRORD, Okanagan Shuswap District	Southeast Kelowna Landscape Level Fuel Break	Kelowna	14		\$1,670,550
Zanzibar Holdings Ltd./ Stswecem'c Xgat'tem First Nation	Lac La Hache Wildfire Mitigation	Lac La Hache	2	Stswecem'c Xgat'tem First Nation (Canoe Creek Indian Band)	\$227,778
Regional District of North Okanagan	Lake Country Watershed Wildfire Management Planning	Lake Country	1		\$142,860
Xaxli'p Community Forest Corp.	Xaxli'p Community Forest —Wildfire Risk Reduction Treatment	Lillooet	1	Xaxli'p First Nation	\$130,836
Xaxli'p Community Forest Corp.	Prescribed Burn in Xaxli'p Survival Territory	Lillooet		Xaxli'p First Nation	\$18,026
Logan Lake Community Forest Corporation	FireSmart Treatments—Face Lake and Paska Lake Communities	Logan Lake	3		\$325,000
Logan Lake Community Forest Corporation	FireSmart Treatments —Logan Lake Trails Area	Logan Lake	8		\$945,000
Logan Lake Community Forest Corporation	Logan Lake Wildfire Risk Management Plan (WRMP)	Logan Lake	1		\$91,173

APPLICANT	FULL PROPOSAL TITLE	LOCATION	JOBS	FIRST NATIONS	CURRENT APPROVED FUNDING
Regional District of North Okanagan	Regional District of North Okanagan—Watershed Wildfire Management Planning and Operations	Lumby	1		\$146,235
District of Mackenzie	Highway 39 Fuel Reduction Project	Mackenzie	9		\$1,000,000
FLNRORD Cascades District	Comstock Long-term Fire Break	Merritt	3		\$329,395
Lower Nicola Indian Band	Fox Farm and Lindley Creek Fuel Management	Merritt	2	Lower Nicola Indian Band	\$225,000
West Boundary Community Forest	Midway Fire Risk Reduction Project	Midway	1		\$94,200
Nakusp and Area Community Forest—NACFOR	Nakusp Wildfire Risk Reduction Treatment	Nakusp	3		\$305,835
Nazko Logging Ltd. Partnership	Fuel Reduction Treatments Adjacent to the Community of Nazko, BC	Nazko	5	Nazko First Nation	\$553,500
NAZBEC Limited Partnership	Wildfire Risk Reduction Treatments near Nazko, BC	Nazko	9	Nazko First Nation	\$1,036,152
Nazko Logging Ltd. Partnership	Nazko – Pine Treatment and Fire Hazard Reduction	Nazko	3	Nazko First Nation	\$394,800
BCTS Kootenay Business Area	Post Harvesting Wildfire Risk Reduction on Kootenay BCTS Areas	Nelson	5		\$609,406
BC Parks—Kootenay	West Arm Park Wildfire Risk Reduction Treatment	Nelson	1		\$96,000
Regional District of Central Kootenay	Selous Creek Post Harvesting Wildfire Risk Reduction Treatment	Nelson	5		\$548,000
Regional District of Central Kootenay	Selous Creek Wildfire Risk Reduction Prescription	Nelson	1		\$32,340
Regional District of Central Kootenay	Establishment of a Central Kootenay Collaborative Regional Wildfire Risk Reduction Planning Group	Nelson Area	1		\$25,000
Regional District of Central Kootenay	Fuel Reduction Treatments in the RDCK—Riondel, Kingsgate, Fauquier, and Nelson	Nelson Area	4		\$501,570
Regional District of Central Kootenay	West Arm Provincial Park Wildfire Risk Reduction Planning	Nelson Area	1		\$76,192
Regional District of Central Kootenay	Central Kootenay Collaborative Regional Wildfire Risk Reduction Planning Group—Phase 2 Support	Nelson & Surrounding Area	1		\$50,000
Rocky Mountain Trench Natural Resources Society	Westside Kooconusa Lake Wildfire Risk Reduction/ER Treatments	Newgate	2		\$215,232
Baldy Mountain Resort	Baldy Mt Resort Phase 1—McKinney	Oliver	2		\$279,500
District of Peachland	District of Peachland Fuel Break	Peachland	1	SnPink'tn (Penticton Indian Band)	\$38,719
Ntityix Resources LP	Silver Lake Camp—Wildfire Risk Reduction Treatment	Peachland	1	Syilx Nation: Okanagan Indian Band, Osoyoos Indian Band, Penticton Indian Band, Upper Nicola Band, Upper and Lower Similkameen Indian Bands, and Westbank First Nation	\$97,240

APPLICANT	FULL PROPOSAL TITLE	LOCATION	JOBS	FIRST NATIONS	CURRENT APPROVED FUNDING
Okanagan Nation Alliance	Syilx Stewardship in Fire Maintained Landscapes	Peachland	1	Syilx Nation: Okanagan Indian Band, Osoyoos Indian Band, Penticton Indian Band, Upper Nicola Band, Upper and Lower Similkameen Indian Bands, and Westbank First Nation	\$131,740
Regional District of Okanagan Similkameen	RDOS Fuel Breaks	Penticton	1	SnPink'tn (Penticton Indian Band)	\$67,303
FLNRORD Prince George District	Pilot Mountain Communication Tower Wildfire Risk Reduction Plan	Prince George	1		\$12,669
Harrop-Procter Community Co-operative	Procter Wildfire Risk Reduction Prescriptions	Procter	1		\$39,050
Harrop-Procter Community Co-operative	Procter Wildfire Risk Reduction Treatment	Procter	2		\$234,600
Regional District of Central Kootenay	Queens Bay Wildfire Risk Reduction Planning and Prescription	Queens Bay	1		\$24,640
C&C Wood Products Ltd.	Quesnel Community wildfire protection plan Wildfire Risk Reduction Treatments—Phase 1	Quesnel	9		\$1,000,000
The City of Quesnel	Quesnel Community Wildfire Protection Plan—Wildfire Risk Reduction Treatments • Phase 2	Quesnel	6		\$700,000
A.J. Waters and Associates Inc.	Wildfire Risk Reduction on Woodlot Licence 1413, Northwest of Quesnel	Quesnel	1		\$63,500
West Boundary Community Forest	Rock Creek Ecosystem Restoration Prescription Development	Rock Creek	1		\$23,000
Rocky Mountain Trench Natural Resources Society	Rushmere Ecosystem Restoration & Wildfire Risk Reduction Treatments	Rushmere	1		\$24,000
District of Sicamous	Sicamous Wildfire Risk Mitigation	Sicamous	9		\$1,000,000
Silver Star Mountain Resort Ltd.	Silver Star Mountain Resort	Silver Star Mountain Resort	1		\$16,222
Rocky Mountain Trench Natural Resources Society	Quartz Lake Wildfire Risk Reduction Treatment	Skookumchuck	1		\$51,026
Slocan Integral Forestry Cooperative (SIFCO)	Implementation of Wildfire Risk Reduction Treatments for Slocan Area	Slocan	9		\$1,000,000
Slocan Integral Forestry Cooperative (SIFCO)	Slocan Valley Landscape Level Wildfire Protection	Slocan Valley	4		\$425,397
Wetzin'kwa Community Forest Corporation	Wetzin'kwa Community Forest Strategic Wildfire Hazard Mitigation Plan	Smithers	1	Wet'suwet'en First Nation	\$71,877
Agur Lake Camp Society	Agur Lake Fuel Management Prescriptions	Summerland	1		\$7,556
Agur Lake Camp Society	Agur Lake Wildfire Risk Reduction Treatments	Summerland	1		\$51,853
Eniyud Community Forest Ltd.	Eniyud Community Forest Tatla Lake Wildfire Fuel Treatment Plan	Tatla Lake	5	T'sideldel (Alexis Creek First Nation)	\$618,575

APPLICANT	FULL PROPOSAL TITLE	LOCATION	JOBS	FIRST NATIONS	CURRENT APPROVED FUNDING
SERNbc	Wildfire Risk Reduction Planning and Prescriptions near Vanderhoof BC	Vanderhoof	1		\$120,337
FLNRORD Stuart/Nechako	Fire Hazard Reduction by Utilization of Waste	Vanderhoof	2		\$299,450
First Nations' Emergency Services of BC	First Nations Wildfire Risk Reduction Planning Guidance	Various		Various	\$50,000
Cariboo Woodlot Association	Ground Truthing and Prescription Development	Various	1		\$171,690
FESBC	Kootenay FireSmart Initiative	Various			\$10,000
FLNRORD Sea to Sky District	S2S District Access Fuel Treatments	Various	1		\$75,000
Federation of BC Woodlot Associations	Wildfire Risk Analysis	Various	1		\$7,350
Prince George Woodlot Association	PG Woodlot Assoc —Wildfire Threat Mitigation	Various	1		\$103,277
Evelyn Hamilton	Burning Questions: Reducing Wildfire Risks	Various			\$67,000
Barkerville Historic Town & Park governed by The Barkerville Heritage Trust	Barkerville Historic Town Wildfire Fuel Treatment • Phase 2	Wells / Barkerville	1		\$75,000
Cheakamus Community Forest	Fuel Reduction Thinning 2019-2021	Whistler	5	Lil'wat Nation and Squamish First Nations	\$628,000
Cheakamus Community Forest	Planning, Prescriptions, and Layout—Fuel Reduction	Whistler	3	Lil'wat Nation and Squamish First Nations	\$377,630
Cheakamus Community Forest	Whistler Fuel Reduction	Whistler	6	Lil'wat Nation and Squamish First Nations	\$668,438
Celtic Engineering Ltd.	Fox Mountain Fire Abatement Project	Williams Lake	2		\$220,575
Williams Lake Community Forest LP	Landscape Level Fuel Treatment	Williams Lake	4	T'exelcenc (Williams Lake Band)	\$460,591
WL Community Forest LP	Landscape—Level Fuel Break Pilot	Williams Lake	3	T'exelcenc (Williams Lake Band)	\$328,025
WL Community Forest LP	Wildfire Mitigation—Bark Beetle	Williams Lake	6	T'exelcenc (Williams Lake Band)	\$715,692
Cariboo Woodlot Association	Wildfire Risk Reduction on Cariboo Woodlot Licence	Williams Lake	4	Secwepemc Nation Splatsin First Nation	\$500,000
Williams Lake Community Forest LP	WLCF Landscape Level Fuel Break	Williams Lake	13	T'exelcenc (Williams Lake Band)	\$1,533,257
Union of BC Municipalities	FESBC and UBCM Wildfire Risk Reduction Co-funding Program	Windermere	18		\$2,134,115
Regional District of Mount Waddington	Woss Firebreak Management	Woss	2		\$204,883



“Projects like these, which have local people making local decisions in their local forests, are a hallmark of Community Forests in our province. We are delighted to see many partners come together to produce these excellent results for our forests and communities and are so pleased to see the good work made possible by the funding provided through FESBC.”

• Jennifer Gunter  
Executive Director of the BC Community Forest Association







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September 23, 2020

Chair John Jack  
Alberni-Clayoquot Regional District  
3008-Fifth Ave  
Port Alberni, BC V9Y 2E3



Dear Chair Jack,

**Re: 2021 – 2025 Financial Plan, Retooling: Stronger Than Ever. Together.**

On behalf of the Board of Trustees of Vancouver Island Regional Library (VIRL), please find attached important information regarding the recently adopted [2021 – 2025 Financial Plan: Retooling. Stronger than Ever. Together.](#) This information can also be found at <https://virl.bc.ca/about/reports-and-plans/>.

As dictated by provincial legislation, the VIRL Board has adopted a balanced budget for 2020. The Financial Plan and supporting information (which includes an [At a Glance sheet](#) for both the entire organization and your community, an [inspiring video](#) about the future of library services, and a [media release](#)) provides you with the necessary details to address questions that may arise in your community.

The Board has adopted a balanced budget of \$39,333,061 for 2021. Municipal and regional levies will contribute \$24,500,529 to the Library budget, an average increase of 1.87%. The Budget was supported by all Trustees in attendance.

This Budget supports the Board's [Strategic Plan: Your Voice, Your Library](#). VIRL continues to innovate through programming that meets and exceeds the diverse needs of customers; by continuing to invest in our digital collections and technology; and by updating our facilities through the [Consolidated Facilities Master Plan](#).

This budget recognizes the ongoing challenges we all face as a result of COVID-19 and seeks to position VIRL as a leader that will help individuals, businesses, and communities emerge from these unprecedented times united, motivated, and stronger than ever.

Sincerely,

A handwritten signature in black ink that reads "Brenda E. Leigh".

Brenda Leigh  
Chair, VIRL Board of Trustees

cc: Trustee Penny Cote, Alberni-Clayoquot Regional District  
Doug Holmes, CAO, Alberni-Clayoquot Regional District  
Wendy Thomson, Manager of Administrative Services, Alberni-Clayoquot Regional District

**Strong Libraries ■ Strong Communities**

Bella Coola Bowser Campbell River Chemainus Comox Cortes Island Courtenay Cowichan Cowichan Lake Cumberland  
Gabriola Island Gold River Hornby Island Ladysmith Masset Nanaimo Harbourfront Nanaimo North Nanaimo Wellington  
Parksville Port Alberni Port Alice Port Clements Port Hardy Port McNeill Port Renfrew Quadra Island Qualicum Beach Queen  
Charlotte Sandspit Sayward Sidney/North Saanich Sooke South Cowichan Talsis Tofino Ucluelet Union Bay Woss



FOR IMMEDIATE RELEASE

## **Vancouver Island Regional Library is Stronger Than Ever with 2021 Budget**

*September 19, 2020, Nanaimo, BC* – The Vancouver Island Regional Library (VIRL) Board of Trustees has adopted the [2021 – 2025 Financial Plan, Retooling: Stronger Than Ever](#). Together.

At the September 19 meeting, the Board adopted a balanced budget of \$39,333,061 for 2021. Municipal and regional levies will contribute \$24,500,529 to the Library budget, an average increase of 1.87% over 2020. The Budget was supported by all Trustees in attendance.

“In developing this budget, we had to balance the ongoing and uncertain effects of the COVID-19 pandemic with our need to press forward, innovate, and evolve our services,” says Joel Adams, VIRL’s Director of Finance. “Our Board of Trustees needs to be recognized for having the vision and understanding to take the long view in their adoption of this budget. Thanks to their vision, we can continue to provide leading edge library services to the communities we serve.”

“This budget recognizes the ongoing challenges we all face as a result of COVID-19,” says Brenda Leigh, Chair of the VIRL Board of Trustees. “By focusing on the future, we are positioning VIRL as a leader to help individuals, businesses, and communities emerge from these unprecedented times united, motivated, and stronger than ever.”

For more information about the 2021– 2025 Financial Plan, visit <https://virl.bc.ca/about/reports-and-plans/>.

#####

### **For more information**

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**READY  
REVIVED  
RETOOLED**



VANCOUVER ISLAND REGIONAL LIBRARY FINANCIAL PLAN



**STRONGER THAN EVER**  
2021 - 2025

# TABLE OF CONTENTS

YOUR VOICE. YOUR LIBRARY: STRATEGIC PRINCIPLES	4
RETOOLING: STRONGER THAN EVER. TOGETHER.	6
OUR PATH AHEAD	7
HIGHLIGHTS	9
THE LEVY	12
2019 CAPITAL PROJECTS	24
CONCLUSION	26
SCHEDULES	28



2020 Executive Committee

# YOUR VOICE YOUR LIBRARY

## STRATEGIC PRINCIPLES

### PRINCIPLE 1: COMMUNITY

Vancouver Island Regional Library serves dozens of unique communities up and down Vancouver Island, the Central Coast and Haida Gwaii. By engaging and listening to our diverse populations, we can create partnerships, understanding and excitement in our cities and towns.

Vancouver Island Regional Library will continue to expand engagement and partnership opportunities, as well as increase advertising and promotion to show that the library is a vibrant, welcoming place for people of all socioeconomic groups, cultures and literacy levels.

### PRINCIPLE 2: COLLECT. CONNECT. COLLABORATE. CREATE.

The library of the 21st Century is a mix of the traditional physical space and of the digital, “always-on” world. Excellence in programming and collections (both print and digital) empowers our communities by providing services and resources that contribute to a more knowledgeable and connected society. Vancouver Island Regional Library seeks to identify and address the educational and recreational needs of our customers. As well, we seek new ways to reach those who are not aware of the resources we have to offer.

The library is a place of lifelong learning and inspiration. We strive to provide our communities with access to the information they need – whenever or wherever that may be.

### PRINCIPLE 3: PLACES AND SPACES

Vancouver Island Regional Library branches are key gathering places within our communities. We must continue to improve both the facilities and technology throughout our system to ensure that our libraries are vibrant, welcoming and inclusive hubs.

Since 2011, we have renovated or built eleven branches across the Vancouver Island Regional Library service area. Assessing the needs of each unique community when renovating and building facilities is a crucial component of our ongoing success.

In addition, our online presence and information technology (IT) infrastructure needs continuous and consistent stewardship and development to ensure that we meet the current and future technological needs of our customers.

### PRINCIPLE 4: LIFE AT WORK

Like many other large multi-generational public service sectors, we are experiencing workplace challenges and adjustments. Our workforce spans the full spectrum of age ranges and includes Baby Boomers, Gen Xers, and Millennials. Each generation collectively maintains different values, attitudes, behaviour and approaches to decision making. Additionally, we are experiencing a rise in retirements from long-serving staff members.

To succeed as an organization, Vancouver Island Regional Library recognizes that it needs to support staff (and ultimately library customers) by respecting the multiple perspectives our employees represent. To do this, we must continually promote positive employer/union relations and improve our methods of communication, decision making and project management to create an effective and productive workplace culture.

# RETOOLING

## STRONGER THAN EVER. TOGETHER.

Vancouver Island Regional Library (VIRL) branches are vibrant community spaces. We are destinations in our communities for knowledge, inspiration, innovation, and renewal. As Trustees, you underpin VIRL's success by putting into place foundational documents, policies, and practices which enable staff to deliver a service plan that shines as a beacon of excellence. By working with community and staff, the Board has developed a well-rounded program of cost-effective, innovative, progressive, and high quality library services.

Planning for the 2021 – 2025 Financial Plan had, as a backdrop, the ongoing and unforeseen challenges brought on by the COVID-19 pandemic. This budget needs to be sensitive to the stresses and challenges faced by members of the public and all levels of government. We remain in the midst of a worldwide pandemic that will have fiscal, social, and health repercussions for years to come. COVID-19 has fundamentally disrupted the way most of us live our lives. The impacts are far reaching, evolving, and complex. They include:

- Connections with Family, Friends and Community
- Social Isolation
- Quality of Life
- Safety and Security

Within this context, the 1.87% increase to our budget allows us to continue the important work we are doing to build vital community spaces. It also allows us to invest in materials and resources to help people grow, connect, and stay entertained. It means that we continue to look forward with an eye to the challenges and uncertainties we all face.

As we retool for the future, we are working to ensure our foundation remains solid, using our foundational documents as our blueprint. We are not returning to the way things were, but we are not going backwards either. Looking ahead, libraries must be responsive, nimble, and quick to adapt. This Budget affirms our Board of Trustees' commitment to the long term value and sustainability of libraries.

## THIS YEAR'S LEVY INCREASE

# 1.87%

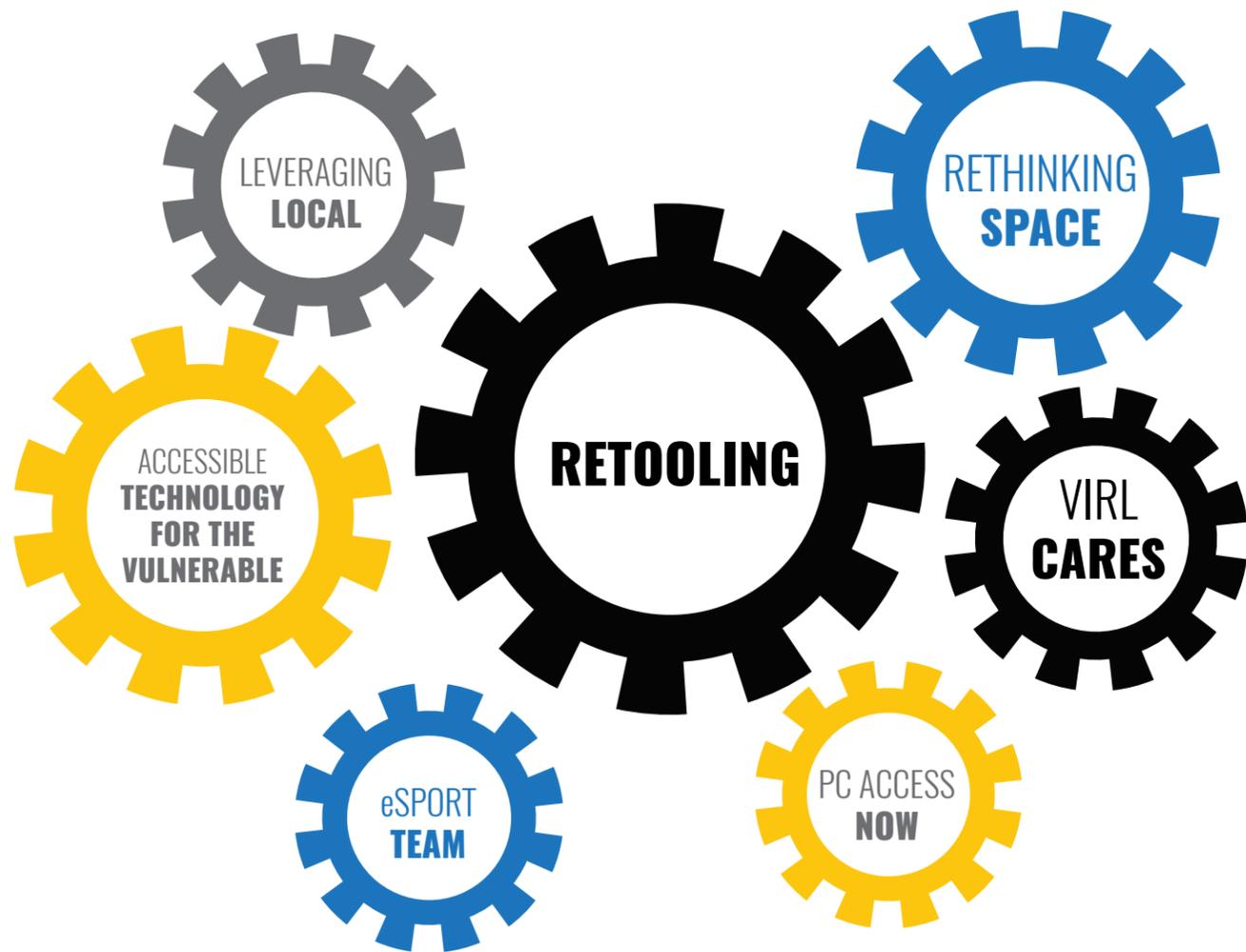
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## OUR PATH AHEAD

1. Let the principles and goals established in the 2016 – 2020 Strategic Plan drive the next 24 months. VIRL's current five-year plan fortifies us as an organization that emphasizes setting goals, priorities and building on staff strengths. The plan reflects VIRL's commitment to excellence in library services, accountability, and our goal to enhance lives, forge connections and strengthen communities. The delivery model now in place will align, prioritize, measure and communicate our next steps.
2. Ensure the provision of library services meets the diverse needs of our member jurisdictions. Over the years, VIRL has systematically developed an organizational structure that is flexible and responsive to community expectations. To sustain VIRL's competitive edge in the marketplace as a leader in the industry and to sustain the delivery of intelligent, responsive and personal library services, the structure can evolve to meet current and future environments. This enables staff to manage the environment of today and be responsive to the post COVID-19 realities of the future.
3. VIRL has been developed and managed to be responsive. We can take advantage of this asset in the following ways:
  - Be sensitive to the environment and the diversity of our member jurisdictions.
  - Position VIRL as an ongoing essential community connection, a welcoming place and a destination for learning.
  - Build a robust online community to encourage interaction through content creation.
  - Increase access to those presented with barriers.
  - Be an essential connector of a thriving community of readers, learners, and leaders.
  - Make library services and 21st Century technology accessible to everyone.

“As Trustees, you underpin VIRL's success by putting into place foundational documents, policies, and practices which enable staff to deliver a service plan that shines as a beacon of excellence.”



# HIGHLIGHTS

There is so much to be proud of at Vancouver Island Regional Library. Our branches are vibrant, dynamic spaces. Our collections and resources are important to so many. Our programming is varied, deep, and thought provoking.

Our spaces and resources help kids build skills for future success; they bring people from every walk of life together to share, learn, create and explore; they evolve with the times to offer the latest technologies and opportunities for everyone to thrive; and they are places where ideas are born, meetings are conducted, literacy skills are built, and communities thrive.

Our numbers speak for themselves...And we're just getting started.

THE  
VALUE OF  
YOUR CARD

**\$644** \$

The unique value of your Library card is calculated by dividing the market value of resources borrowed from your Library by the number of registered borrowers.



# THE LEVY

The 2021 Budget is composed of two distinct components: the Operating Budget and the Capital Budget.

The Levy is a key part of the 2021 Budget. Each year, the Board sets the Total Member Levy, which is allocated to each member using the formula in the Library Act for regional libraries. Schedule A includes the detailed levy information for each member.

## THE BUDGET PROCESS



- 1 **BOARD OF TRUSTEES ARE PRESENTED THE BUDGET ASSUMPTIONS**
- 2 **STAFF DEVELOP BUDGET FIGURES**
- 2 **EXECUTIVE LEADERSHIP EVALUATES AND RECOMMENDS**
- 3 **EXECUTIVE COMMITTEE EVALUATES AND RECOMMENDS**
- 5 **BOARD OF TRUSTEES ADOPTS**

### PROPOSED CHANGES TO MEMBER LEVIES

	2021 LEVY	2020 LEVY	CHANGE	% CHANGE TO TOTAL LEVY
Operating Levy	\$20,792,079	\$20,586,216	\$205,863	0.86%
Capital Levies				
Furniture, Fixtures, Equipment & Systems Levy	1,642,644	1,538,097	104,548	0.43%
Facilities Levy	2,065,805	1,926,371	139,434	0.58%
<b>Total Member Levies</b>	<b>\$24,500,529</b>	<b>\$24,050,684</b>	<b>\$449,845</b>	<b>1.87%</b>

### 5-YEAR HISTORY OF MEMBER LEVIES

	2017 LEVY	2018 LEVY	2019 LEVY	2020 LEVY	2021 LEVY
Operating Levy	\$18,637,079	\$19,222,461	\$19,968,385	\$20,586,216	\$20,792,079
Capital Levies					
Furniture, Fixtures, Equipment & Systems Levy	1,160,185	1,274,327	1,409,647	1,538,097	1,642,644
Facilities Levy	1,450,231	1,595,299	1,762,059	1,926,371	2,065,805
<b>Total</b>	<b>\$21,247,495</b>	<b>\$22,092,087</b>	<b>\$23,140,091</b>	<b>\$24,050,684</b>	<b>\$24,500,529</b>
Increase in Total Levy	<b>\$1,593,711</b>	<b>\$844,592</b>	<b>\$1,048,004</b>	<b>\$910,593</b>	<b>\$449,845</b>
Percentage Increase - Approved, Including Business Cases	<b>4.25%</b>	<b>3.98%</b>	<b>4.74%</b>	<b>3.94%</b>	<b>1.87%</b>

## 5 YEAR FINANCIAL PLAN BY YEAR

	PROPOSED		PROJECTED		
	2021	2022	2023	2024	2025
<b>Revenues</b>					
Member Levies	\$24,500,529	\$25,262,374	\$25,979,701	\$26,715,616	\$27,470,575
Grants	1,308,218	1,308,218	1,308,218	1,308,218	1,308,218
Overdue Fees	205,000	210,000	210,000	210,000	210,000
Investment Income	130,000	130,000	130,000	130,000	130,000
Other Branch Revenue	247,000	251,940	256,979	262,118	267,361
Transfers from Reserves	6,942,314	6,642,314	5,422,314	4,112,314	3,452,314
MFA Borrowing	6,000,000	14,000,000	-	-	-
<b>Total Revenue</b>	<b>\$39,333,061</b>	<b>\$47,804,846</b>	<b>\$33,307,212</b>	<b>\$32,738,266</b>	<b>\$32,838,468</b>
<b>Expenditures</b>					
Operating Expenditures	19,981,366	20,380,993	20,788,613	21,204,385	21,628,473
Library Materials	3,000,931	3,090,959	3,183,687	3,279,198	3,377,574
Capital	11,350,000	18,902,133	3,278,140	1,904,746	1,179,213
Debt Servicing	1,292,313	1,722,314	2,002,314	2,002,314	2,002,314
Transfers To Reserves	3,708,450	3,708,450	4,054,455	4,347,623	4,650,897
<b>Total Expenditures</b>	<b>\$39,333,061</b>	<b>\$47,804,846</b>	<b>\$33,307,212</b>	<b>\$32,738,266</b>	<b>\$32,838,468</b>
<b>Percentage Increase in Member Levies</b>	<b>1.87%</b>	<b>3.11%</b>	<b>2.84%</b>	<b>2.83%</b>	<b>2.83%</b>

The Capital Budget represents a portion of the levy. These funds are responsible for the newly opened Sayward branch. Stronger libraries building stronger communities.



**CAPITAL BUILDS COMMUNITIES**

## CHANGES TO THE 2021 BUDGET COMPARED TO 2020

### REVENUES

- Member levies are expected to increase by \$449,845 over 2020, representing a \$205,863 increase to the Operating budget and a \$243,982 increase to the Capital budget;
- Grant funding is expected to remain at 2020 levels, as there has been no indication of changes to the per capita and other grants received from the Province;
- Investment and rental income is expected to decrease over the 2020 budget, mainly due to forecasted average reserve funds being lower than prior years as the reserves are used to fund capital expenditures;
- Revenue from overdue fees are expected to decrease over the 2020 budget due to actual amounts received in 2019;
- Revenue from photocopiers and fundraising are expected to increase based on actual amounts received in 2019;
- Sale of books and promotional items is expected to remain consistent with the 2020 budget; and
- Cost underspends from 2020 due to the impact on operations of COVID-19 will be transferred into a reserve and carried in to 2021, where they will be recognized as revenue. This helps to offset expenditures and allows VIRL to reduce the levy increase seen in prior years.

### EXPENSES

- Travel expenses are expected to decrease as electronic meetings are used more frequently;
- Operating expenses, including branch and facility costs, computer and networking costs, office, and training, are expected to increase based on planned activities for 2019;
- Professional Fees are expected to decrease over 2020, due to approved business cases in 2020 which are not occurring in 2021;
- Capital expenditures are expected to increase slightly over the 2020 budget, based on planned capital projects for 2021;
- Wages are expected to increase based on scheduled increases within the Collective Agreements, expanding the size and staffing of new buildings, and realigning the staffing complement in administration and at branches; and
- Library materials are budgeted to increase by 3%, in accordance with the Board's direction.

### OPERATING BUDGET



The Operating Budget funds day-to-day operations of VIRL branches, including salaries, rent, janitorial, and administration. VIRL's goal is to provide high quality library service, while being mindful of resources and member levies.

For 2021, operational and service levels can be maintained through a 0.86% increase to the Operating Levy. VIRL faces the cost pressures of rising costs due to inflation (as per BC Stats: increase for July 2020 of 0.2% over July 2019), increases to facilities costs as a result of inflation within the construction market, and wage rate increases as impacted by Collective Agreements.

The Operating Budget supports important initiatives such as continued repairs and maintenance to branches, supplying high quality administration services, and ensuring consistent electronic access for customers.

### CAPITAL BUDGET

VIRL's Capital Budget is based on the Consolidated Facilities Master Plan (CFMP), which was adopted along with its Companion Report in 2010 by the Board of Trustees. The CFMP was developed based on a report prepared by an external consulting firm which reviewed the status of all VIRL facilities. The consultants reported that at the time of the review there was significant deferred maintenance and that a number of branches were undersized for their communities or required significant capital investment. To renovate or expand the branches in order to adequately serve communities was cost prohibitive, so adoption of the Companion Report and its recommendations included a long term funding strategy.

The Board's CFMP is key to VIRL's success in 2021 and for future years. Without investing in its branches over the short term, VIRL risks the building conditions which existed prior to establishment of the CFMP.

The CFMP has allowed VIRL to perform substantial renovations or new builds in 16 branches since 2011, as well as providing funding for upgraded furniture, equipment, and IT resources. As the Capital Plan shows, there are many other projects at various stages, and multiple projects planned for the coming years. Continued investment in branches allows VIRL to continue its mandate of creating safe, welcoming, inclusive spaces.

The CFMP levies are used to fund capital projects for the branches. VIRL prepares a separate Capital Budget and a 5-year Capital Plan as part of its budget process, which details the planned use of these levies to address maintenance issues, renovate and expand branches, and invest in furniture and equipment. As part of its Capital Plan, VIRL seeks to balance the capital projects across its membership, while prioritizing projects based on population, building condition, and other factors as directed by the CFMP.

When new or renovated libraries open in our communities, we see an increase in visitors of at least 20%. Multiple studies on the return on investment for libraries show that the economic benefits far outweigh the amounts contributed. Libraries make communities a more desirable place to live while also enhancing the quality of life. In addition, VIRL's strategy of owning building structures has allowed greater control over our operations and includes the long-term benefit of repaying debt rather than continuing to pay rent.

## THE TWO LEVIES UNDER THE CAPITAL BUDGET ARE THE MAINTENANCE, FURNITURE, EQUIPMENT AND INFORMATION SYSTEMS REPLACEMENT LEVY (FFE LEVY), AND THE FACILITIES INFRASTRUCTURE IMPROVEMENTS AND EXPANSION LEVY (FACILITIES LEVY).

### FURNITURE, FIXTURES & EQUIPMENT (FFE) LEVY

The FFE Levy is dedicated to addressing deferred maintenance at our buildings, and ensuring that branches receive the regular upkeep required to maintain VIRL service standards. A portion of this funding also goes towards annual investment in furniture and equipment, delivery vehicles, and IT infrastructure and resources.

### FACILITIES LEVY

The Facilities Levy is dedicated to renovating branches and to the construction of new facilities where VIRL will see the most benefit. Construction of new branches supports the Board's mandate to own its buildings, which helps to realize operational control of its facilities and serves as an investment in VIRL's present and future.

## VARIANCE ANALYSIS: COMPARISON OF 2021 CONSOLIDATED BUDGET TO 2020 BUDGET

	2021 BUDGET (PROPOSED)				INCREASE (DECREASE)	% CHANGE
	2020 BUDGET (ADOPTED)	OPERATING	CAPITAL	CONSOLIDATED		
<b>Revenues</b>						
Member Levies	\$24,050,683	\$20,792,079	\$3,708,450	\$24,500,529	\$449,845	1.87%
Grants Received	1,308,218	1,308,218		1,308,218	-	0.00%
Investment and Rental Income	145,000	130,000		130,000	(15,000)	-10.34%
Overdues Fees	210,000	205,000		205,000	(5,000)	-2.38%
Lost Books/Cards	15,000	20,000		20,000	5,000	33.33%
Miscellaneous Fees	30,000	25,000		25,000	(5,000)	-16.67%
Photocopiers	67,000	70,000		70,000	3,000	4.48%
Book and Promotional Item Sales	15,000	15,000		15,000	-	0.00%
Fundraising/Donations	115,000	117,000		117,000	2,000	1.74%
Transfers from Reserves	6,186,874	300,000	6,642,314	6,942,314	755,440	12.21%
MFA Borrowing	6,000,000		6,000,000	6,000,000	-	0.00%
<b>Total Revenues</b>	<b>38,142,775</b>	<b>22,982,297</b>	<b>16,350,764</b>	<b>39,333,061</b>	<b>1,190,285</b>	<b>3.11%</b>
<b>Expenditures</b>						
Automotive, Travel & Vehicle	250,000	245,000		245,000	(5,000)	-2.00%
Bank and Payroll Production	75,000	79,000		79,000	4,000	5.33%
Board Expenses	85,000	87,000		87,000	2,000	2.35%
Branch and Facility Costs	2,853,359	2,924,693		2,924,693	71,334	2.50%
Building and Equipment	110,030	112,231		112,231	2,201	2.00%
Communications and Internet	304,504	309,072		309,072	4,568	1.50%
Computer Networking Costs	816,200	416,200	650,000	1,066,200	250,000	30.63%
Consulting and Professional	268,947	183,447		183,447	(85,500)	-31.79%
Insurance	125,000	125,000		125,000	-	0.00%
Library Materials	2,913,525	3,000,931		3,000,931	87,406	3.00%
Office, Photocopier and Postage	405,000	405,000		405,000	-	0.00%
Promotion and Advertising	130,000	135,000		135,000	5,000	3.85%
Training and Workshops	85,000	127,000		127,000	42,000	49.41%
Wages and Benefits	14,469,869	14,832,723		14,832,723	362,854	2.51%
Capital	10,455,000		10,700,000	10,700,000	245,000	2.34%
Debt Servicing	1,281,874		1,292,313	1,292,313	10,439	0.81%
Transfers to Reserves	3,514,467		3,708,450	3,708,451	193,983	5.52%
<b>Total Expenditures</b>	<b>38,142,775</b>	<b>22,982,297</b>	<b>16,350,764</b>	<b>39,333,061</b>	<b>1,190,285</b>	<b>3.11%</b>
<b>Net Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

The Sidney/North Saanich branch is another example of the Capital Budget at work. In 2019, VIRC reopened the space to excited customers eager to use their new, renovated library.



Facility projects for 2021 represent the capital funding required, and form part of the proposed 2021 budget. Projects for 2022 to 2025 are estimates for planning and budgeting purposes, and will be finalized as preliminary project activities are completed. The year assigned to a project represents the year it is expected to be completed.

Changes to budget amounts will be communicated to the Board.

Note: Projects with an asterisk ("\*") have been identified as priorities and assigned an estimated year of completion in the Capital Plan, but no funding has been allocated as the amount.

## LARGE/URBAN BRANCHES: SUMMARY OF PLANNED FACILITIES PROJECTS

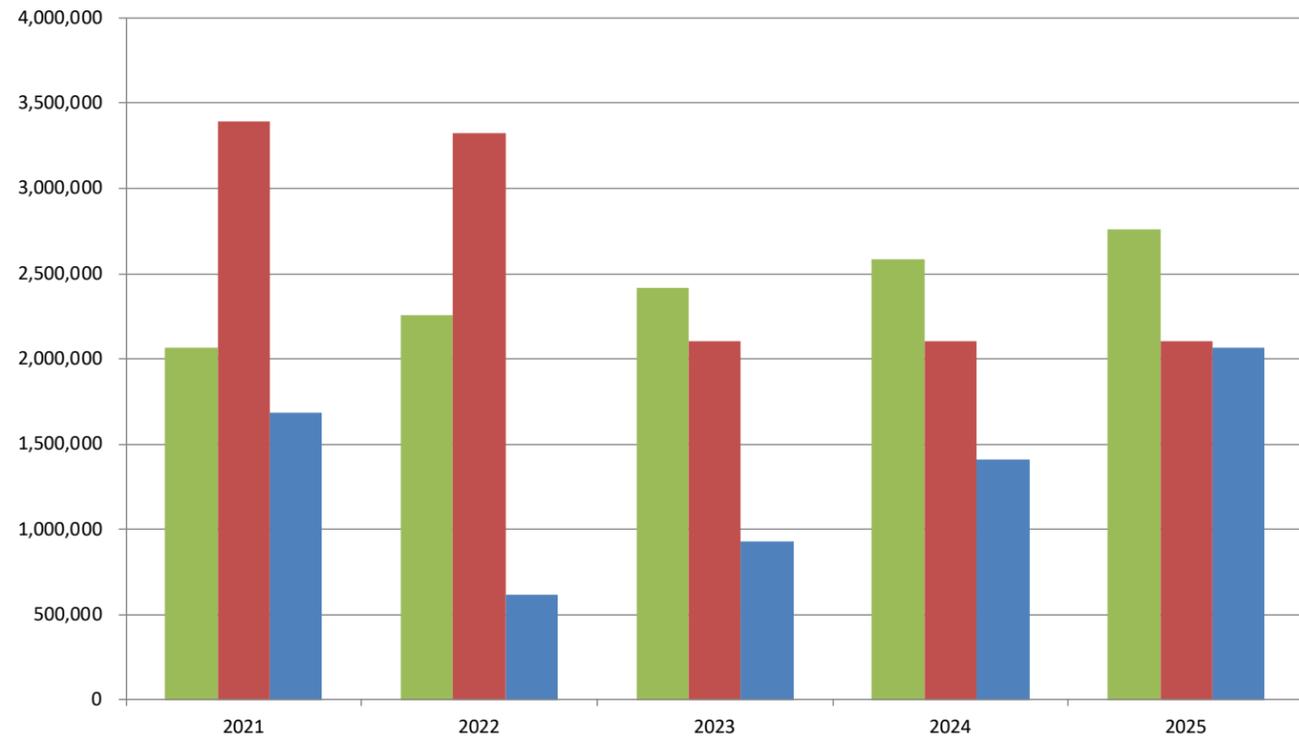
Branch	2021	2022	2023	2024	2025	2026 and Beyond	Funding Source	Project Description
Port Alberni	1,000,000						Long Term Maint. Reserve	Refurbishment
Courtenay	1,500,000						Facilities Reserve	Refurbishment
Comox	100,000						F&E Reserve	Furnishing
Qualicum Beach		1,000,000					Long Term Maint. Reserve	Refurbishment
Nanaimo Wellington		75,000					F&E Reserve	Furnishing
Cowichan		1,500,000					Facilities Reserve	Refurbishment
Nanaimo Harbourfront			1,000,000				Long Term Maint. Reserve	Furnishing, Roof Maintenance, HVAC
Nanaimo North				600,000			Long Term Maint. Reserve	Furnishing, Roof Maintenance
<b>Total Renovations</b>	<b>2,600,000</b>	<b>2,575,000</b>	<b>1,000,000</b>	<b>600,000</b>	-	-		
<b>New or Expanded Branches</b>								
Sooke	7,500,000						Debt & Levies	New & Expanded Branch
Campbell River		14,000,000					Debt/Facilities Reserve	New & Expanded Branch
Ladysmith*			TBD					New & Expanded Branch
North Saanich*				TBD				New & Expanded Branch
<b>Total New/Expanded</b>	<b>7,500,000</b>	<b>14,000,000</b>	-	-	-	-		
<b>Total Large/Urban</b>	<b>10,100,000</b>	<b>16,575,000</b>	<b>1,000,000</b>	<b>600,000</b>	-	-		

## SMALL/RURAL BRANCHES: SUMMARY OF PLANNED FACILITIES PROJECTS

Branch	2021	2022	2023	2024	2025	2026 and Beyond	Funding Source	Project Description
Port McNeill	30,000						F&E Reserve	Furnishing
Sointula	20,000						F&E Reserve	Furnishing
Bowser	27,000						F&E Reserve	Furnishing
Port Clements	20,000						F&E Reserve	Furnishing
Cowichan Lake	300,000						Long Term Maint. Reserve	Upgrade Fire Suppression, Repair
Ucluelet		26,000					F&E Reserve	Furnishing
Quadra Island		65,000					F&E Reserve	Furnishing
Gabriola Island		63,000					F&E Reserve	Furnishing
Bella Coola		35,000					F&E Reserve	Furnishing
Cumberland			62,000				F&E Reserve	Furnishing
Cortes Island			28,000				F&E Reserve	Furnishing
Port Renfrew			14,000				F&E Reserve	Furnishing
<b>Total Renovations</b>	<b>397,000</b>	<b>189,000</b>	<b>104,000</b>	-	-	-		
<b>New or Expanded Branches</b>								
Masset	900,000						Debt/Facilities Reserve	New & Expanded Branch
Sandspit*		TBD						New & Expanded Branch
Tahsis*		TBD						New & Expanded Branch
Tofino*			TBD					New & Expanded Branch
<b>Total New/Expanded</b>	<b>900,000</b>	-	-	-	-	-		
<b>Total Small/Rural</b>	<b>1,297,000</b>	<b>189,000</b>	<b>104,000</b>	-	-	-		

## NEW & EXPANDED BRANCH RESERVE - BUDGETED CONTRIBUTIONS, WITHDRAWALS & YEAR END BALANCES

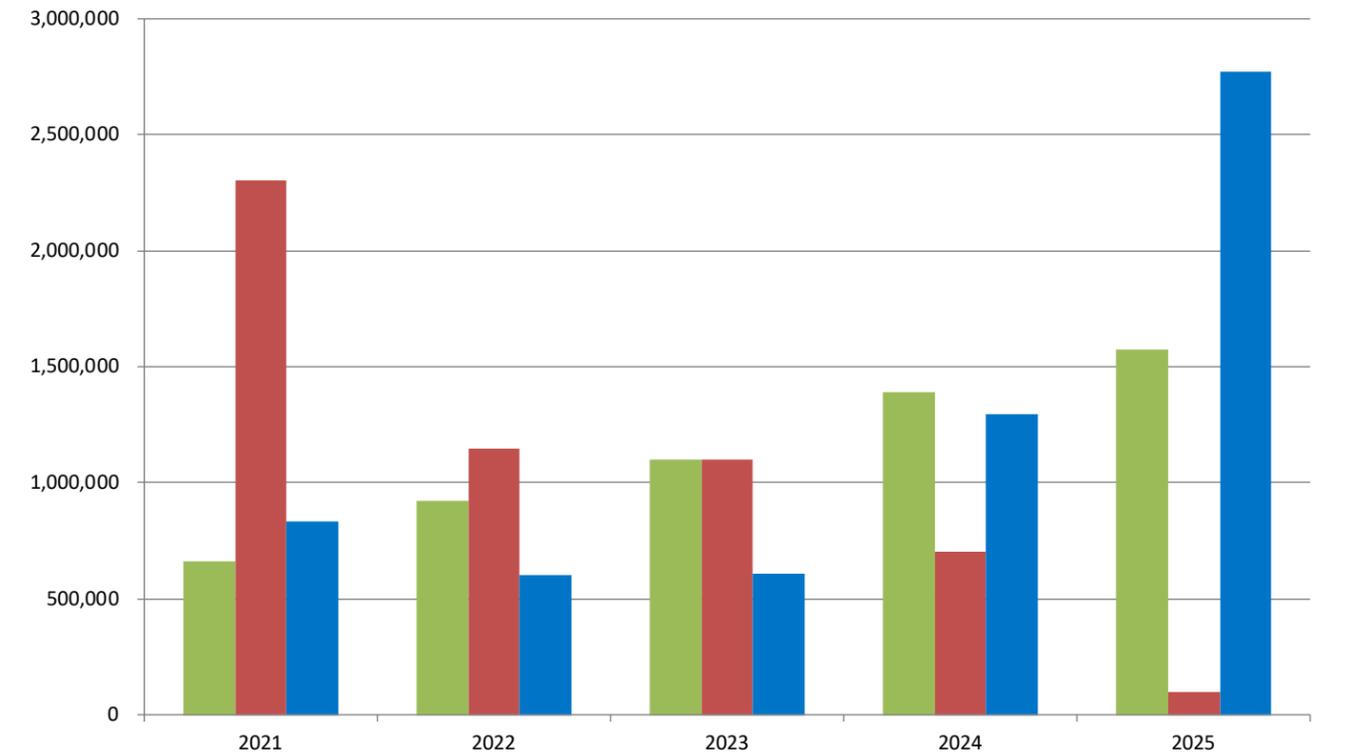
	2021	2022	2023	2024	2025
<b>Contributions</b>	2,065,805	2,252,475	2,415,346	2,583,832	2,758,090
<b>Withdrawals</b>	3,392,314	3,322,314	2,102,314	2,102,314	2,102,314
<b>Reserve Balance, End of Year</b>	1,687,335	617,497	930,529	1,412,046	2,067,822



■ Contributions  
■ Withdrawals  
■ Reserve Balance, End of Year

## LONG TERM MAINTENANCE - BUDGETED CONTRIBUTIONS, WITHDRAWALS & YEAR END BALANCES

	2021	2022	2023	2024	2025
<b>Contributions</b>	662,644	921,980	1,102,277	1,387,065	1,576,472
<b>Withdrawals</b>	2,300,000	1,150,000	1,100,000	700,000	100,000
<b>Reserve Balance, End of Year</b>	831,939	603,919	606,196	1,293,261	2,769,733



■ Contributions  
■ Withdrawals  
■ Reserve Balance, End of Year



2019

# CAPITAL PROJECTS

In 2019, VIRL celebrated the opening of its first prototype branch design in Sayward. With the success of the prototype, VIRL plans to use this model to ensure a consistent branch design in a number of rural communities over the coming years.

In 2019, VIRL also reopened the refreshed Parksville branch and celebrated the reopening of the Sidney/North Saanich branch. Both of these projects were completed with the involvement of VIRL staff and cooperation from the respective municipalities. Future projects identified in the Capital Plan include new prototype branches for the communities of Masset and Sandspit, refurbishments of the Port Alberni and Courtenay branches, a new flagship branch in Campbell River to serve northern communities, and a new facility for the District of Sooke.

In this time of physical distancing, consideration will be given to library designs that incorporate recommendations from health officials. Depending on the branch, this could include considerations from how floorplans are developed down to operational details such as touchless washroom facilities or automated material returns, alongside a host of other solutions that will ensure staff can deliver and customers access our services in a safe, healthy manner. These new developments may impact the project budgets, which will be reassessed during planning.

SINCE THE BOARD ADOPTED THE CONSOLIDATED FACILITIES MASTER PLAN (CFMP), THE BOARD HAS APPROVED FUNDING FOR NEW BUILDS OR REFURBISHMENTS IN 16 BRANCHES:

QUADRA ISLAND	2011	CAMPBELL RIVER	2015
BELLA COOLA	2011	NANAIMO HARBOURFRONT	2015
GABRIOLA ISLAND	2012	PORT HARDY	2016
PORT RENFREW	2013	HORNBY ISLAND	2016
CORTES ISLAND	2013	NANAIMO WELLINGTON	2017
NANAIMO NORTH	2014	PARKSVILLE	2019
CUMBERLAND	2014	SIDNEY/NORTH SAANICH	2019
COWICHAN LAKE	2014	SAYWARD	2019

# CONCLUSION

COVID-19 has created unusual levels of isolation. School age children are being home-schooled and public officials are urging physical distancing, masks, and staying at home. Many have experienced lifestyle changes. 81% of Canadian kids and teens feel they are missing important life events or moments. Seniors and vulnerable populations have been kept isolated from friends, family, and loved ones. Negative outcomes – in terms of health, wellbeing, and education – may take years to fully manifest themselves.

The 2021 – 2025 Financial Plan incorporates the costs of maintaining operations, while focusing expenditures on efficient use of resources and integrating considerations of the new health and safety guidelines. This ultimately furthers VIRL's strategic plan and gives consideration to its current operations, while ensuring it looks to the future as an organization.

While these are challenging times, this Financial Plan is designed so that VIRL will emerge stronger than ever – and strong libraries mean strong communities. Together.



“It is not the strongest of the species that survives nor the most intelligent, but the one most responsive to change.”

Charles Darwin

## SCHEDULE A

### TOTAL MEMBER LEVY

Municipalities	Total 2020 Levy	2021 Operating Levy	2021 Capital Levies	Total 2021 Levy	Change in Total Levy over 2020
Campbell River	1,616,310	1,424,167	254,013	1,678,179	61,869
Comox	717,184	613,085	109,349	722,435	5,251
Courtenay	1,407,850	1,232,307	219,793	1,452,100	44,250
Cumberland	194,592	179,947	32,095	212,042	17,450
Duncan	242,785	213,463	38,073	251,536	8,751
Gold River	46,559	40,684	7,256	47,940	1,381
Ladysmith	429,529	361,371	64,454	425,824	-3,705
Lake Cowichan	150,202	131,724	23,494	155,218	5,016
Lantzville	212,553	179,408	31,999	211,407	-1,146
Masset	30,866	24,839	4,430	29,269	-1,597
Nanaimo	4,917,101	4,242,498	756,687	4,999,185	82,084
North Cowichan	1,533,901	1,338,554	238,743	1,577,297	43,396
North Saanich	898,495	747,244	133,278	880,521	-17,974
Parksville	734,837	634,565	113,180	747,745	12,908
Port Alberni	792,460	682,833	121,789	804,622	12,162
Port Alice	34,156	28,545	5,091	33,636	-520
Port Clements	11,023	9,061	1,616	10,677	-346
Port Hardy	160,693	136,367	24,322	160,690	-3
Port McNeill	93,938	80,606	14,377	94,982	1,044
Qualicum Beach	557,398	457,669	81,629	539,298	-18,100
Queen Charlotte	33,578	32,703	5,833	38,535	4,957
Sayward	12,813	11,655	2,079	13,734	921
Sidney	830,464	699,625	124,784	824,409	-6,055
Sooke	693,332	604,762	107,865	712,626	19,294
Tahsis	11,207	10,606	1,892	12,497	1,290
Tofino	191,466	180,281	32,155	212,436	20,970
Ucluelet	119,970	105,940	18,895	124,836	4,866
Zeballos	4,034	3,746	668	4,414	380
<b>TOTALS</b>	<b>16,679,297</b>	<b>14,408,253</b>	<b>2,569,839</b>	<b>16,978,092</b>	<b>298,794</b>
<b>Regional Districts</b>					
Alberni-Clayoquot	489,307	425,757	75,937	501,694	12,387
Capital	297,374	258,067	46,028	304,095	6,721
Central Coast	62,358	54,048	9,640	63,687	1,329
Comox Valley	1,352,498	1,166,435	208,044	1,374,478	21,980
Cowichan Valley	2,021,109	1,734,653	309,391	2,044,044	22,935
Mount Waddington	153,983	145,951	26,032	171,983	18,000
Nanaimo	2,390,639	2,071,694	369,505	2,441,199	50,560
North Coast	46,332	42,047	7,499	49,547	3,215
qathet	27,836	23,831	4,251	28,082	246
Strathcona	529,950	461,343	82,285	543,628	13,678
<b>TOTALS</b>	<b>7,371,387</b>	<b>6,383,826</b>	<b>1,138,611</b>	<b>7,522,437</b>	<b>151,051</b>
<b>TOTALS</b>	<b>24,050,684</b>	<b>20,792,079</b>	<b>3,708,450</b>	<b>24,500,529</b>	<b>442,845</b>

## SCHEDULE B

### WEIGHTED VOTES

Municipality/Regional District	2021 Levies	Votes
Campbell River	1,678,179	27
Comox	722,435	12
Courtenay	1,452,100	24
Cumberland	212,042	3
Duncan	251,536	4
Gold River	47,940	1
Ladysmith	425,824	7
Lake Cowichan	155,218	3
Lantzville	211,407	3
Masset	29,269	1
Nanaimo	4,999,185	82
North Cowichan	1,577,297	26
North Saanich	880,521	14
Parksville	747,745	12
Port Alberni	804,622	13
Port Alice	33,636	1
Port Clements	10,677	1
Port Hardy	160,690	3
Port McNeill	94,982	2
Qualicum Beach	539,298	9
Queen Charlotte	38,535	1
Sayward	13,734	1
Sidney	824,409	13
Sooke	712,626	12
Tahsis	12,497	1
Tofino	212,436	3
Ucluelet	124,836	2
Zeballos	4,414	1
Alberni-Clayoquot Regional District	501,694	8
Capital Regional District	304,095	5
Central Coast Regional District	63,687	1
Comox Valley Regional District	1,374,478	22
Cowichan Valley Regional District	2,044,044	33
Mount Waddington Regional District	171,983	3
Nanaimo Regional District	2,441,199	40
North Coast Regional District	49,547	1
qathet Regional District	28,082	1
Strathcona Regional District	543,628	9
<b>TOTAL Local Levies</b>	<b>24,500,529</b>	<b>405</b>

*Internal Note:*  
1/4% of Total Local Levies means  
Value for one vote = 61,251

*June 2002 Board meeting the  
following motion was adopted:*

*VIRL BR 02061:8  
That the Board approve a new  
weighted vote formula in which  
each member jurisdiction  
receives 1 weighted vote plus  
1 additional vote for each 1/4  
percent total VIRL tax contribu-  
tions after the first 1/4 percent.  
Where the formula in a fraction  
of a vote, normal rounding will  
apply.*



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Email: [info@virl.bc.ca](mailto:info@virl.bc.ca)  
Website: [virl.bc.ca](http://virl.bc.ca)



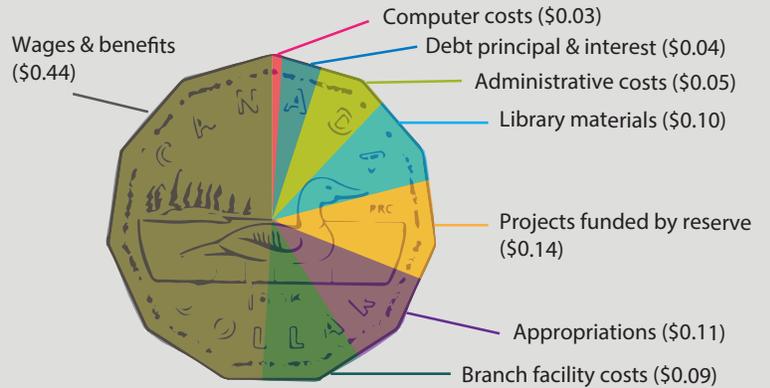
# BUDGET BREAKDOWN

## System Wide

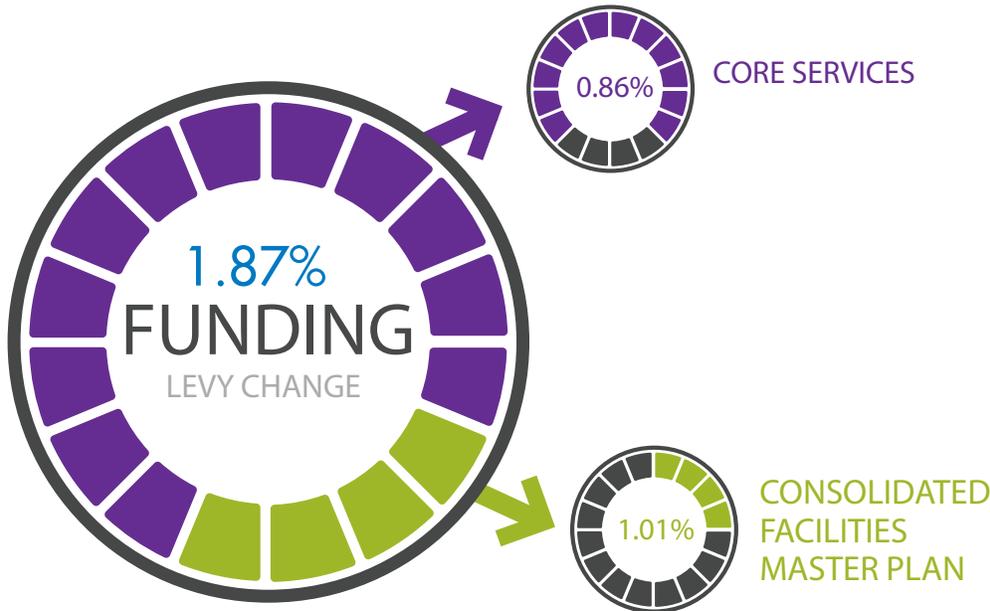
2021

1 YOUR PER CAPITA CHANGE \$0.36

2 HOW YOUR \$1.00 IS SPENT



3 This Year's CHANGE: 1.87%



TOTAL POPULATION SERVED...

463,215

\*totals may be off by nominal amounts, due to rounding



# 2021 BUDGET

## System Wide

2021

### 2021 Retooling: Stronger Than Ever. Together.

The 2021 – 2025 Financial Plan incorporates the costs of maintaining operations, while focusing on efficient use of resources and integrating considerations of the new health and safety guidelines. This furthers VIRL’s strategic plan and gives consideration to current operations, while ensuring we look to the future.

These are challenging times. This Financial Plan is designed so VIRL will emerge stronger than ever– and strong libraries mean strong communities. Together.

The complete 2021 – 2025 Financial Plan is available at [virl.bc.ca](http://virl.bc.ca)

### HOW IS MY LEVY CALCULATED?

Each member’s levy is calculated in accordance with the Library Act. The allocation is 50% based on population, and 50% based on assessed value. Both of these figures are provided to VIRL by an external source.

Each individual member’s levy is based on their proportion of these figures compared to VIRL as a whole.

Therefore, the amount you pay is impacted by changes in your local population and assessed value. Where these figures have changed by an amount that is different than the VIRL overall average change, each member levy will adjust accordingly.

### WHAT CHANGED? \*

#### Population

Across all of VIRL, population increased by an average of **1.18%**. For 2021, population changed by **5,424** which represents a change of **1.18%**. When factored into VIRL as a whole, this change leads to an impact of **\$224,919** on the levy, a change of **0.94%**.

#### Assessed Value

Across all of VIRL, assessed value increased by an average of **5.47%**. For 2021, assessed value changed by **\$690,185,278** which represents a change of **5.47%**. When factored into VIRL as a whole, this change leads to an impact of **\$224,923** in the levy, a change of **0.94%** over 2020.

#### Total Levy

For 2021, the total levy has increased by **\$449,845** to **\$24,500,529**. This represents a change of **1.87%** over 2020.

#### Per Capita

On a per capita basis, your levy has changed by **\$0.36**. Per capita changes will vary by community, depending on their respective changes to population. An increased population may decrease the per capita cost, since the cost is spread over a larger total.

# 2021 BUDGET

AT A GLANCE:  
LEVY INCREASE

CORE SERVICES

0.86%

CONSOLIDATED FACILITIES  
MASTER PLAN

1.01%

TOTAL LEVY CHANGE

1.87%

\*totals may be off by nominal amounts, due to rounding



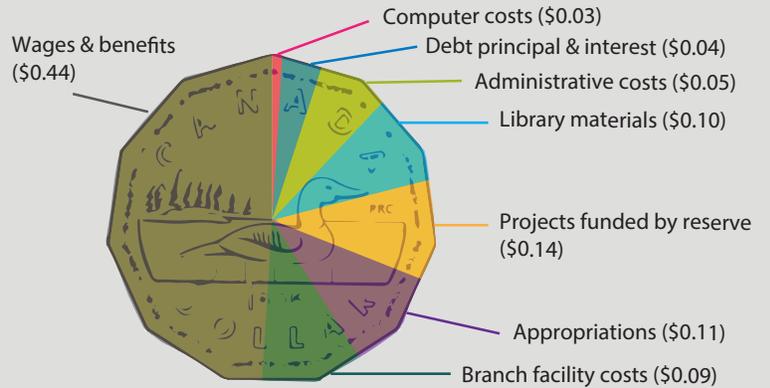
# BUDGET BREAKDOWN

Alberni-Clayoquot Regional District

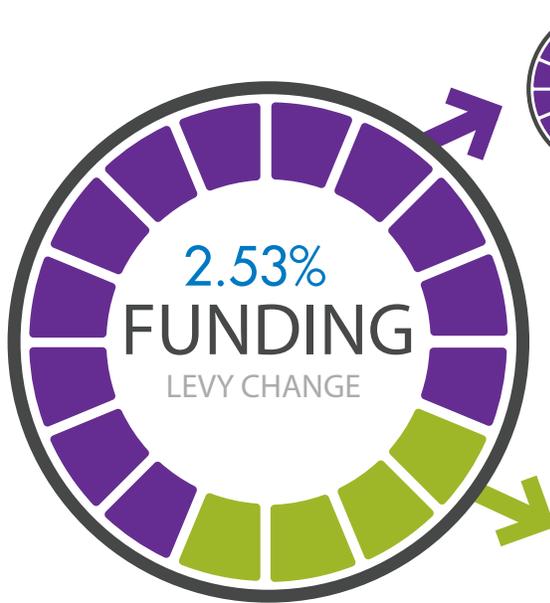
2021

1 YOUR PER CAPITA CHANGE \$1.95

2 HOW YOUR \$1.00 IS SPENT



3 This Year's CHANGE: 2.53%



TOTAL POPULATION SERVED...

8,171

\*totals may be off by nominal amounts, due to rounding



# 2021 BUDGET

Alberni-Clayoquot Regional District

2021

## 2021 Retooling: Stronger Than Ever. Together.

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Each individual member's levy is based on their proportion of these figures compared to VIRL as a whole.

Therefore, the amount you pay is impacted by changes in your local population and assessed value. Where these figures have changed by an amount that is different than the VIRL overall average change, each member levy will adjust accordingly.

## WHAT CHANGED? \*

### Population

Across all of VIRL, population increased by an average of **1.18%**.

For 2021, your population changed by **(59)** which represents a change of **-0.72%**.

When factored into VIRL as a whole, this change leads to an impact of **\$(95)** on your levy, a change of **-0.02%**.

### Assessed Value

Across all of VIRL, assessed value increased by an average of **5.47%**.

For 2021, your assessed value changed by **\$23,685,252** which represents a change of **8.27%**. When factored into VIRL as a whole, this change leads to an impact of **\$12,482** in your levy, a change of **2.55%** over 2020.

### Total Levy

For 2021, your total levy has increased by **\$12,387** to **\$501,694**. This represents a change of **2.53%** over 2020.

### Per Capita

On a per capita basis, your levy has changed by **\$1.95**. Per capita changes will vary by community, depending on their respective changes to population. An increased population may decrease the per capita cost, since the cost is spread over a larger total.

# 2021 BUDGET

AT A GLANCE:  
LEVY CHANGE

CORE SERVICES

2.15%

CONSOLIDATED FACILITIES  
MASTER PLAN

0.38%

TOTAL LEVY CHANGE

2.53%

\*totals may be off by nominal amounts, due to rounding