



Alberni-Clayoquot Regional District

BOARD OF DIRECTORS MEETING WEDNESDAY, JANUARY 13, 2021, 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/events/13-1-2021/>

Public Attendance: the public are welcome to attend the meeting via Zoom Webinar by registering at: https://portalberni.zoom.us/webinar/register/WN_vvg73XAnQi-Wma1po6dUyg

AGENDA

	PAGE #
1. <u>CALL TO ORDER</u>	
Recognition of Territories.	
Notice to attendees and delegates that this meeting is being recorded and livestreamed to YouTube on the Regional District Website.	
2. <u>APPROVAL OF AGENDA</u>	
<i>(motion to approve, including late items required ALL VOTE 2/3 majority vote)</i>	
3. <u>DECLARATIONS</u>	
<i>(conflict of interest or gifts exceeding \$250 in value as per section 106 of the Local Government Act)</i>	
4. <u>ADOPTION OF MINUTES</u>	
(ALL/UNWEIGHTED)	
a. Board of Directors Meeting – December 9, 2020	9-19
<i>THAT the minutes of the Board of Directors meeting held on December 9, 2020 be adopted.</i>	
b. Salmon Beach Committee Meeting – December 16, 2020	20-23
<i>THAT the minutes of the Salmon Beach Committee meeting held on December 16, 2020 be adopted.</i>	
5. <u>PETITIONS, DELEGATIONS & PRESENTATIONS (10 minute maximum)</u>	

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

- a. **VIRL EXECUTIVE DIRECTOR ROSEMARY BONANNO ANNOUNCES RETIREMENT** **24-25**
Vancouver Island Regional Library, December 21, 2020

Possible Motion:

THAT the ACRD Board of Directors send a letter of congratulations and appreciation to VIRL Executive Director Rosemary Bonanno.

- b. **REQUEST FOR SUPPORT FOR HOSTING THE 2026 BC SUMMER GAMES** **26-27**
City of Port Alberni, December 30, 2020

Possible Motion:

THAT the ACRD Board of Directors send a letter to the City of Port Alberni supporting their 2026 BC Summer Games bid application.

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

- a. **CITY OF PORT ALBERNI** **28**
Appointment of Directors - 2021
- b. **CITY OF PORT ALBERNI** **29**
Committee Appointments - 2021
- c. **DISTRICT OF TOFINO** **30-31**
Appointment to the ACRD & Hospital Board of Directors
- d. **DISTRICT OF UCLUELET** **32**
Appointments to the Alberni Clayoquot Regional District Board
- e. **JOSIE OSBORNE, MLA** **33-35**
Introduction Letter
- f. **CARIBOO REGIONAL DISTRICT ET AL.** **36-37**
BC Hydro Street Lighting Rate Increase / Termination of Private Light Systems
- g. **CITY OF ROSSLAND** **38**
Letter of Support
- h. **SURFRIDER FOUNDATION** **39-40**
ACRD Grant-in-Aid 2020 Project Report
- i. **NORTH COAST REGIONAL DISTRICT** **41-45**
Fisheries
- j. **KPMG** **46-59**
Audit Planning Letter

- k. **CITY OF NELSON**
Vaccination Priority for Essential Critical Infrastructure Municipal Employees

60-61

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

8. REQUEST FOR DECISIONS & BYLAWS

a. REQUEST FOR DECISION

Format of 4 Linked Reports – ACRD Strategic Plan Targets, COVID-19 Restart Grant and Resources
(ALL/UNWEIGHTED)

62

THAT the Alberni-Clayoquot Regional District Board of Directors receive this report for information.

b. REQUEST FOR DECISION

ACRD Strategic Plan and Targets
(ALL/UNWEIGHTED)

63-74

THAT the Alberni-Clayoquot Regional District Board of Directors receive this report for information.

c. REQUEST FOR DECISION

Utilization of the COVID-19 Restart Grant
(ALL/UNWEIGHTED)

75-83

THAT the Alberni-Clayoquot Regional District Board of Directors receive this report for information.

d. REQUEST FOR DECISION

ACRD Resources
(ALL/UNWEIGHTED)

84-144

THAT the Alberni-Clayoquot Regional District Board of Directors receive this report for information.

e. REQUEST FOR DECISION

Recommendations for ACRD Strategic Plan Targets, COVID-19 Restart Grant and Resources
(ALL/UNWEIGHTED)

145-146

THAT the Alberni-Clayoquot Regional District Board of Directors approve a permanent full time position of Grant and Asset Management Coordinator effective May 2021 at an estimated annual cost of \$100,000.

THAT the Alberni-Clayoquot Regional District Board of Directors approve amending the ½ time ESS Director position to a permanent full time Protective Services Coordinator Position (which includes ESS Director Duties) effective March 2021 at an estimated incremental annual cost of \$43,000.

THAT the Alberni-Clayoquot Regional District Board of Directors approve a permanent full time position of Landfill Supervisor effective April 2021 at an estimated annual cost of \$95,000.

THAT the Alberni-Clayoquot Regional District Board of Directors approve amending the permanent ½ time Planner position to permanent ¾ time effective February 2021 at an estimated incremental annual cost of \$25,000.

THAT the Alberni-Clayoquot Regional District Board of Directors direct staff to include in the 2021-2025 Financial Plan for discussion purposes the following positions:

- Assistant Accountant effective July 2021 at an estimated incremental annual cost of \$86,000,*
- Purchasing Coordinator effective September 2021 at an estimated incremental cost of \$98,000 ,*
- Communications Coordinator effective September 2021 at an estimated incremental cost of \$97,000,*
- Solid Waste Support Coordinator ½ FTE effective January 2022 at an estimated incremental cost of \$45,000.*

THAT the Alberni-Clayoquot Regional District Board of Directors approve the allocation of the COVID-19 Restart Funds as follows:

Year	Service	Amount	Description
2020	General Government	13,800	Admin building COVID related upgrades
2020	General Government	20,000	Increased operating costs due to COVID
2020	Long Beach Airport	90,700	Increased operating costs and lost revenue
2020	Various	96,300	COVID related personnel costs
2021	Fire Departments	60,000	Cleaning equipment for firefighter gear
2021	Emergency Planning Services	29,000	COVID related resources including advertising
2021	General Government	30,000	Increased operating costs due to COVID
2021	Various	75,000	IT improvements to improve public access to services

2021	Regional Parks	27,600	Improvements based on Strategic Plan
2022	Emergency Planning Services	42,600	COVID related resources including advertising
Total		485,000	

THAT the Alberni-Clayoquot Regional District Board of Directors approve the updated wording (highlighted in yellow) and the proposed Targets for the Strategic Objectives contained in the staff report that appears as Agenda Item 8b.

THAT the Alberni-Clayoquot Regional District Board of Directors direct staff to provide taxation mitigation options involving reduced Hospital District requisition when presenting the draft 2021-2025 ACRD Financial Plan in February 2021.

f. REQUEST FOR DECISION

ACRD Open Meetings and Electronic Meetings – COVID-19 Pandemic (ALL/UNWEIGHTED)

147-151

THAT in accordance with Ministerial Order M192 and Provincial Health Officer Order on gatherings and events dated December 24, 2020, all Alberni-Clayoquot Regional District (ACRD) open Board and Committee meetings continue to be held without members of the public in attendance in person until February 11, 2021;

AND THAT in the interest of openness, accountability and transparency, ACRD Board and Committee meetings continue to be conducted via Zoom videoconferencing and livestreamed on the ACRD Website and the public continue to have the opportunity to participate in the Zoom meetings via Zoom Webinar or emailing the ACRD at responses@acrd.bc.ca to provide comments and/or input respecting agenda items;

AND FURTHER THAT in the interest of openness, accountability and transparency, ACRD public hearings continue to be conducted via Zoom videoconferencing or other electronic means.

g. REQUEST FOR DECISION

Revenue Anticipation Borrowing Bylaw No. F1151 (ALL/WEIGHTED)

152-155

THAT the Alberni-Clayoquot Regional District Board of Directors give first reading to the bylaw cited as “Revenue Anticipation Borrowing Bylaw No. F1151, 2021”.

THAT the Alberni-Clayoquot Regional District Board of Directors give second reading to the bylaw cited as “Revenue Anticipation Borrowing Bylaw No. F1151, 2021”.

THAT the Alberni-Clayoquot Regional District Board of Directors give third reading to the bylaw cited as “Revenue Anticipation Borrowing Bylaw No. F1151, 2021”.

THAT the Alberni-Clayoquot Regional District Board of Directors adopt bylaw cited as “Revenue Anticipation Borrowing Bylaw No. F1151, 2021”.

h. REQUEST FOR DECISION

2021-2022 Annual Operating Agreement
(ALL/WEIGHTED)

156-172

THAT the Alberni-Clayoquot Regional District Board of Directors approve execution of the 2020 – 2021 Annual Operating Agreement Amendment between BC Transit and the ACRD.

i. REQUEST FOR DECISION

Union of BC Municipalities – Emergency Support Services Grant
Application
(ALL/UNWEIGHTED)

173-174

THAT the Alberni-Clayoquot Regional District Board of Directors partner with the City of Port Alberni on a grant through the Union of BC Municipalities – Community Emergency Preparedness Program Fund for Emergency Support Services.

THAT the Alberni-Clayoquot Regional District Board of Directors authorize the City of Port Alberni to apply to the Union of BC Municipalities Community Emergency Preparedness Fund for Emergency Support Services, to receive and manage grant funding on behalf of the Alberni-Clayoquot Regional District.

j. REQUEST FOR DECISION

British Columbia – COVID-19 Resilience Infrastructure Stream (CVIRS)
Grant Application
(ALL/UNWEIGHTED)

175-222

THAT the Board of Directors authorize staff to submit an application to the British Columbia – COVID-19 Resilience Infrastructure Stream (CVIRS) for \$94,800.00 to renovate the entrance to the ACRD office building, construct an accessible entrance, update parking lot lighting, and repair drains on south side of the ACRD office building.

k. REQUEST FOR DECISION

Alberni Inlet and Lakeshore Trail License Renewal **223-241**
(ALL/WEIGHTED)

THAT the Alberni-Clayoquot Regional District Board of Directors authorize the CAO to enter into the Lakeshore and Alberni Inlet License agreement with Mosaic Forest Management Company.

I. REQUEST FOR DECISION

Resolutions for Consideration at the AVICC Virtual Convention 2021 **242-248**
(ALL/UNWEIGHTED)

THAT the Alberni-Clayoquot Regional District Board of Directors submit possible ideas for resolutions for consideration at the 2021 Association of Vancouver Island and Coastal Communities Convention to the General Manager of Administrative Services no later than January 26, 2021,

AND FURTHER, Regional District staff be instructed to bring back drafted resolutions and background materials for consideration of endorsement by the ACRD Board of Directors at the regular Board of Directors meeting on February 10, 2021.

9. PLANNING MATTERS

9.1 ELECTORAL AREA DIRECTORS ONLY
(PARTICIPANTS/UNWEIGHTED)

a. **TUP20003, LANE, 212 ALBION CRESCENT, MILLSTREAM (LONG BEACH)** **249-252**
Temporary Use Permit Application – Memorandum and Permit

THAT the Board of Directors issue Temporary Use Permit TUP20003.

10. REPORTS

10.1 STAFF REPORTS
(ALL/UNWEIGHTED)

- a. **Emergency Operations Centre Update – verbal report**
– Heather Zenner
- b. **Launch of Voyent Alert – Emergency Notifications in the Alberni Valley** **253**
& Bamfield
- c. **Building Inspector’s Report – December 2020** **254**

THAT the Board of Directors receives the staff reports a-c.

10.2 COMMITTEE REPORTS

10.3 OTHER REPORTS

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 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):

- a. 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;*
- b. 21 (1) (a) (i) and (ii) of FOIPPA: The head of a public body must refuse to disclose to an applicant information that would reveal trade secrets of a third party, or commercial, financial, labour relations, scientific or technical information of or about a third party.*

17. REPORT OUT - RECOMMENDATIONS FROM IN-CAMERA

18. ADJOURN

(ALL/UNWEIGHTED)

**Next Board of Directors Meeting: Wednesday, January 27, 2021
Via Zoom**



Alberni-Clayoquot Regional District

MINUTES OF THE BOARD OF DIRECTORS MEETING HELD ON WEDNESDAY, DECEMBER 9, 2020

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

- DIRECTORS PRESENT:** John Jack, Chairperson, Councillor, Huu-ay-aht First Nation
John McNabb, Vice-Chair, Director, Electoral Area "E" (Beaver Creek)
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)
Dianne Bodnar, Director, Electoral Area "F" (Cherry Creek)
Sharie Minions, Mayor, City of Port Alberni
Debbie Haggard, Councillor, City of Port Alberni
Rachelle Cole, Councillor, District of Ucluelet
Tom Stere, Councillor, District of Tofino
Wilfred Cootes, Councillor, Uchucklesaht Tribe Government
- REGRETS:** Kirsten Johnsen, Member of Council, Toquaht Nation
Alan McCarthy, Member of Legislature, YuułuꞀiꞀꞀath Government
- STAFF PRESENT:** Douglas Holmes, Chief Administrative Officer
Mike Irg, General Manager of Planning and Development
Heather Zenner, Protective Services Manager
Jenny Brunn, General Manager of Community Services
Wendy Thomson, General Manager of Administrative Services
Janice Hill, Executive Assistant

The meeting can be viewed on the Alberni-Clayoquot Regional District website at:
<https://www.acrd.bc.ca/events/9-12-2020/>

1. **CALL TO ORDER**

The Chairperson called the meeting to order at 1:30 pm.

The Chairperson recognized the meeting this afternoon 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 Cole

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

- *8.f. Request for Decision – ACRD Open Meetings and Electronic Meetings – COVID-19 Pandemic*

CARRIED

3. DECLARATIONS

Director Bodnar declared a conflict of interest due to a personal relationship with the applicant with respect to agenda Items 9.1(a) and 9.1 (c).

Director Cote declared a conflict of interest due to a business relationship with the applicant with respect to agenda Items 9.1(a) and 9.1 (c).

4. ADOPTION OF MINUTES

a. Board of Directors Meeting – November 25, 2020

MOVED: Director Cote

SECONDED: Director McNabb

THAT the minutes of the Board of Directors meeting held on November 25, 2020 be adopted.

CARRIED

b. Alberni Valley Airport Advisory Committee Meeting – December 2, 2020

MOVED: Director Haggard

SECONDED: Director Cote

THAT the minutes of the Alberni Valley Airport Advisory Committee meeting held on December 2, 2020 be adopted as amended.

CARRIED

5. PETITIONS, DELEGATIONS & PRESENTATIONS

- #### **a. Chris Sullivan, Director, Capital Planning & Leasing, Marie Duperreault, Director, Alberni-Clayoquot Region, Vancouver Island Health Authority, Capital Plan Update.**

Chris Sullivan provided details of the Capital prioritization process for routine capital investments for VIHA. There will be a heavy focus on primary and community care and in COVID response. The tender for the WCGH Emergency Department redevelopment is in the final steps of being prepared. We expect

more information on that project soon. The redevelopment of the Tofino General Hospital is considered a priority. Island Health has submitted it to the Ministry for prioritization. The next step is approval to proceed to concept plan.

b. Heather Shobe, Eden Tree, Year End Update to Agricultural Support Initiatives in the Alberni Valley and Coastal Communities.

Heather Shobe shared the Coastal Agricultural Roundtable Strategic Priority and Plan for 2020 and beyond. The plan is a working document that attempts to guide the activities of the CAR and its Coordinator for 2020. Ms. Shobe acknowledged the ACRD Board and Staff on their support for the Agricultural Support Initiatives and shared ideas to the Board for their continued support.

c. Ursula Banke, Community Liaison/Employment Centre Coordinator, WorkBC, West Coast Local Labour Market Information Project Presentation.

Ursula Banke provided details of the WC Local Labour Market Information Project and requested that the ACRD Board provide a letter of support for the project and share in the costs of funding the project up to \$18,000 or as much as the region can afford to share.

MOVED: Director McNabb

SECONDED: Director Roberts

THAT the Alberni-Clayoquot Regional District Board of Directors provide a letter of support for the WC Local Labour Market Information Project.

CARRIED

6. CORRESPONDENCE FOR ACTION

7. CORRESPONDENCE FOR INFORMATION

a. ISLAND CORRIDOR FOUNDATION

Island Corridor Foundation Works to Keep the Magic of the Holidays Alive for Nanaimo Children

b. REGIONAL DISTRICT OF NANAIMO

Congratulations to Chair John Jack

MOVED: Director McNabb

SECONDED: Director Roberts

THAT the Board of Directors send a letter of congratulations to the new Chair of the RDN and request a meeting of the Chairs.

CARRIED

- c. **ISLAND COASTAL ECONOMIC TRUST**
New Small Capital Funding Projects Support Safety, Accessibility and Livestreaming
ICET Announces New Board and Executive Members
- d. **CITY OF FORT ST. JOHN**
UBCM Convention Schedule
- e. **BC TRANSIT**
Business Development – BC Restart Funding Update

MOVED: Director McNabb

SECONDED: Director Cote

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

CARRIED

8. REQUEST FOR DECISIONS & BYLAWS

- a. **Request for Decision regarding 2021 ACRD Board, Committee & Financial Plan Meeting Schedule.**

MOVED: Director Haggard

SECONDED: Director Bodnar

THAT the Alberni-Clayoquot Regional District Board of Directors approve the 2021 ACRD Board, Committee & Financial Plan meeting schedule as presented.

CARRIED

- b. **Request for Decision regarding Adoption - Bylaw E1054-1, Beaver Creek Waters System Local Service Area Amendment, 2020.**

MOVED: Director McNabb

SECONDED: Director Roberts

THAT the Alberni-Clayoquot Regional District Board of Directors adopt Bylaw E1054-1 cited as Beaver Creek Water System Local Service Area Amendment, 2020.

CARRIED

- c. **Request for Decision regarding ACRD Strategic Plan.**

MOVED: Director Cote

SECONDED: Director Cole

THAT the Alberni-Clayoquot Regional District Board of Directors approve the content of the 2021-2024 Strategic Plan as attached, amended for future tense language for our

vision and reference to community partners in one of strategies, and that staff be directed to provide recommended Targets for the specific strategies in the plan during the development of the 2021-2025 Financial Plan.

CARRIED

d. Request for Decision regarding Fire Protection Services Agreement – Hupacasath First Nation and Sproat Lake Volunteer Fire Department.

MOVED: Director Cote

SECONDED: Director McNabb

THAT the Alberni-Clayoquot Regional District Board of Directors enter into a Fire Protection Services Agreement with the Hupacasath First Nation for the Sproat Lake Volunteer Fire Department to provide structural fire protection services to Kleekhoot Indian Reservation No. 2 for a five-year term, and authorize the Chairperson and Chief Administrative Officer to enter into the Agreement on behalf of the Regional District.

CARRIED

e. Request for Decision regarding Long Beach Electoral Area Emergency Plan.

MOVED: Director Roberts

SECONDED: Director Cole

THAT the Alberni Clayoquot Regional District approve the Long Beach Emergency Plan.

CARRIED

f. Late Item - Request for Decision - ACRD Open Meetings and Electronic Meetings – COVID-19 Pandemic

MOVED: Director Shannon

SECONDED: Director Cole

THAT the Alberni-Clayoquot Regional District Board of Directors rescind the following resolution passed at the September 9, 2020 regular Board of Directors meeting:

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.*

THAT the Alberni-Clayoquot Regional District pass the following new resolution in order to comply with the December 2, 2020 Provincial Health Officer Order on gatherings and events:

THAT in accordance with Ministerial Order M192 and to continue protect the health and safety of staff, elected officials and the public during the COVID-19 pandemic, all Alberni-Clayoquot Regional District (ACRD) open Board and Committee meetings be held without members of the public in attendance in person until 14th January 2021;

AND THAT in the interest of openness, accountability and transparency, ACRD Board and Committee meetings be conducted via Zoom videoconferencing and livestreamed on the ACRD Website and the public continue to have the opportunity to participate in the Zoom meetings via Zoom Webinar or emailing the ACRD at responses@acrd.bc.ca to provide comments and/or input respecting agenda items;

AND FURTHER THAT in the interest of openness, accountability and transparency, ACRD public hearings be conducted via Zoom videoconferencing or other electronic means.

CARRIED

Director Cote and Director Bodnar left the meeting at 3:33 pm.
The meeting recessed at 3:33 pm.
The meeting re-convened at 3:42 pm.

9. PLANNING MATTERS

9.1 ELECTORAL AREA DIRECTORS ONLY

- a. **RD19010, FLEMING/DAY/FRECHETTE/DIROCCO/COATES & SHERWOOD, BEAUTY ISLAND (SPROAT LAKE)**
Official Community Plan Amendment and Rezoning Application –
Memorandum

MOVED: Director McNabb

SECONDED: Director Beckett

THAT the Board of Directors receive the applicant's letter and leave Bylaw P1406 as presented at first reading.

CARRIED

c. RF20006, SHERWOOD, PARCEL A SHERWOOD ROAD (CHERRY CREEK)
Rezoning Application – Report and Bylaw P1413

MOVED: Director Shannon

SECONDED: Director Roberts

THAT Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw P1413 be read a first time;

CARRIED

MOVED: Director Shannon

SECONDED: Director Roberts

THAT the public hearing for Bylaw P1413 be delegated to the Director or the Alternate Director for Electoral Area "F", the Chairperson of the Electoral Area Directors Committee, or the Chairperson of the Regional District;

CARRIED

MOVED: Director Shannon

SECONDED: Director McNabb

THAT the Board of Directors confirm that adoption of Bylaw P1413 is subject to:

Confirmation from a Registered On-site Wastewater Practitioner that the site is capable of accommodating on-site sewage disposal for industrial uses.

Environmental report prepared by a Registered Professional Biologist providing development recommendations to mitigate impact on the adjacent Roger Creek ravine.

Meeting technical referral agency requirements.

CARRIED

Director Cote and Director Bodnar re-entered the meeting at 3: 53 pm.

b. RE20011, NEUWIRTH, 6008 GRANDVIEW ROAD (BEAVER CREEK)
Rezoning Application – Report and Bylaw P1421

MOVED: Director McNabb

SECONDED: Director Shannon

THAT Regional District of Alberni-Clayoquot Zoning Atlas Amendment Bylaw P1421 be read a first time;

CARRIED

*MOVED: Director McNabb
SECONDED: Director Roberts*

THAT the public hearing for Bylaw P1421 be delegated to the Director for Electoral Area 'E', the Alternate Director or the Chairperson of the Regional District;

CARRIED

*MOVED: Director McNabb
SECONDED: Director Shannon*

THAT the Board of Directors confirm that adoption of Bylaw P1421 is subject to:

Confirmation from a Registered On-Site Wastewater Practitioner that the property is capable of accommodating on-site sewage disposal to a minimum 0.6 acre density;

Meeting technical referral agency requirements.

CARRIED

10. REPORTS

10.1 STAFF REPORTS

- a. Emergency Operations Centre Update – verbal report – Heather Zenner**
- b. January 2021 Directors Meeting Schedule**
- c. Building Inspector's Report – November 2020**

*MOVED: Director Cole
SECONDED: Director McNabb*

THAT the Board of Directors receives the staff reports a-c.

CARRIED

10.2 COMMITTEE REPORTS

10.3 MEMBER REPORTS

- a. 9-1-1 Corporation – J. McNabb**

Director McNabb reported that next year's budget is looking positive.

- b. Vancouver Island Regional Library – P. Cote – No Report**

c. Alberni Valley Chamber of Commerce – S. Minions

Director Minions reported that the Alberni Valley Chamber of Commerce has been very focused on McLean Mill right now and another initiative they have on the go now is the Better Buy Port Alberni website www.betterbuyportalberni.ca which they started during the first round of COVID which is website where you can purchase a gift card from many local businesses.

d. Air Quality Council, Port Alberni – D. Bodnar

Director Bodnar reported that at the Air Quality Council Meeting Catalyst Paper reported that their PM 2.5 emissions have been consistently going down. She also reported there is a new committee in the valley called the Alberni Climate Action Committee which is dedicated to reducing the carbon footprint in the community. Anna Lewis may attend one of their meetings to find out more about the Committee.

e. West Coast Aquatic Board – K. Roberts – No Report

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

Director Cote reported that the AVICC meeting will be held this weekend.

g. Beaver Creek Water Advisory Committee – J. McNabb – No Report

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

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

Director Shannon reported that the Committee has extended an invite to the Honorable Josie Osborne to attend one of their meetings in the new year and there is a request for recruiting new members.

Director Cote reported that the Alberni Fall Fair won a national award from the Canadian Fair Association, an Innovation award for bringing the Fair online this year. There is work being done on an Emergency plan for Agricultural in the community and the Beaver Creek Community Hall will be doing a seed pack fund raiser in 2021.

j. Other Reports

MOVED: Director Roberts

SECONDED: Director Shannon

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. The Corporate Officer reported there were no questions or comments received from the public with respect to the meeting today.

14. RECESS

MOVED: Director Roberts
SECONDED: Director Shannon

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

CARRIED

The meeting was recessed at 4:11 pm

15. RECONVENE

The meeting was reconvened at 4:29 pm

16. IN-CAMERA

MOVED: Director Roberts
SECONDED: Director Beckett

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

- i. 90 (1) (c) labour relations or other employee relations;*
- ii. 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) (a) (ii) of FOIPPA: commercial, financial, labour relations, scientific or technical information of or about a third party;*
- iii. 90 (1) (k) negotiations and related discussions respecting the proposed provision of a regional district service that are at their preliminary stages and that, in the view of the board, could reasonably be expected to harm the interests of the regional district if they were held in public.*

CARRIED

The meeting was closed to the public at 4:31 pm.

The meeting was re-opened to the public at 5:56 pm.

17. REPORT OUT – RECOMMENDATIONS FROM IN-CAMERA

18. ADJOURN

MOVED: Director McNabb

SECONDED: Director Beckett

THAT this meeting be adjourned at 5:57 pm

CARRIED

Certified Correct:

John Jack,
Chairperson

Wendy Thomson
Corporate Officer



Alberni-Clayoquot Regional District

MINUTES OF THE SALMON BEACH COMMITTEE MEETING HELD ON WEDNESDAY, DECEMBER 16, 2020, 10:00 AM

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

MEMBERS

Mary Ellen Peet, Chair

PRESENT:

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

Ron McKinlay

Mike Shorthouse

Jill Maibach

Terry Graff

REGRETS:

STAFF PRESENT:

Douglas Holmes, Chief Administrative Officer

Jenny Brunn, General Manager of Community Services

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/16-12-2020/>

1. CALL TO ORDER

The Chairperson called the meeting to order at 10:01 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: R. McKinlay

SECONDED: T. Graff

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

- 5c. *Salmon Beach Solid Waste Hauling contract - J. Brunn (verbal)*

CARRIED

3. MINUTES

20

a. **Salmon Beach Committee Meeting Minutes – September 23, 2020**

MOVED: E. Peet

SECONDED: J. Maibach

THAT the minutes of the Salmon Beach Committee meeting held on September 23, 2020 be received.

CARRIED

4. REQUESTS FOR DECISIONS

a. **Request for Decision regarding Salmon Beach Culvert Program.**

MOVED: R. McKinlay

SECONDED: T. Graff

THAT the Salmon Beach Committee support Option 2 with some better details on costing for the creation of a new driveway Culvert application program to regulate and standardize the installation of culverts with a cost recovery fee.

CARRIED

b. **Request for Decision regarding Salmon Beach Maintenance and Operations Service Contract.**

MOVED: R. McKinlay

SECONDED: J. Maibach

THAT the Salmon Beach Committee confirm the updated scope of service and pricing schedule for the Maintenance and Operation Contract at Salmon Beach to be included in a Request for Proposals (RFP) for maintenance and operational services in Salmon Beach.

CARRIED

c. **Request for Decision regarding Salmon Beach Sewage Capacity Review and Pump and Haul Rates.**

MOVED: R. McKinlay

SECONDED: J. Maibach

THAT the Salmon Beach Committee recommend that self-haul is limited to 200 litres at \$20 per 100 litres to be done during scheduled time.

CARRIED

MOVED: R. McKinlay
SECONDED: J. Maibach

THAT the Salmon Beach Committee recommend that the ACRD Board of Directors approve an increasing rate system for Pump and Hauls in Salmon Beach.

MOVED: R. McKinlay
SECONDED: J. Maibach

THAT the above motion be tabled.

CARRIED

5. REPORTS

- a. **Update on Type 2 Treatment Project – J. Brunn (verbal)**
- b. **Regional District of Nanaimo Blue Boxes – J. Brunn (verbal)**
- c. **Salmon Beach Solid Waste Hauling contract – J. Brunn (verbal)**

MOVED: R. McKinlay
SECONDED: J. Maibach

THAT reports a-c be received for information.

CARRIED

6. LATE BUSINESS

7. QUESTION PERIOD

Questions/Comments from the public attending the meeting via Zoom webinar. The Executive Assistant 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 Salmon Beach Committee respecting a topic on the agenda, the Regional District set up an email address responses@acrd.bc.ca. The Executive Assistant reported there were no questions or comments received from the public with respect to the meeting today.

8. ADJOURN

MOVED: R. McKinlay
SECONDED: E. Peet

THAT this meeting be adjourned 11:28 am.

CARRIED

Certified Correct:

Douglas Holmes
Chief Administrative Officer



Administration
Box 3333 | 6250 Hammond Bay Road
Nanaimo, BC Canada V9R 5N3
t: 250.758.4697 f: 250.758.2482
e: info@virl.bc.ca w: www.virl.bc.ca

December 21, 2020



VIRL Executive Director Rosemary Bonanno Announces Retirement

On behalf of the Board of Trustees for Vancouver Island Regional Library (VIRL), I announce the retirement of our Executive Director, Rosemary Bonanno, effective September 10, 2021. I would like to express our sincere appreciation for the exceptional leadership, passion, and dedication that Rosemary has provided to VIRL, our organization, and the communities we serve.

Rosemary has left an indelible mark of success on every library system she has led over her career, from East Gwillimbury Public Library, to Vaughan Public Libraries, and then Vancouver Island Regional Library. I would like to take this opportunity to highlight some of her achievements. While at East Gwillimbury Public Library, she received the Ministers Award for Excellence for developing a marketing strategy for small libraries. During her tenure at Vaughan Public Libraries, she was awarded the Ontario Library Association's W.J. Robertson Medallion for Librarian of the Year. With international partners, *Global Librarian* was deployed to offer reference service 24x7 in Vaughan Ontario, Surrey British Columbia, South Hampton United Kingdom, and Eastern Regional Libraries in Melbourne Australia. The initiative was recognized by Industry Canada for its innovation.

When Rosemary took the helm at VIRL in 2007, she found herself overseeing a vast library system in need of inspiration, innovation, and renewal. Since her arrival, she has steered the organization through a great process of renewal and reorganization. VIRL has become a true leader and has been recognized on the provincial, national, and international stages. In 2015, *Librarians on the Radio* was the recipient of the British Columbia Library Association's (BCLA) Advocacy and Marketing Merit Award. The following year, the same program was bestowed the American Library Association's (ALA) Presidential Citation for Innovation in International Library Programming. In 2019, a system wide initiative, called Indigenous Voices, was recognized as an important part of VIRL's efforts to facilitate reconciliation for Indigenous and non-Indigenous members. It won both BCLA's Building Better Communities Award and the ALA's Presidential Citation for Innovative International Programming.

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 Sointula Sooke South Cowichan Tahsis Tofino Ucluelet Union Bay Woss

Throughout her career, Rosemary has advocated that libraries are “quality of Life” services at the centre of all communities. Libraries are great equalizers, gathering places, one-stop destinations for a great diversity of needs and interests. During her tenure, the Board developed, approved, and implemented a Facilities Master Plan that plotted a sustainable path for the development of VIRL service locations. Since the Master Plan was adopted in 2010, Rosemary has overseen the construction and refurbishment of 17 branches in communities across VIRL’s service area. It is not just the larger communities that have benefitted from Rosemary’s achievements. Smaller, remote, and rural communities are also seeing, first hand, her commitment to leading library services. Under Rosemary’s leadership, VIRL launched a Rural Library Prototype Branch, a sustainable, scalable philosophy to building that allows VIRL to construct new branches in many of our small and isolated communities.

These are just some of the things Rosemary has accomplished in her impressive career. On behalf of all VIRL Trustees, it brings me great pleasure to thank Rosemary for all she has done for our library system over the past 14 years. She has built an incredible foundation for continued growth and success in the future!

We wish you all the best in your retirement.

Sincerely,



Brenda Leigh

Chair, VIRL Board of Trustees

Vancouver Island Regional Library covers a vast geographic area of 42,000 km², with 39 branches from Sooke and Sidney in the south to Port Hardy, Haida Gwaii and the Central Coast. Our system includes a mix of urban, rural, and remote communities working together to enrich lives and provide universal access to knowledge, lifelong learning and literacy.



CITY OF PORT ALBERNI

City Hall
4850 Argyle Street
Port Alberni, B.C. V9Y 1V8
Tel. (250) 723-2146 Fax: (250) 723-1003

December 30, 2020

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

Re: Support for 2026 BC Summer Games

Dear Board Members,

We are pleased to announce that the City of Port Alberni is applying to host the 2026 BC Summer Games scheduled for July 23-26, 2026. A bid committee has recently been established and are working diligently to complete the bid application process. We are excited for the prospect of bringing this opportunity to the community and sharing in its success.

The bid committee recognizes the integral role of the Alberni Clayoquot Regional District in hosting a successful BC Games. It is in this acknowledgement that we respectfully request your support by way of resolution to strengthen our application. To assist in this request, we have included a letter template that includes a sample resolution for consideration at the January 13, 2021 Board meeting.

Following board approval, we would request that a signed copy of the letter, including the resolution, be submitted via email to sara_darling@portalberni.ca.

Thank you for your consideration. If you require further information or have any questions, please feel free to contact me directly at 250.720.2822.

Sincerely,
2026 BC SUMMER GAMES BID COMMITTEE

Sara Darling
Bid Committee Member

C: Willa Thorpe, Chair, BC Bid Committee

2026 BC Summer Games Bid Committee ♦ Port Alberni

c/o 4850 Argyle St.
Port Alberni, BC
V9Y 1V8



CITY OF PORT ALBERNI

City Hall
4850 Argyle Street
Port Alberni, B.C. V9Y 1V8
Tel. (250) 723-2146 Fax: (250) 723-1003

Letter of Support/Resolution

Suggested wording is below; please e-mail your letter of support/resolution on your organization's letterhead.

[Date]

2026 BC Summer Games Bid Committee
City Hall
4850 Argyle Street
Port Alberni, BC V9Y 1V8

Dear BC Summer Games Bid Committee,

On behalf of Alberni Clayoquot Regional District, I am pleased to provide this letter of support for the City of Port Alberni to host the 2026 BC Summer Games in Port Alberni from July 23-26, 2026. The Alberni Valley has a strong history of successfully hosting numerous large-scale events and festivals. We are confident in our ability as a community to host a triumphant 2026 BC Summer Games.

At the regular meeting of the Alberni Clayoquot Regional District, held on January 13, 2021, the Board adopted the following resolution: "The Alberni Clayoquot Regional District endorses the City of Port Alberni's bid to host the 2026 BC Summer Games and looks forward to supporting the City of Port Alberni in the delivery of the games and the opportunity to showcase our community to athletes, coaches, official and families from around the province.

[You may wish to add your own paragraph describing how this event would positively benefit the Alberni Valley from the Board's perspective]

The Alberni Clayoquot Regional District hopes to welcome the many visitors and athletes that this event will surely attract. We encourage your bid and wish you every success.

Sincerely,

[digital signature]

[Contact Name], [Title]
[Organization Name]

2026 BC Summer Games Bid Committee ♦ Port Alberni

c/o 4850 Argyle St.
Port Alberni, BC
V9Y 1V8



CITY OF PORT ALBERNI

City Hall
4850 Argyle Street,
Port Alberni, BC V9Y 1V8
Telephone: 250-723-2146
www.portalberni.ca

Fax: 250-723-1003

Our File No. 0400-60-ACRD

December 21, 2020

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

Attn: Wendy Thomson, General Manager of Administrative Services

Dear Ms. Thomson

Re: Appointment of Directors

Please be advised that at Council's Regular meeting on Monday, December 14, 2020 Council for the City of Port Alberni appointed Mayor Minions and Councillor Paulson to the Alberni Clayoquot Regional District Board for the 2021 calendar year.

Alternates [in order] are Councillors Haggard, Solda, Corbeil, Poon & Washington.

We trust you will find the above to be in order.

Yours truly
CITY OF PORT ALBERNI

Twyla Slonski
Director of Corporate Services

c. City Council
T. Pley, CAO
S. Darling, Deputy City Clerk



CITY OF PORT ALBERNI

City Hall
4850 Argyle Street,
Port Alberni, BC V9Y 1V8
Telephone: 250-723-2146 Fax: 250-723-1003
www.portalberni.ca

Our File No. 0400-60-ACRD

December 21, 2020

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

Attn: Wendy Thomson, General Manager of Administrative Services

Dear Ms. Thomson

Re: Committee Appointments

Please be advised that at Council's Regular meeting on Monday, December 14, 2020 Council for the City of Port Alberni confirmed its appointments to various committees and organizations for the year January 1 - December 31, 2021.

Please note the appointments to the following ACRD Committees:

- Emergency Planning Committee – Councillor Solda and Councillor Washington
- ACRD Transportation Committee – Councillor Solda

Please do not hesitate to call should you have any questions.

Yours truly
CITY OF PORT ALBERNI

Twyla Slonski
Director of Corporate Services

c: T. Pley, CAO
Councillor Solda
Councillor Washington
S. Darling, Deputy City Clerk



DISTRICT OF TOFINO

P.O. Box 9, 121 Third Street, Tofino, B.C. V0R 2Z0

Telephone: 250.725.3229 | Fax: Email: egoatcher-bergmann@tofino.ca | Website: www.tofino.ca

Wendy Thomson
General Manager of Administrative Services
Alberni-Clayoquot Regional District
3008 5th Ave
Port Alberni, BC V9Y 2E3

Via Email: wthomson@acrd.bc.ca

Dear Wendy,

Re: Alberni-Clayoquot Regional District & Hospital District Board of Directors Appointment

Please be advised that at its regular meeting held December 8, 2020, the District of Tofino Council appointed Councillor Tom Stere to the Alberni Clayoquot Regional District and Hospital District for a term ending the earliest of:

- 1) Council appoints another Council member;
- 2) The Council member ceases to hold office;
- 3) The date of the inaugural meeting in the year of a general local election.

The Acting Mayor was appointed as alternate, and a copy of the 2021 Acting Mayor Schedule is attached.

If you have any questions or concerns, please do not hesitate to contact me at 250-725-3229 ext. 610 or by email at elysegb@tofino.ca.

Sincerely,

Elyse Goatcher-Bergmann
Deputy Corporate Officer

Enclosure: 2021 Acting Mayor Schedule



2021 Acting Mayor Schedule

MONTH	ACTING MAYOR
January	Councillor Anderson
February	Councillor McMaster
March	Councillor McMaster
April	Councillor Stere
May	Councillor Stere
June	Councillor Chalmers
July	Councillor Chalmers
August	Councillor Anderson
September	Councillor Anderson
October	Councillor McMaster
November	Councillor McMaster
December	Councillor Stere



5 January 2021

Our File: 0530 - 01

Wendy Thomson, Manager of Administration
Alberni-Clayoquot Regional District
3008 5th Ave
Port Alberni, BC, V9Y 2E3

Via Email: w.thompson@acrd.bc.ca

Dear Ms. Thompson,

RE: Appointments to Alberni Clayoquot Regional District Board

At the December 15, 2020 Regular Council Meeting the following resolutions were passed:

THAT Councillor Cole be appointed as representative to the Alberni-Clayoquot Regional District Board (ACRD) and Councillor Kemps be appointed as alternate.

THAT Councillor Cole be appointed to the ACRD West Coast Committee and ACRD Long Beach Airport Advisory Committee.

Please forward correspondence, meeting agendas and minutes, etc., to Councillor Cole and/or Councillor Kemps at the addresses that you already have on file and that I have provided below for convenience. Additionally, a schedule outlining meeting dates as far in advance as possible would be appreciated.

Councillors Cole and Kemps emails are as follows:

Rachelle Cole - rcole@ucluelet.ca

Lara Kemps - lkemps@ucluelet.ca

Please reach out to Councillor Cole or Councillor Kemps if you have any questions or concerns.

Sincerely,

A handwritten signature in black ink, appearing to read "Noël", written over a horizontal line.

Mayor Noël
Mayor, District of Ucluelet

CC: Councillor Cole
Councillor Kemps

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 • www.ucluelet.ca



LEGISLATIVE ASSEMBLY
of BRITISH COLUMBIA



Josie Osborne, MLA
Mid Island-Pacific Rim
3945B Johnston Rd
Port Alberni, BC V9Y 5N4

December 21, 2020

Dear Alberni-Clayoquot Regional District Chair and Board,

As the newly elected MLA for Mid Island-Pacific Rim, I wanted to take the opportunity to (re)introduce myself, provide information on how my constituency office can assist you, and explain some of the differences between my MLA role and my ministerial role.

I'm so pleased to have had the pleasure of working with many of you over the past years while serving as the mayor of Tofino, and I look forward to continuing to build upon these relationships in my new role as your MLA. I am also honoured to be appointed the Minister for Municipal Affairs, which provides us further opportunities to work together, especially at this time when our communities need collaboration with all levels of government more than ever.

My experiences at the District of Tofino and the Alberni Clayoquot Regional District have taught me how critical local government is for the delivery of programs and services that make a big difference in the daily lives of British Columbians. As we continue to respond and recover from the COVID-19 pandemic, the relationship between the Province and local government has never been more important, and I am excited to be part of this important work in new roles.

My duties as the local MLA are very much separate from my role as Minister of Municipal Affairs. This includes having separate offices and separate staffs, although they work together closely so I am well supported both in the riding and at the Legislature. Moving forward, it's important that I am clear that my constituency office is unable to handle Ministry-related matters, and vice versa. Over time it will get easier to understand the difference between the two roles but to minimize confusion around this I have included contact information for *both* of my offices. Should you have any questions regarding this please do not hesitate to reach out to my constituency staff and they will quickly respond to clarify if a matter needs to be forwarded to the Ministry office.

At the present time my constituency office in Port Alberni (located on Johnston Rd. where MLA Scott Fraser's office was) is closed to the public while renovations to improve security and COVID-19 safety measures are underway. My key staff member, Andrea McDonald, is working hard behind the scenes to assist constituents and field inquiries - albeit in a limited capacity until our office is fully accessible.

.../2

Assisting Local Governments

As your MLA I am committed to ensuring our provincial government remains accessible to you and your communities. My constituency office and staff can help local governments with a variety of provincial matters including, but not limited to:

- Answering questions regarding a specific Ministry, government policy, or funding application
- Assisting with arranging meetings with provincial Ministers
- Introduce organizations to provincial Ministers by way of letter
- Search and provide information on funding opportunities and grants (both inside and outside of government)
- Help with bringing forward a certain issue, concern, or question to government
- Write letters of support for grant applications (Please note we do require a minimum of one week advance notice for a letter of support, with more even notice appreciated!)

Because the roles of MLA and Minister mean there will be blocks of time when I am in Victoria and less accessible in the riding, especially at a personal or face-to-face level, I want to be clear that you need never hesitate to contact my constituency staff – they are key people that I rely on tremendously, and you can too. They do a terrific job keeping me informed and will always let me know about local matters. They should remain your first point of contact and almost always, they will be able to assist you more quickly than if you try to reach me directly!

Hearing directly from you as local government councils and boards is also extremely important to me, and my office will be very pleased to work with your staff to coordinate regular meetings where we can discuss your priorities – as well as meetings that may be more urgently required for pressing matters. One of the silver linings of the Covid-19 pandemic is the flexibility with which we have all adapted to have online meetings, and I expect these will continue in many cases.

Assisting community members

As they say, local government is closest to the ground and as local elected officials and staff members, you hear often from your residents on matters that are outside of local government jurisdiction, or requests for assistance that is not available at the local government level. In these cases, I encourage you to actively refer members of the public to my constituency office for provincial matters and my staff will be happy to assist them.

My constituency staff can provide advocacy and information for constituents about provincial programs and services, support my work as MLA through communications and outreach, manage the day-to-day of my community office including monitoring and responding to incoming phone calls and emails, and they co-ordinate, prepare for, and attend meetings with stakeholders and constituents. My constituency staff also deal directly with Government Ministry staff members on issues brought forward to my office. They are my eyes and ears on the ground at all times, and especially at times when I am in Victoria, my constituency staff will often attend events and meetings on my behalf.

.../3

In closing

On a personal note I would like to extend my sincere gratitude for the work you do every day in our community. I recognize these positions require a high level of commitment and dedication, and while none of us could have predicted that we would be serving in these roles during a global pandemic, I continue to be amazed by the work being done by local officials. Your community members continue to look to you for strength and leadership, and you are delivering.

Although there is a light at the end of the tunnel with vaccine distribution coming throughout 2021, there are still difficult times ahead as we battle the COVID-19 virus. The work you do every day helps to ensure our communities can get through these challenging times, and I remain available to assist you in any way that I can.

Warm regards,



Josie Osborne, MLA
Mid Island-Pacific Rim

jo:am
BCGEU

Mid Island-Pacific Rim Constituency Office:

E-mail: Josie.Osborne.MLA@leg.bc.ca

Telephone: 250-720-4515 (PLEASE NOTE: phone will not be hooked up until January 2021)

Website: Coming soon

Ministry of Municipal Affairs

E-mail: MAH.minister@gov.bc.ca

Telephone: 1-800-663-7867

Website: <https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/ministries/municipal-affairs-housing>



District of 100 Mile House

400-30

December 18, 2020

VIA EMAIL: commission.secretary@bcuc.com

BC Utilities Commission
Suite 410, 900 Howe Street
Vancouver, BC V6Z 2N3

Dear Commission Members:

Re: BC Hydro Streetlighting Rate Increase / Termination of Private Light Systems

We are writing to express our strong objection to BC Hydro’s proposal to increase streetlighting rates for its LED Streetlight Program and terminate its Private Light System.

Although the move to LED lights is supported for its environmental benefits, we do not support local governments being charged for the disposal of the existing lights and associated depreciation costs; those costs must be borne by BC Hydro. In addition, the elimination of the Private Light System that has been in existence for years will have a detrimental effect on our rural residents, as it will open isolated areas to more theft, vandalism or other crime. The BC Cattlemen’s Association has serious objections to the elimination of this system, and we share those concerns.

.../2

building communities together



District of 100 Mile House

-2-

Please weigh our concerns heavily when evaluating BC Hydro’s proposals; the impacts will be far-reaching and are unfair if permitted to go through as proposed. Thank you for your consideration.

Yours truly,

Chair Margo Wagner
Cariboo Regional District

Yours truly,

Mayor Gabe Fourchalk
District of Wells

Mayor Bob Simpson
City of Quesnel

Mayor Walt Cobb
City of Williams Lake

Mayor Mitch Campsall
District of 100 Mile House

- c: Minister of Energy, Mines and Low Carbon Innovation
- Lorne Doerkson, MLA, Cariboo-Chilcotin
- Coralee Oakes, MLA, Cariboo North
- All UBCM Member Local Governments

building communities together

December 16, 2020

Premier John Horgan
Box 9041, STN PROV GOVT
Victoria, BC V8W 9E1

Selina Robinson, Minister of Finance
Email: Fin.Minister@gov.bc.ca

Adrian Dix, Minister of Health
P.O. Box 9050, STN PROV GOVT
Victoria, BC V8W 9E1

Katherine Conroy, MLA Kootenay West
Email: katrine.conroy.mla@leg.bc.ca

Re: Letter of Support for The Corporation of The City of Vernon

The City of Rossland Council, at their Regular meeting held on Monday December 14, 2020, passed the following resolution:

"WHEREAS cost is a significant barrier to people accessing contraception, particularly to people with low incomes, youth, and people from marginalized communities; and

WHEREAS providing free prescription contraception has been shown to improve health outcomes for parents and infants by reducing the risks associated with unintended pregnancy, and is likely to reduce direct medical costs on the provincial health system; and

WHEREAS contraceptive methods such as condoms or vasectomies are available at low cost, no cost, or are covered by BC's Medical Services Plan, whereas all contraceptive methods for people with uteruses (such as birth control pills, intrauterine devices, or hormone injections) have high up-front costs, making access to contraception unequal and gendered;

THEREFORE, BE IT RESOLVED

THAT the City of Rossland write to the Provincial Minister of Finance, the Provincial Minister of Health, the Premier of BC, and the local MLA supporting universal no-cost access to all prescription contraception available in BC under the Medical Services Plan; and

THAT this letter be forwarded to all BC municipalities asking to write their support as well

CARRIED."

Thank you for your consideration.

Best Regards,

Kathy Moore,
Mayor



Surfrider Pacific Rim: ACRD Grants-in-Aid 2020 Project Report

Project Details

For the 2020 ACRD Grants-in-Aid application period, Surfrider Pacific Rim applied for funding to install a water dispenser in the District of Ucluelet. In the autumn of this year, we launched our Take Back the Tap Campaign, which has the goal of assisting all businesses across the Pacific Rim in eliminating single-use plastic water bottles 1.5L and under. The victory associated with reaching this goal is working with the District of Tofino and District of Ucluelet to add single-use plastic water bottles to the single-use plastics regulation.

As mentioned in our grant application, plastic water bottles are the most common single-use item we collect from beaches. Since 2015, we have removed over 50,000 plastic bottles from shorelines in Clayoquot and Barkley Sound. From our data insights, we've established that this campaign will be one of our most successful interventions to date in addressing consumer based plastic pollution on the west coast. As part of our campaign strategy, we unearthed the need to increase access to fresh water across the west coast, which will be accompanied by signage and other forms of Rise Above Plastics education and awareness. The District of Tofino paid for and implemented a water dispenser on the Multi-Use Path at Hellesen Drive, and we used this ACRD Grants in Aid funding to purchase a water dispenser from Mountain Fresh to install in the District of Ucluelet at the Community Centre.

Benefits to the Region

Through the Take Back the Tap Campaign we are addressing a persistent pollutant on the west coast, plastic water bottles. The benefit of this is a reduction of plastic pollution on local and remote shorelines, which not only impacts resident's and visitor's sense of wellbeing, but also threatens the ecological integrity of sensitive coastal habitats. Through this initiative, which includes the installation of water dispensers, we're also creating greater public access to fresh water. This includes clarifying the connection between plastic pollution and climate change, as every tonne of manufactured plastic releases 1.89 tonnes of greenhouse gases. Climate change is also disrupting the global water cycle, degrading the availability of freshwater sources around the world. In order to safeguard fresh water, we need to eradicate unnecessary forms of plastic products and packaging that exacerbate the climate crisis, which includes single-use plastic water bottles.

Many thanks for your support of this project, we look forward to continuing our vital work with the Alberni-Clayoquot Regional District!

Budget

We had originally applied for 6K for this project as that was the cost of the water dispenser we sourced, which the District of Tofino ordered and installed. Upon receiving the funding, the District of Ucluelet was adamant about ordering the Mountain Fresh Water Dispenser, which was a little over half the price that we had originally anticipated. However, there have been more costs associated with the project, including designing signage that will accompany the dispensers. The signs are completed, we're just waiting for partners to sign off on the designs before printing and installing. Budget was also used for an honorarium for the sign designer, along with the staff costs associated with this project.

Item	Description	Cost	Funding Source
Mountain Fresh Water Dispenser	Water dispenser that was implemented in the District of Ucluelet	\$3,245.77	Grants-in-Aid
Signage	Educational Signage to accompany dispensers	\$425.00	Grants-in-Aid
Honorariums	Signage designer	\$500.00	Grants-in-Aid
Staff Hours	Organizing and executing project	\$1,620.00	Grants-in-Aid
Operational costs	Office rent, payroll, administration	\$210.33	Grants-in-Aid
TOTAL:	\$6,000.00		



December 16th, 2020

Honourable Bernadette Jordan
Minister of Fisheries, Oceans and the Canadian Coast Guard
Minister's Office
200 Kent Street, Station 15N100
Ottawa, Ontario, K1A 0E6
min@dfo-mpo.gc.ca

Dear Honourable Jordan,

On December 11th, 2020 the Board of the North Coast Regional District (NCRD) received correspondence from Fisheries for Communities titled 'A Call to Coastal Communities: Take Back Your Fishery'. For your convenience, the letter has been attached to this correspondence. Within this letter are several recommendations that were made based on a 2019 report by the House of Commons Fisheries Committee.

The Board of the NCRD resolved to submit correspondence requesting that the Department of Fisheries and Oceans Canada formally respond to the recommendations outlined in the letter from the Fisheries for Communities, based on the report by the House of Commons Fisheries Committee.

Sincerely,

Barry Pages

Chair

Attach: Correspondence from Fisheries for Communities "A Call to Coastal Communities and Request for Support"

*Cc: Regional District of Kitimat-Stikine (info@rdks.bc.ca)
Central Coast Regional District (info@ccrd-bc.ca)
Regional District of Mount Waddington (info@rdmw.bc.ca)
Strathcona Regional District (administration@srd.ca)
Alberni-Clayoquot Regional District (mailbox@acrd.bc.ca)
Cowichan Valley Regional District (reception@cvrld.bc.ca)
Capital Regional District (crdreception@crd.bc.ca)
Regional District of Nanaimo (inquiries@rdn.bc.ca)
Comox Valley Regional District (administration@comoxvalleyrd.ca)
Qathet Regional District (administration@qather.ca)
Sunshine Coast Regional District (info@scrd.ca)
Metro-Vancouver Regional District (icentre@metrovanancouver.org)*



14, 342 3rd Avenue West
Prince Rupert BC, V8J 1L5



P: 250.624.2002
TF: 888.301.2002



W: www.ncrdbc.com
F: 250.627.8493



December 16th, 2020

Honourable John Horgan
Premier of British Columbia
PO Box 9041 STN PROV GOVT
Victoria, BC, V8W 9E1
premier@gov.bc.ca

Dear Honourable Horgan,

On December 11th, 2020 the Board of the North Coast Regional District (NCRD) received correspondence from Fisheries for Communities titled 'A Call to Coastal Communities: Take Back Your Fishery'. For your convenience, the letter has been attached to this correspondence. Within this letter are several recommendations that were made based on a 2019 report by the House of Commons Fisheries Committee.

The Board of the NCRD resolved to submit correspondence requesting that the Province of British Columbia formally respond to the recommendations outlined in the letter from Fisheries for Communities, based on the report by the House of Commons Fisheries Committee.

Sincerely,

Barry Pages

Chair

Attach: Correspondence from Fisheries for Communities "A Call to Coastal Communities and Request for Support"

*Cc: Regional District of Kitimat-Stikine (info@rdks.bc.ca)
Central Coast Regional District (info@ccrd-bc.ca)
Regional District of Mount Waddington (info@rdmw.bc.ca)
Strathcona Regional District (administration@srd.ca)
Alberni-Clayoquot Regional District (mailbox@acrd.bc.ca)
Cowichan Valley Regional District (reception@cverd.bc.ca)
Capital Regional District (crdreception@crd.bc.ca)
Regional District of Nanaimo (inquiries@rdn.bc.ca)
Comox Valley Regional District (administration@comoxvalleyrd.ca)
Qathet Regional District (administration@qather.ca)
Sunshine Coast Regional District (info@scrd.ca)
Metro-Vancouver Regional District (icentre@metrovancouver.org)*



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A Call to Coastal Communities **Take Back Your Fishery**

From
The Fisheries for Communities Network

For the coastal communities and First Nations of British Columbia, commercial fishing from adjacent waters has for many generations been a source of productive livelihoods, family incomes, healthy food supplies, social connectedness, and cultural vitality.

But over the past 25 years, the coast has watched these values ebb away as remote companies and non-fishing investors consolidate control over licenses and quotas.

Too many working fishermen now operate as sharecroppers, fishing for a fraction of the value they produce just to keep going to sea.

The wealth of the fishery is drained away from the coast, and with it go future careers for young people and the sustainability of coastal communities.

The major downsizing of the salmon and herring industries happened in the 1990s, but the decline in BC fisheries overall have continued since then despite **more stable landings and rising product values**. Since 2000 the number of people earning employment income in fish harvesting in British Columbia fell 27%, from over 7,000 in 2000 to just 5,300 in 2018. That has meant a loss of \$32 m in employment earnings flowing through fishing communities.

At around \$22K in 2018, average annual fishing incomes for BC harvesters are the lowest in Canada and grew by only 8% (after inflation) over the previous 18 years. In Atlantic Canada, fishing incomes on average are 50% higher than in BC and grew by 70% over the period.

The decline of community-based fisheries in BC stems in large part from federal government policy. In BC, processing companies and speculative investors can own licenses and quotas and lease them to harvesters to control fish prices and make money off the rents. Speculative investors have driven up license and quota prices beyond the financial reach of working fishermen, and many harvesters must lease licenses or quota at high rents to sustain their enterprises, becoming sharecroppers. In BC there are limited adjacency rules to tie licenses and quota to home communities, or even to the Province.

Under a very different DFO policy regime in Atlantic Canada, only qualified harvesters are allowed to own fishing licences or quota in “inshore” fisheries where 90% of landed value is generated, and leasing of licenses and quotas is not allowed – licenses are fished by their owners, one harvester – one license or quota. Strict adjacency rules tie ownership of licenses & quotas to home regions and communities.

In 2019 the House of Commons Fisheries (“FOPO”) Committee looked at this comparison, and at the poor economic performance of the BC fishery, and put out a report titled “West Coast Fisheries: Sharing Risks and Benefits”, with the following conclusion.

As the status quo is not economically and socially sustainable, the committee calls on DFO to facilitate, foster and implement grassroots initiatives for change within each fishery that have gained the support from most of that fishery's participants. The committee is convinced that a successful transition toward a more equitable quota licencing regime must be "made-in-British Columbia" and supported by all participants, including vessel/licence owners, active fish harvesters, processors, and First Nation and non-First Nation coastal communities.

The FOPO report called on the DFO Minister to undertake a full review of licensing policy in BC to address the poor economic performance and unequal distribution of benefits from BC fisheries. To date, the DFO Minister shows no signs of initiating such a review.

The Wild Salmon Advisory Council established by Premier Horgan in BC made a full report in 2019 that also endorsed a review of the performance of the BC commercial fishery and recommended expansion of BC government capacities to support sustainable commercial fisheries renewal. To date the Province has not conveyed its support for the FOPO Report to the federal government nor has it undertaken to expand its own support and leadership capacity in commercial fisheries.

The Fishers for Communities Gathering in February 2020 – with over 120 participants with diverse interests including indigenous and non-indigenous harvesters, First Nations leaders, civil society groups, academia, and more – **reached consensus on these demands:**

That the Federal Government needs to formally respond to and act on the recommendations of the May 2019 FOPO Report including:

- developing a new policy framework through authentic and transparent engagement
- establishing an independent commission, to look at new licencing policy options.

That the Province of BC must become a real partner with the Federal Government to achieve needed changes in BC fisheries, starting with establishing a Provincial Ministry for Fisheries.

And that the following recommendations from the FOPO report are especially critical and should be acted on immediately as a starting point for recapturing a fairer share of the wealth of our marine environment to benefit coastal communities, First Nations, and working harvesters:

- Stopping future sales of quotas and licences to non-Canadians.
- Support independent fish harvester ownership of licences and quotas.
- Regulation of leasing costs
- Transparency of the real beneficial ownership of quotas and licences.

The Fisheries for Communities Coalition is now reaching out to leaders and lead organizations in coastal communities and First Nations to endorse these demands and convey your support for them to the Federal Minister of Fisheries and Oceans, Bernadette Jordan, and to Premier Horgan in BC, so we can begin the much needed process of ensuring that the value and benefits of BC fisheries flow back to adjacent BC communities and First Nations.

Please consider voicing your support by sending a letter endorsing the above stated demands to the following elected officials:

BC Premier John Horgan, Premier@gov.bc.ca

Federal Fisheries Minister Bernadette Jordan, Bernadette.JordanC1@parl.gc.ca

And cc:

Timothy Sargent, Deputy Minister of Fisheries and Oceans Canada, timothy.sargent@dfo-mpo.gc.ca

Jennifer Phillips, Policy Advisor, Pacific Region, jennifer.phillips@dfo-mpo.gc.ca

Ken McDonald, MP, FOPO member, ken.mcdonald.P9@parl.gc.ca

Mel Arnold, MP, FOPO member, mel.arnold.P9@parl.gc.ca

Marilene Gill, MP, FOPO member, marilene.gill.P9@parl.gc.ca

Ken Hardie, MP, FOPO member, ken.hardie.P9@parl.gc.ca

Richard Bragdon, MP, FOPO member, richard.bragdon.P9@parl.gc.ca

Gord Johns, MP, FOPO member, gord.johns.P9@parl.gc.ca

Terry Beech, MP, Parliamentary Secretary, terry.beech.P9@parl.gc.ca

Geoff Meggs, Chief of Staff to the Premier, geoff.meggs@gov.bc.ca

Thank you or your consideration.

Sincerely,

Fisheries for Communities Network

<https://www.fisheriesforcommunities.org/>



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AUDIT PLANNING LETTER

Board of Directors
Alberni-Clayoquot Regional District
Alberni-Clayoquot Regional Hospital District
3008 5th Ave
Port Alberni, BC V9Y 2E3

January 4, 2021

We are pleased to provide for your review the following information relating to the planned scope and timing for the audits of the financial statements of the Alberni-Clayoquot Regional District (ACRD) and the Alberni-Clayoquot Regional Hospital District (ACRHD) for the year ended December 31, 2020.

We would be pleased to receive any comments or suggestions you may have with respect to the planned audit scope or timing and we look forward to discussing the letter and answering questions that you may have. If you have any specific areas of concerns or other issues you would like addressed in the audit, please contact us. We appreciate the opportunity to serve you and look forward to meeting with you to discuss our audit findings.

This letter is for the use of the Board for the purpose of carrying out and discharging your responsibilities and exercising oversight over our audit. This letter should not be used for any other purpose or by anyone other than the Board. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this letter has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Yours very truly

Lenora Lee, CPA, CA
Engagement Partner
(250) 480-3588

cc: Mr. Doug Holmes, Chief Administrative Officer
Ms. Teri Fong, Chief Financial Officer

Enclosures:
Appendix 1 – Draft auditors' reports



Alberni-Clayoquot Regional District
 Alberni-Clayoquot Regional Hospital District
 January 4, 2021

CONSIDERATIONS IN DEVELOPING OUR AUDIT PLAN

Accounting standards

No new accounting standards were adopted in the current year.

Audit standards

CAS 540: *Auditing Accounting Estimates and Related Disclosures* is effective for the audit of the December 31, 2020 fiscal year.

Expected impact on the audit:

- More emphasis on the need for exercising professional skepticism.
- More granular risk assessment to address each of the components in an estimate (method, data, assumptions).
- More granular audit response designed to specifically address each of the components in an estimate (method, data, assumptions).
- More focus on how we respond to levels of estimation uncertainty.
- More emphasis on auditing disclosures related to accounting estimates.
- More detailed written representations required from management.

We expect this new standard to impact our audit of the ACRD’s estimate of the useful life of tangible capital assets and the landfill closure liability. We do not expect this new standard to impact the audit of ACRHD.

Audit and financial reporting impacts of COVID-19

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. As the COVID-19 pandemic evolves, ACRD and ACRHD will need to continue to assess the impact on its operations and finances and consider the implications on financial reporting. We have analyzed the impact of the COVID-19 pandemic situation on the audit of the financial statements for the year ended December 31, 2020 and discussed the audit and financial reporting implications with management based on what has occurred to the date of this report.

We provide the following information for the review of the Board of Directors and describe the additional procedures that we will be performing. As the COVID-19 pandemic is a dynamic situation, we will continue to update our Audit Plan as the situation warrants. We will communicate any additional changes to our Audit Plan to the Board of Directors in our Audit Findings Report.

Considerations	Audit implications
Conducting the audit work	— Depending on public health orders and COVID-19 cases, we may plan to undertake a primarily remote audit this year. We have established a secure ShareFile platform to facilitate the sharing of information with management. We have discussed the details of the audit with management, and we are ready to undertake the audit as planned and on schedule.



General considerations	<ul style="list-style-type: none"> — We will obtain an understanding of what changes to process activities and controls have been implemented to determine if the planned audit procedures are appropriate. We have conducted preliminary discussions with management and will confirm our understanding of any significant changes by performing walkthroughs of transactions.
Planning and risk assessment	<ul style="list-style-type: none"> — We have determined materiality based on budgeted total revenues. — We anticipate the operational impacts of COVID-19 to be evident in certain areas of the financial statements. Where we have planned to perform analytical procedures we will adjust our expectations in line with known COVID-19 impacts.
Financial reporting	<ul style="list-style-type: none"> — Currently, we expect that COVID-19 will continue to impact operations and finances beyond December 31, 2020. — An assessment should be made by management of any COVID-19 financial implications. — Significant actions undertaken by ACRD and ACRHD should be disclosed in a note to the financial statements, including a statement as to whether or not these factors present uncertainty over future cash flows, cause significant changes to assets and liabilities, and/or significantly impact future operations. Measurement of the estimated financial effect should be disclosed, or it should be stated if the effect is not determinable. — We will work with management to customize the wording of the COVID-19 related disclosures for ACRD and ACRHD's specific situation. — Refer to our COVID-19 Financial Reporting site.

SCOPE AND TIMING OF THE AUDIT

The objectives of the audit, our responsibilities in carrying out our audit, as well as management's responsibilities, are set out in the engagement letter provided by management.

We design an overall audit strategy and audit approach to address the significant risks identified during the planning process.

Materiality

We determine materiality in order to plan and perform the audit and to evaluate the effects of identified misstatements on the audit and of any uncorrected misstatements on the financial statements. The determination of materiality requires judgment and is based on a combination of quantitative and qualitative assessments, including the nature of account balances and financial statement disclosures.

We determine performance materiality (from materiality) in order to assess risks of material misstatement and to determine the nature, timing and extent of audit procedures.



Alberni-Clayoquot Regional District
Alberni-Clayoquot Regional Hospital District
January 4, 2021

We determine an audit misstatement posting threshold (from materiality) in order to accumulate misstatements identified during the audit.

For the current period, the following amounts have been determined:

Alberni-Clayoquot Regional District

Materiality	Performance Materiality	Audit Misstatement Posting Threshold
\$300,000	\$225,000 which has been set at 75% of materiality	\$15,000 which has been set at 5% of materiality

Alberni-Clayoquot Regional Hospital District

Materiality	Performance Materiality	Audit Misstatement Posting Threshold
\$32,000	\$24,000 which has been set at 75% of materiality	\$1,600 which has been set at 5% of materiality

We will reassess materiality based on period-end results or new information to confirm whether it remains appropriate for evaluating the effects of uncorrected misstatements on the financial statements.

Identification of significant risks

As part of our audit planning, we identify the significant financial reporting risks that, by their nature, require special audit consideration. By focusing on these risks, we establish an overall audit strategy and effectively target our audit procedures.

Significant unusual transactions

There are no significant changes in the operations of ACRD and ACRHD in the current year that will impact the financial statements.

There were no significant unusual transactions noted through our discussion with management.

Fraudulent Revenue Recognition

This is a presumed fraud risk. We have not identified any specific additional risks of management override relating to this audit. We have rebutted the risk of fraudulent revenue recognition and believe that the audit work performed on management override mitigates any residual risk.



Alberni-Clayoquot Regional District
Alberni-Clayoquot Regional Hospital District
January 4, 2021

Risk of management override of controls

Although the level of risk of management override of controls will vary from entity to entity, professional standards presume the risk of management override of controls is nevertheless present in all entities and requires the performance of specific procedures to address this presumed risk. We plan on performing the required procedures under professional standards. These include testing journal entries and performing a retrospective review of areas of estimate.

Audit approach

Our audit methodology includes obtaining an understanding of the various processes within the ACRD and ACRHD including budgeting, revenue, procurement, payroll, and information technology. Applying this understanding, we will perform:

- Analytical analysis over the statement of financial position and the statement of operations and fund balances. In this analysis, support for significant variances provided by management, from both prior year and budget, is tested for completeness and accuracy of the underlying data.
- Substantive analytical procedures over revenue and expenses, as well as detailed testing over government transfers (include BC Safe Restart funding), tax requisitions from members and the cut-off of expenses and accruals at year end.
- Substantive testing over deferred and restricted revenues and deposits, both received and spent in the year, tracing selected items to supporting cash receipt, invoice or terms of sale respectively.
- Confirmation over all significant cash, investment and debt balances and test reconciling items as recorded in the general ledger.
- Verification over the accuracy of payroll accruals as at year end and perform a predictive procedure over the payroll expense for the year based on approved budget and known payroll changes in the period.
- Substantive testing over a sample of additions to capital assets, assessing the nature, useful life and amortization, including existence of contaminated sites and valuation of landfill closure costs.
- Additional procedures as result of the new CAS 540 estimates standard, as noted above, on significant estimates.

Due to the public nature of funds managed by ACRD and ACRHD, we test expense reports and use of credit cards for both senior management and Board members for compliance with authorization and permitted expense policies.



Alberni-Clayoquot Regional District
 Alberni-Clayoquot Regional Hospital District
 January 4, 2021

Timing of audit and deliverables

<i>Topic:</i>	<i>Dates:</i>
Conduct interim audit field work	November 2020
Conduct year-end audit field work	March 2021
Present our year-end audit findings letter, including independence communications to the Board	April 2021
Provide audit opinion on financial statements	Upon acceptance by Board of the financial statements

ANNUAL INQUIRIES OF THE BOARD

Professional auditing standards require that we annually inquire concerning the Board's oversight of management's process for identifying and responding to the risks of fraud within ACRD and ACRHD. Accordingly, we ask whether you:

- Are aware of, or have identified any instances of, actual, suspected, possible, or alleged non-compliance of laws and regulations or fraud, including misconduct or unethical behaviour related to financial reporting or misappropriation of assets? If so, have these instances been appropriately addressed to your satisfaction?
- Are aware of any significant fraud risks facing ACRD or ACRHD?
- Believe that the Board exercises effective oversight of management's process for identifying and responding to the risk of fraud in ACRD and ACRHD and the internal controls that management has established to mitigate these fraud risks?
- Are aware of ACRD and ACRHD entering into any significant unusual transactions?

If you have any comments on the above questions that you would like to bring to our attention, please contact Lenora Lee, Engagement Partner.

OBSERVATIONS AND INSIGHTS

During the course of our audit, we may become aware of observations that may be of interest to you. These observations may include comments on risks and ACRD and ACRHD's approach to those risks, performance improvement observations, or other industry trends and developments. These observations are based on, among other things, our understanding of the affairs and processes of ACRD and ACRHD, as well as our understanding of many other entities in the same or other industries.

We will discuss any such observations with management and provide our insights. We will also include a synopsis of these observations and insights in our discussions with you at the completion of the audit.



PUBLIC SECTOR ACCOUNTING STANDARDS (PSAS) CURRENT DEVELOPMENTS

The following is a summary of the current developments that are relevant to ACRD and ACRHD. In response to the impact of COVID-19 on public sector entities, PSAB has approved deferral of all upcoming accounting standards by one year and will issue non-authoritative guidance on the effects of COVID-19.

Asset Retirement Obligations

- A new standard has been approved that is effective for fiscal years beginning on or after April 1, 2022. The effective date was deferred by one year due to COVID-19.
- The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. Retirement costs will be recognized as an integral cost of owning and operating tangible capital assets. PSAB currently contains no specific guidance in this area.
- The ARO standard will require the public sector entity to record a liability related to future costs of any legal obligations to be incurred upon retirement of any controlled tangible capital assets ("TCA"). The amount of the initial liability will be added to the historical cost of the asset and amortized over its useful life.
- As a result of the new standard, the public sector entity will have to:
 - consider how the additional liability will impact net debt, as a new liability will be recognized with no corresponding increase in a financial asset;
 - carefully review legal agreements, senior government directives and legislation in relation to all controlled TCA to determine if any legal obligations exist with respect to asset retirements;
 - begin considering the potential effects on the organization as soon as possible to coordinate with resources outside the finance department to identify AROs and obtain information to estimate the value of potential AROs to avoid unexpected issues.

Revenue

- A new standard has been approved that is effective for fiscal years beginning on or after April 1, 2023. The effective date was deferred by one year due to COVID-19.
- The new standard establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement.
- The standard notes that in the case of revenues arising from an exchange, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations.
- The standard notes that unilateral revenues arise when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.



Alberni-Clayoquot Regional District
Alberni-Clayoquot Regional Hospital District
January 4, 2021

Financial Instruments and Foreign Currency Translation

- New accounting standards, PS3450 Financial Instruments, PS2601 Foreign Currency Translation, PS1201 Financial Statement Presentation and PS3041 Portfolio Investments have been approved by PSAB and are effective for years commencing on or after April 1, 2022. The effective date was deferred by one year due to COVID-19.
- Equity instruments quoted in an active market and free-standing derivatives are to be carried at fair value. All other financial instruments, including bonds, can be carried at cost or fair value depending on the public sector entity's choice and this choice must be made on initial recognition of the financial instrument and is irrevocable.
- Hedge accounting is not permitted.
- A new statement, the Statement of Remeasurement Gains and Losses, will be included in the financial statements. Unrealized gains and losses incurred on fair value accounted financial instruments will be presented in this statement. Realized gains and losses will continue to be presented in the statement of operations.
- In July 2020, PSAB approved federal government narrow-scope amendments to PS3450 *Financial Instruments* which will be included in the Handbook in the fall of 2020. Based on stakeholder feedback, PSAB is considering other narrow-scope amendments related to the presentation and foreign currency requirements in PS3450 *Financial Instruments*. The exposure drafts were released in summer 2020 with a 90-day comment period.

Employee Future Benefit Obligations

- PSAB has initiated a review of sections PS3250 Retirement Benefits and PS3255 Post-Employment Benefits, Compensated Absences and Termination Benefits. In July 2020, PSAB approved a revised project plan.
- PSAB intends to use principles from International Public Sector Accounting Standard 39 Employee Benefits as a starting point to develop the Canadian standard.
- Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, PSAB will implement a multi-release strategy for the new standards. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues.

Public Private Partnership

- PSAB has proposed new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership. PSAB is in the process of reviewing feedback provided by stakeholders on the exposure draft.
- The exposure draft proposes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure,



when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the P3 ends.

- The exposure draft proposes that the public sector entity recognize a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure.
- The infrastructure would be valued at cost, with a liability of the same amount if one exists. Cost would be measured by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project.
- The final standard is expected to be approved in 2021 with an issuance date of April 1, 2021 and an effective date of April 1, 2023.

Concepts Underlying Financial Performance

- PSAB is in the process of reviewing the conceptual framework that provides the core concepts and objectives underlying Canadian public sector accounting standards.
- PSAB is in the process of developing exposure drafts for the proposed conceptual framework and proposed revised reporting model, and their related consequential amendments.
- PSAB is proposing a revised, ten-chapter conceptual framework intended to replace PS 1000 Financial Statement Concepts and PS 1100 Financial Statement Objectives. The revised conceptual framework would be defined and elaborate on the characteristics of public sector entities and their financial reporting objectives. Additional information would be provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts would be introduced.
- In addition, PSAB is proposing:
 - Removal of the net debt indicator, except for on the statement of net debt where it would be calculated exclusive of financial assets and liabilities that are externally restricted and/or not available to settle the liabilities or financial assets.
 - Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities).
 - Restructuring the statement of financial position to present non-financial assets before liabilities.
 - Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities).
 - A new provision whereby an entity can use an amended budget in certain circumstances.
 - Inclusion of disclosures related to risks and uncertainties that could affect the entity's financial position.



Alberni-Clayoquot Regional District
Alberni-Clayoquot Regional Hospital District
January 4, 2021

Purchased Intangibles

- In October 2019, PSAB approved a proposal to allow public sector entities to recognize intangibles purchased through an exchange transaction. Practitioners are expected to use the definition of an asset, the general recognition criteria and the GAAP hierarchy to account for purchased intangibles.
- Based on stakeholder feedback, PSAB will develop a Public Sector Guideline to clarify the guidance in the exposure draft to PS1000 Financial Statement Concepts, PS1100 Financial Statement Objectives and PS1201 Financial Statement Presentation. The updates to the Handbook are expected to be released in fall 2020. The accounting for intangibles may be addressed through future PSAB projects.

International Strategy

- PSAB has reviewed all proposed options for its international strategy, and in accordance with its due process, approved the option to adapt International Public Sector Accounting Standards when developing future standards. PSAB noted that the decision will apply to all projects beginning on or after April 1, 2021.
- An exposure draft to modify the GAAP hierarchy has been issued with responses due by February 15, 2021.

Appendix 1 – DRAFT INDEPENDENT AUDITORS’ REPORT – ACRD

To the Board of Directors of the Alberni-Clayoquot Regional District

Opinion

We have audited the financial statements of Alberni-Clayoquot Regional District (the “District”), which comprise:

- the statement of financial position as at December 31, 2020
- the statement of operations for the year then ended
- the statement of changes in accumulated surplus for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Alberni-Clayoquot Regional District as at December 31, 2020, and its results of operations, its changes in accumulated surplus, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “Auditors’ Responsibilities for the Audit of the Financial Statements” section of our auditors’ report.

We are independent of the District in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the District’s ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the District or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the District’s financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the District to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Appendix 1 – DRAFT INDEPENDENT AUDITORS’ REPORT – ACRHD

To the Board of Directors of the Alberni-Clayoquot Regional Hospital District

Opinion

We have audited the financial statements of Alberni-Clayoquot Regional Hospital District (the “District”), which comprise:

- the statement of financial position as at December 31, 2020
- the statement of operations for the year then ended
- the statement of changes in net financial assets and accumulated surplus for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Alberni-Clayoquot Regional Hospital District as at December 31, 2020, and its results of operations, its changes in accumulated surplus, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “Auditors’ Responsibilities for the Audit of the Financial Statements” section of our auditors’ report.

We are independent of the District in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the District’s ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the District or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the District’s financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the District to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



CITY OF NELSON

January 8, 2021

Honourable Adrian Dix
Minister of Health
Government of British Columbia

Delivered via email

Re: Vaccination Priority for Essential Critical Infrastructure Municipal Employees

Dear Minister Dix,

In early December, the BC government announced they secured a minimal number of initial doses of the COVID-19 vaccine to distribute to those populations identified as the most vulnerable. In the following weeks, the government released a phased approach to administering the vaccine and listed the populations included in each phase. While the City of Nelson acknowledges the extraordinary amount of work the Province has put into developing the distribution process, we would like to request a review of the vaccine distribution priority lists to include essential critical infrastructure employees.

The Province's website outlines the specific groups that will be first and second priority for receiving the vaccine; the list does not include essential service providers such as water, IT, energy and utility workers. This does not appear to align with the recommendations from the *National Advisory Committee on Immunization* upon which the Province has developed its priorities for the first and second phase of vaccinations. The Committee has indicated municipal workers identified as 'essential' should be prioritized to maintain reliable operation of critical infrastructure services and functions.

With COVID-19 cases circulating in rural communities, the risk of an outbreak causing the loss of key personnel trained to manage essential service delivery could exacerbate the current public health emergency. This would have a much larger impact in smaller communities, such as ours, as resources and appropriately trained personnel replacements are more challenging to access than in larger centers. For example, the City of Nelson has five linemen that maintain our electrical distribution & transmission system that serves over 10,000 customers.

.../2

The City recognizes the number of vaccine doses and how they will be distributed throughout BC is a fragile and fluid process. We hope this request can be reviewed and addressed in time to include essential municipal critical infrastructure employees in the second priority group of the COVID-19 vaccine roll-out.

We appreciate your timely consideration of this matter.

A handwritten signature in black ink, appearing to be 'John Dooley', written over a faint circular outline.

John Dooley
Mayor, City of Nelson

Cc: Premier John Horgan, Office of the Premier
Hon. Josie Osborne, Minister of Municipal Affairs
Brittany Anderson, MLA, Nelson-Creston
Nelson City Council
Union of BC Municipalities (UBCM)
Association of Kootenay Boundary Local Governments (AKBLG)
British Columbia Local Governments



INFORMATION REPORT

To: ACRD Board of Directors
From: Douglas Holmes, Chief Administrative Officer
Meeting Date: January 13, 2021
Subject: **Format of 4 Linked Reports - ACRD Strategic Plan, Targets, Resources & COVID-19 Restart Grant**

Recommendation:

THAT the Alberni-Clayoquot Regional District Board of Directors receive this report for information.

Desired Outcome:

To provide an overview of the format for several reports within the agenda package respecting the following: ACRD Strategic Plan & Targets, utilization of COVID-19 Restart Grant and ACRD Resources.

Background:

Regional District staff have been working with the ACRD Board of Directors on finalizing the 2021 – 2024 Strategic Plan. An integral part of the plan implementation is the consideration of additional ACRD resources and utilization of the COVID-19 Restart Grant received from the Province.

Rather than provide the ACRD Board of Directors with one large report, Regional District staff have linked four separate reports together for consideration by the ACRD Board of Directors as follows:

Information Reports (for receipt by the ACRD Board of Directors)

1. ACRD Strategic Plan and Targets
2. Utilization of the COVID-19 Restart Grant
3. ACRD Resources required action the Strategic Plan

Request for Decision (recommendations for consideration by the ACRD Board of Directors)

4. ACRD Staff Resources, Strategic Plan Targets and Allocation of COVID-19 Restart Grant.

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



INFORMATION REPORT

To: ACRD Board of Directors
From: Douglas Holmes, Chief Administrative Officer
Meeting Date: January 13, 2021
Subject: ACRD Strategic Plan and Targets

Recommendation:

THAT the Alberni-Clayoquot Regional District Board of Directors receive this report for information

Desired Outcome:

To confirm the Board's strategic direction and to have that direction guide future plans and operations.

Background:

At their regular meeting of December 9, 2020, the ACRD Board of Directors passed the following resolution:

THAT the Alberni-Clayoquot Regional District Board of Directors approve the content of the 2021-2024 Strategic Plan as attached, amended for future tense language for our vision and reference to community partners in one of strategies, and that staff be directed to provide recommended Targets for the specific strategies in the plan during the development of the 2021-2025 Financial Plan.

The amendments to the content of the plan are attached to this report as well as recommended Targets for the specific strategies.

Inasmuch as there other matters in other reports on today's agenda that affect the Board's consideration of the targets, staff requests that the Board simply receives this report upon concluding its discussions of the attached. Recommendations related to the Targets and the other matters will come later in the agenda.

Time Requirements – Staff & Elected Officials:

The quantity of staff time required to undertake the content of the Board's Strategic Plan in any one year is related to the Targets chosen by the Board.

Financial:

The financial implications related to staffing resources of the Targets attached to this report that are recommended for adoption later in this agenda are summarized in Agenda Item 8d "Staff Resourcing". Additional costs related to the implementation of the Strategic Plan would be quantified in the Financial Plan for the Board to consider.

Policy or Legislation:

The Strategic Plan will provide Board policy to be followed by staff.



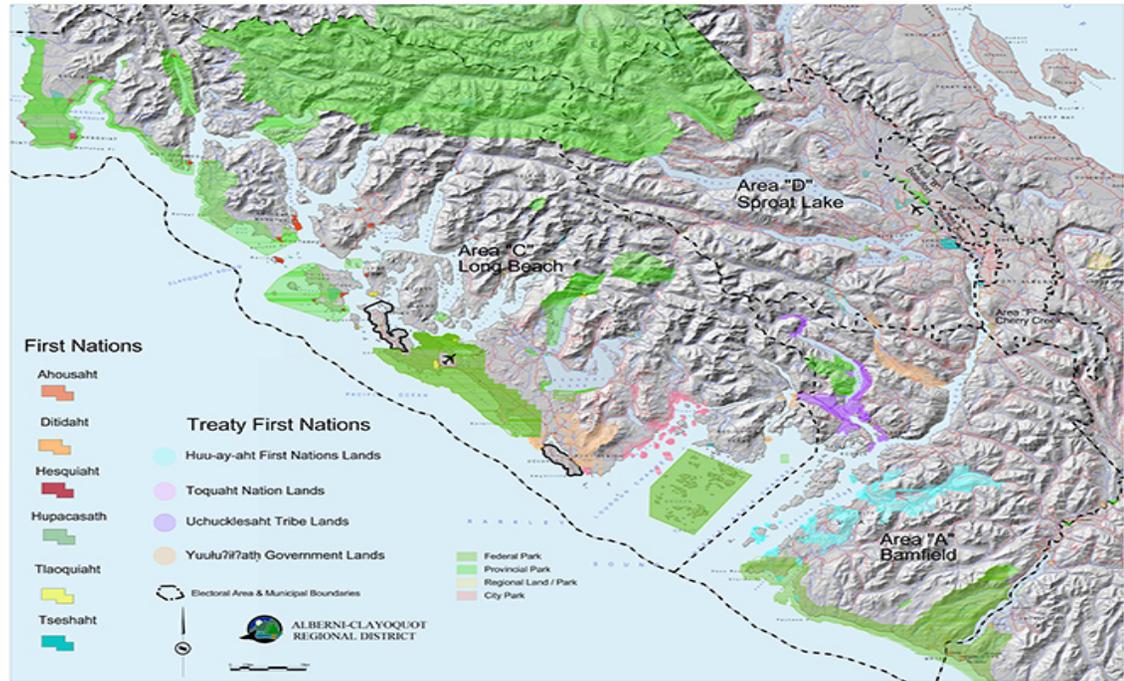
Approved by:

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

DRAFT - ACRD 2021 – 2024 Strategic Plan Framework

ACRD OVERVIEW

Date established, size, jurisdictions, number of services, etc.



MESSAGE FROM THE BOARD CHAIR

BOARD OF DIRECTORS

Our Region

The Alberni-Clayoquot is a striking and diverse region on west central Vancouver Island comprised of rugged mountains, expansive lakes, pristine rivers and a naturally wild coastline. The unique and scenic geography makes the Alberni-Clayoquot a highly popular destination for domestic and international visitors and provides an abundance of outdoor activities for its residents.

The region is strongly associated with, and dependant on the abundant fresh water lakes, rivers and ocean environments. The region's communities also enjoy strong connections with the rich First Nations culture and history. Although communities of the region are typically strong and resilient, there is an increase in vulnerable populations impacted by social and economic disparity.

The economy of the region is in transition from highly productive resource-based industries such as forestry and fishing to a more complex economy that also includes tourism, light industry, agriculture and retail services. A deep-sea port and two airports are major economic drivers that enable the transportation of goods and travellers and support industry. Relatively affordable housing costs and a mild climate contribute to an increase in people relocating to the region.

Our Future

As we look to the future, we envision a sustainable and balanced economy that supports a living wage and retains our families and younger population while allowing our elders to age in place. We will be better able to support our vulnerable populations and there will be a reduction in social and economic inequity. We will have maintained our spirit and our authentic historic values and embraced tolerance and inclusion.

Our future economic success is not achieved at the expense of the natural environment and we will have implemented measures to adapt to and mitigate the impacts of climate change. We will enhance our agricultural capacity, we will practice sustainable resource development on our lands and in our waters and our natural spaces and trails will continue to be highly valued by residents and visitors to our region.

Our communities will be better-connected culturally, physically and virtually. First Nations will have the opportunity for fuller participation in local governance; our roads, transit and marine transportation networks will be robust and our communities will have reliable cellular and broadband connectivity across the region. Our local governments will be better aligned and collaborative in the provision of services and our citizens will be actively engaged with their local governments.

Our Role

As a regional government, it is our role to provide effective and efficient local services that contribute to the liveability of our region and its communities. We utilize our strength as a regional government to convene and connect communities; to inspire and advance shared governance with First Nations and to advocate to other levels of government on behalf of our citizens. We engage with our residents to understand their needs and share information on our services and governance.

Our Commitments

As we fulfill our role in providing services and governance to our citizens, we will:

- **Consider all points of view** as we deliberate and make decisions
- **Be respectful** in our interactions and debate
- **Have a willingness to learn from others** and benefit from their experience and perspectives
- **Be prepared** so we can have informed discussion and debate
- **Value the work of our staff** and their commitment to public service

Purpose of the Strategic Plan

This strategic plan has been developed to unite the Board of Directors under a common vision for the region and to provide clear priorities and focus for staff. The plan will support a more strategic approach to financial decisions and ensure our resources are focused on the most important issues facing our region and our communities and will facilitate increased collaboration and alignment with our partners.

The strategies and objectives contained in this plan will be prioritized and advanced through the District's annual financial plans and workplans. While some objectives may be addressed within existing resource allocations, a number of objectives will require additional financial or staff resources to be allocated. Staff will provide the Board with regular reports on the status of the plan's implementation and progress.

STRATEGIC FOCUS AREAS

1. The Economy and COVID-19 Recovery

Goal

To maintain stability and confidence in our local economy.

Why

As a regional government, it is our responsibility to show leadership, support the well-being of our communities and to anticipate and plan for a new and changing future.

Strategies	Objectives	Targets
1.1 Social Procurement Policy	Create procurement policies to enable local government expenditures that derive enhanced community benefit	Phase 1 (local purchase considerations) Q4-2021 Phase 2 (full Social Procurement policy Q2-2022)
1.2 Leverage Community Works Funds and Other Grants	Strategic investment of CWF and targeted applications to grant programs for initiatives and projects that support economic recovery and development.	Prepare plan by March 31, 2021 outlining how to deploy CW Funds on approved projects in 2021; Secure staff whose duties include coordinating all aspects of grant identification, application, and administration: May 2021
1.3 Improve Broadband and Cellular Service	Advocate to senior government and private sector for improved internet and cellular service to remote, under-serviced areas of the region.	Evaluate service options and grant opportunities in 2021

<p>1.4 Enhance Agricultural Development</p>	<p>Advocate to the Ministry of Agriculture and Agricultural Land Commission to reduce regulations that restrict or impede development and operation of agricultural lands.</p> <p>Support agricultural initiatives such as water supply/irrigation, farm-gate programs and farmer's markets</p>	<p>Staff to prepare focus areas for Board consideration by November 30 of each year for the following fiscal year.</p> <p>Recommend focus area(s) for 2021 by April 30, 2021</p>
<p>1.5 Parks and Trails Service Levels</p>	<p>Review service levels for parks and trails to maximize their wellness values and benefits to economic development and COVID-19 recovery.</p>	<p>Preliminary Service level review: March 2021</p> <p>Complete Parks Asset Management Plan: March 2021</p> <p>Improvement plan outline: May 2021 (based on board direction)</p> <p>Potential Capital project commencement: July 2021 (based on board decisions)</p> <p>Develop park service level/infrastructure standards: March 2022</p>

2. Communications and Engagement with Communities

Goal

To enhance how we make information available to our citizen; to align our communications with our strategic objectives and to be proactive in engaging with the public on important initiatives and processes.

Why

Enhanced communication and engagement with our citizens will create better awareness of our role and the services we provide and input that is received will help to inform our decisions and actions.

Strategies	Objectives	Target
2.1 Media Engagement	Collaborate with the media to enhance the provision of information to the public	Complete meetings with Media contacts and develop plan to present to Board by November 30, 2021
2.2 Optimize Website and Social Media	Enhance the ACRD website and expand the use of social media platforms for public communication.	Implementation plan to Board by December 31, 2021
2.3 Communications and Engagement Support	Obtain the services of a dedicated communications and engagement professional.	Resource(s) retained by September 1, 2021

3. Management of New and Existing Infrastructure

Goal

To effectively manage our infrastructure to ensure that we are able to maintain high levels of service and to mitigate future costs.

Why

Appropriate, reliable, well-maintained infrastructure will allow us to accommodate future growth and visitation in our region and mitigate health and safety risks to those who rely on our infrastructure.

Strategies	Objectives	
3.1 Appropriate Capital Reserves	Implement Asset Management program to ensure sustainable capital reserve balances for infrastructure repair and replacement including: <ul style="list-style-type: none"> • Development of a long-term financial plan • Development of a capital reserve policy • Perform condition assessment on critical assets • Fully implement GIS system for asset identification 	Secure staff whose duties include coordinating all aspects of grant and asset management May 2021 <ul style="list-style-type: none"> • November 2021 • November 2021 • Report on priority order of assessments by Sept 2021 • Sched. for implementation by Sept 2021
3.2 Solid Waste Management Plans Implementation	Implement regional organics diversion Implement enhanced leachate treatment at the WCL Improve recycling and diversion programs throughout the region	Phase 1 (CPA): Fall 2021 Phase 2 (WC): Fall 2022 Phase 3: (EAs): Fall 2023 Design by: Fall 2021 Award tender by: Spring 2022 Construction complete by: Fall 2022 List achievable milestones with dates. Achieve 50% diversion by 2023

3.3 Acquisition and Development of New Utilities	Establish a policy that provides criteria for the acquisition of new or existing water/sewer utilities.	Develop policy by September 2022
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4. Emergency Management

Goal

To be adequately prepared for emergencies and disasters by coordinating our emergency planning and response activities and promoting community preparedness and resiliency.

Why

We have identified a number of existing hazards and vulnerabilities and we recognize that changes in our climate are increasing the risk of natural disasters such as flooding, land slides and forest fires and we have a legislated responsibility to plan for such events and respond effectively.

Strategies	Objectives	
4.1 Identifying Hazards and Risks	Undertake a climate change risk assessment to identify areas that may have increased hazards included those due to the affects of climate change.	AV Emerg. Plan – June 2022 Bamfield Emerg. Plan June 2023 LB Airport Emergency Plan Water service plans? Other plans?
4.2 Emergency Response Plans	Keep current and maintain regional and sub-regional emergency response plans throughout the region.	Same Schedule as 4.1
4.3 Improved Coordination	Explore opportunities for greater coordination with First Nations, municipalities and other agencies.	Secure additional staff resources to meet capacity needs for emergency preparedness

		including greater coordination. March 2021 “Environmental Scan” report (status with options for improved coordination) November 2021
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5. Partnerships and Alignment

Goal

To achieve mutual benefits from partnering with First Nations, local governments and community partners, sharing and leveraging our resources and aligning our efforts towards common goals.

Why

Financial and service enhancement benefits can be achieved through leveraging and sharing our strengths and resources and we are more effective and avoid conflict and duplication when our objectives are aligned.

Strategies	Objectives	
5.1 Engagement with community partners	Engage with community partners to review respective goals and strategies and identify opportunities for alignment and cooperation.	Prepare Partners list July 2021 Identify connection points (e.g. AV Learning Council, meetings with Friendship Centre) to establish participation September 2021 Host Exchange of Strat Priorities Round Table to find areas of common interest November 2021

5.2 First Nations protocol agreements	Develop protocol agreements with regional First Nations communities to support reconciliation and partnering efforts.	Convene the ACRD Protocol Working Group Committee to establish work plan including steps during COVID-19 and after the Pandemic: May 2021
5.3 Governance/service reviews	Conduct reviews of: <ul style="list-style-type: none"> • Various Trails (e.g., Log Train Trail and multi use path) • Alberni Valley Aquatic Centre • Regional Transit Strategy 	<ul style="list-style-type: none"> • Update trails reports following grant adjudication • Engage resources in Spring 2021 for community engagement • Commence Spring 2022
5.4 Inter-regional planning	Convene inter-regional planning session following 2022 election	Establish meeting(s) in Fall 2022 to take place in/around February 2023



REQUEST FOR DECISION

To: Board of Directors

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

Meeting Date: January 13, 2021

Subject: Utilization of the COVID-19 Restart Grant

Recommendation:

That that Alberni-Clayoquot Regional District Board of Directors receive this report.

Desired Outcome:

For the Board of Directors to approve the allocation of the \$485,000 of funding that was received from the Ministry of Municipal Affairs and Housing program “COVID-19 Safe Restart Grants for Local Governments”.

Summary:

The approach that staff took in developing this plan was to first quantify 2020 impacts of the pandemic and then estimate ongoing or future costs related to the changes in the way the ACRD delivers services as a result of the pandemic. Alignment to the draft Strategic Priorities of the Board was also considered, especially Strategic Focus Area #1 The Economy and COVID-19 Recovery.

2020 Impacts

In 2020, some services experienced significant impacts due to COVID whether that was a loss of revenue, additional operating costs, or infrastructure adjustments required for safety purposes. There was also significant staff time spent on COVID related matters that was not recoverable from Emergency Management BC. A summary of 2020 related costs is as follows:

Service	Amount	Description
General Government	8,500	Tempered glass in ACRD office reception area
General Government	5,300	Touchless faucets in ACRD office washrooms
General Government	6,000	Additional ACRD office cleaning
General Government	11,000	Zoom costs
General Government	3,000	Development of COVID Safety plan
Long Beach Airport	4,100	Additional terminal cleaning
Long Beach Airport	7,000	COVID Overflow Tent
Long Beach Airport	79,600	Lost landing fee and passenger revenue
Various	96,300	Personnel Costs
Total 2020 Costs	220,800	

Although the above list is not exhaustive it does summarize many of the impacts of the pivot required to continue to provide services during COVID. Staff therefore recommend that the grant funding be used to offset these COVID related costs.

2021 Projected Impacts

When considering COVID impacts in 2021 the following have been identified:

Service	Amount	Description
Sproat Lake Volunteer Fire Department	20,000	Front load extractor for cleaning equipment
Beaver Creek Volunteer Fire Department	20,000	Front load extractor for cleaning equipment
Bamfield Volunteer Fire Department	20,000	Front load extractor for cleaning equipment
Alberni Valley, Bamfield and Long Beach Emergency Planning	26,000	50% Protective Services Coordinator Wages
Alberni Valley, Bamfield and Long Beach Emergency Planning	3,000	Media & Advertising
General Government	12,000	Additional office cleaning
General Government	18,000	Zoom costs
Various	75,000	IT Improvements
Regional Parks	27,600	Park improvements
Total 2021 Costs	221,600	

The rationale for the above listed items is as follows:

- Fire Departments – This specialized equipment would be used to clean the firefighter’s protective equipment. These machines use a special cycle with controlled temperature, multiple rinse cycles, water levels and cycle times to address the proper washing of turnout clothing. The COVID pandemic has highlighted the need for this type of equipment within our departments and is an existing recommendation in the National Fire Protection Association standards.
- Emergency Planning – Increased demands on Emergency Planning services will continue until the pandemic is over. As a result, staff recommend that some of the grant funding be used to continue public education and advertising efforts as well as increase the resource personnel in the department. This resource request is discussed further in the next report in the agenda package on ACRD Resources and Recommendations.
- Cleaning and Zoom costs – additional mid day cleaning has been occurring at the ACRD office during the work week since the pandemic started. Staff recommend to continue through 2021 as an additional safety measure. The Zoom platform has enabled the ACRD staff, Board and committee meetings to continue to hold meetings virtually during the pandemic and will be required to conduct business in 2021.
- IT improvements – staff recommend that some of the grant funding be used to make IT improvements to better communicate with the community. Some examples of projects that staff are considering are purchasing the component of our existing accounting software to enable landfill and other accounts receivable customers to pay online, updating the ACRD website, and the ability to submit building permit applications electronically. If the Board supports allocation then staff will further investigate these options to determine best use of the funds.
- Regional Parks – after considering all of the projected impacts of COVID there was some remaining grant funding unallocated. Staff reviewed the draft Strategic Plan and recommend that the remaining funding be used for initiative 1.5 Parks and Trails Service Levels. This funding could be used for some small upgrades to the Regional Trails and aligns with the objective to ‘maximize their wellness values and benefits to economic development and COVID-19 recovery.

2022 Projected Impacts

When considering COVID impacts in 2022 the following have been identified:

Service	Amount	Description
Alberni Valley, Bamfield and Long Beach Emergency Planning	42,600	50% Protective Services Coordinator Wages

Not included in the recommended use

Staff considered the following as other uses of the funding but do not recommend including them in the allocation:

- 3rd Ave Recycle Depot Upgrades – In 2020 approximately \$53,000 was spent to upgrade the 3rd Avenue Recycle Depot as a result of COVID and the desire to accept additional stewardship materials. Staff do not recommend that this project be included in the allocation as the closure of the depot for a large portion of the year offset these upgrade costs.
- Illegal Camping Bylaw enforcement – Although illegal camping has become a challenging issue in the region the ACRD does not have an existing service to tackle this issue and the issue was not included in the Strategic Plan as a priority.
- ACRD Admin Building – A renovation to the front entrance of the ACRD office building is planned but staff feel that other grant opportunities may exist for this type of project and therefore do not recommend allocation of this grant to this purpose.
- Water systems – there were no identified additional costs related to COVID incurred or projected.
- Sproat Lake Marine Patrol – if this program is operated in 2021 there may be extra costs associated with COVID safety, however between the Federal grant funding and the surplus from 2020 there is no need to allocate any extra resources to this service.
- Salmon Beach – the only service that experienced an impact in 2020 which could be related to COVID were longer wait times for sewage services due to increased demand but this did not result increased costs.

Background:

The COVID-19 Safe Restart Grant for Local Governments was developed by the Province to support the financial impacts to the ACRD and other local governments including increased operating costs and lower revenue due to COVID-19. The attached letter outlines the eligible costs and details of the grant requirements. The Board has until the end of 2021 to fully allocate the grant funding but if any of the funding is to be allocated to COVID-19 costs that were incurred in 2020 then that portion of the allocation must be done now as finance staff are in the year-end process of finalizing the 2020 financials. The funding does not need to be entirely spent in 2020 or 2021 but can be spread to future years as long as the allocation is determined by the Board before the end of 2021.

The purpose of this grant is to address COVID-19 response and recovery costs. The Ministry has confirmed that the primary use of this grant is for operational impacts but can be used for capital purposes if directly related to COVID. It is also important to remember that the Local Government Act prohibits providing assistance to businesses so initiatives of that nature have not been considered.

Time Requirements – Staff & Elected Officials:

Finance staff time has been required to gather 2020 cost and lost revenue impacts as well as develop the plan for allocation. Further finance staff time will be required to meet the reporting requirements from the grant. Other staff time will be required to implement some of the identified priorities for allocation in 2021.

Financial:

The ACRD received \$485,000 in COVID-19 Restart Grant Funding. The formula, as described in the attached letter, for determining the ACRD's grant amount was a base amount of \$300,000 then \$3.10 per person in the region as well as an

additional \$8.13 per person residing in the rural area of the region. The ACRD's allocation of the funding does not need to match this formula but for information purposes the \$185,000 by region is as follows:

Region	Estimate of Allocation of Population Portion
City of Port Alberni	\$57,900
District of Tofino	\$7,000
District of Ucluelet	\$5,700
Huu-ay-aht First Nation	\$1,000
Toquaht Nation	\$200
Uchucklesaht Tribe	\$100
Yuułuʔiłʔatḥ Government	\$3,100
Electoral Area "A" (Bamfield)	\$2,900
Electoral Area "B" (Beaufort)	\$5,200
Electoral Area "C" (Long Beach)	\$18,900
Electoral Area "D" (Sproat Lake)	\$25,800
Electoral Area "E" (Beaver Creek)	\$34,100
Electoral Area "F" (Cherry Creek)	\$23,100
TOTAL	\$185,000

Strategic Plan Implications:

Strategic Plan Focus Area #1 The Economy and COVID-19 Recovery was considered when drafting this report.

Options Considered:

This report is 1 of 5 reports that are linked together in discussing the implementation of the Strategic Plan. This report only has a recommendation to receive but a summary report that is presented later in the agenda will have the following recommendation:

That the Alberni-Clayoquot Regional District Board of Directors approve the allocation of the COVID-19 Restart Funds as follows:

Year	Service	Amount	Description
2020	General Government	13,800	Admin building COVID related upgrades
2020	General Government	20,000	Increased operating costs due to COVID
2020	Long Beach Airport	90,700	Increased operating costs and lost revenue
2020	Various	96,300	COVID related personnel costs
2021	Fire Departments	60,000	Cleaning equipment for firefighter gear
2021	Emergency Planning Services	29,000	COVID related resources including advertising
2021	General Government	30,000	Increased operating costs due to COVID
2021	Various	75,000	IT improvements to improve public access to services
2021	Regional Parks	27,600	Improvements based on Strategic Plan
2022	Emergency Planning Services	42,600	COVID related resources including advertising
Total		485,000	

This recommendation is a summarized table of the discussion included in this report.



Submitted by:

Teri Fong, CPA, CGA, Chief Financial Officer



Approved by:

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



November 2, 2020

Ref: 257735

Doug Holmes
Chief Administrative Officer
Regional District of Alberni-Clayoquot
3008 Fifth Ave
Port Alberni BC V9Y 2E3

Dear Doug Holmes:

The provincial government understands the fiscal impacts that COVID-19 has placed on local service providers. To help address these challenges, in September the Province of British Columbia announced nearly \$2 billion in joint federal/provincial spending, including: \$540 million for local governments, \$418 million for community infrastructure, and \$1 billion for transit, TransLink and ferries.

The \$540 million for local governments was further divided into three funding streams. Two streams (“Development Services” for \$15 million and “Strengthening Communities” for \$100 million) will be application-based funding. More information on these funding streams will be forthcoming.

The third stream will provide direct grants to local governments. This funding stream is called the “COVID-19 Safe Restart Grants for Local Governments” and will provide up to \$425 million for local operations impacted by COVID-19. This funding will support local governments as they deal with increased operating costs and lower revenue due to COVID-19. It will also ensure local governments can continue to deliver the services people depend on in their communities. Eligible costs will include:

- addressing revenues shortfalls;
- facility reopening and operating costs;
- emergency planning and response costs;
- bylaw enforcement and protective services like fire protection and police;
- computer and other electronic technology costs (to improve interconnectivity and virtual communications);
- services for vulnerable persons (e.g. persons living with disabilities, mental illness or addictions, persons experiencing homelessness or other vulnerabilities); and
- other related costs.

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As you may recall, during the early months of COVID-19, the provincial government required all municipalities to fully remit requisitions to regional districts by August 1, 2020, despite any shortfalls in municipal tax collection. This was designed to ensure regional district requisitions were kept whole in 2020. Because of this earlier action, the COVID-19 Safe Restart Grant for Local Governments will place a funding emphasis on municipalities. However, there is still considerable funding under this grant program for regional districts.

I am pleased to advise you that **Alberni-Clayoquot** is the recipient of a **\$485,000** grant under the COVID-19 Safe Restart Grant for Local Governments. This amount will be directly transferred to your regional district in the coming days.

Under section 36 of the Local Government Grants Regulation, the amount of the grant to each local government is set by Minister of Municipal Affairs and Housing. The determination of this amount was based on a formula that applies to all regional districts. The funding formula for regional districts is based on three components: a flat funding amount plus two per capita amounts. The flat amount will be \$300,000 to each regional district.

The first per capita amount will be based on the total regional district population (rural and municipal). This will provide \$3.10 per person. There will be a funding limit on this first per capita amount. The limit is \$1.8 million for Metro Vancouver and \$900,000 for all other regional districts. The higher limit for Metro Vancouver is in recognition of their larger population. The overall purpose of these limits is to ensure that the very largest regional districts do not receive a disproportionate share of funding compared to smaller and mid-sized regional districts.

The second per capita amount will be based on the rural population of a regional district (i.e. the population outside the boundaries of an incorporated municipality). This second per capita amount will provide \$8.13 per rural population. This second per capita amount is in recognition of the additional burden on regional districts because they are the primary local service provider in rural parts of British Columbia.

This overall formula is designed to ensure that larger regional districts receive more money than smaller ones, but that smaller and rural regional districts receive higher per capita funding than larger ones. This is in recognition that small regional districts often lack a diverse revenue base and the economies-of-scale to easily restart their operations.

An example of the funding formula (for a regional district of 65,000 people) is provided as an attachment to this letter. If you wish, you can apply this formula to your 2018 total population of **32,952** and rural population of **10,169** to determine your total funding amount. 2018 population data was used because it is the last year in which we have complete financial and demographic data for each regional district.

.../3

Doug Holmes
Page 3

Before December 31, 2021, (a little over a year from this letter) the regional board must fully allocate the grant funds to the appropriate services. This allocation will be entirely at the discretion of the board. Ministry staff are available to assist regional district staff should they have any questions on allocation.

To ensure optimal transparency on the use of funds, there are two reporting requirements for regional districts. **First**, as part of the 2021 audited financial statements, the regional district must provide a report on how the funds were allocated to various regional and local services.

The **second** reporting requirement is an annual report on how the grant funds were spent in that year. This will be a schedule to your audited financial statements, under section 377 of the Local Government Act. The schedule will include the amount of funding received, the use of those funds, and the year-end balance of unused funds. This report may be consolidated for the entire regional district, rather than reporting on a service-by-service level. Your regional district must continue to annually report on the use of grant money until the funds are fully drawn down.

If you have questions or comments regarding this letter, please feel free to contact Jennifer Richardson, Grants Analyst, Local Government Infrastructure and Finance Branch, by email at: Jennifer.Richardson@gov.bc.ca, or by phone at: 778-698-3243.

The provincial government welcomes this opportunity to support COVID-19 restart and recovery throughout British Columbia. We believe that this funding will contribute to the long-term recovery of local governments who are both critical service providers and crucial drivers in the British Columbia economy.

Sincerely,



Kaye Krishna
Deputy Minister

Attachment

pc: Jennifer Richardson, Grants Analyst, Local Government Infrastructure and Finance Branch
Teri Fong, Chief Financial Officer, Regional District of Alberni-Clayoquot

Attachment 1: Example Calculation for a Regional District with 65,000 People

Rockridge Regional District

Variables:

	Population	Per Capital Amount	Funding Limit	Flat Funding Amount
Total RD	65,000	\$3.10	\$900,000	n/a
Rural Part of RD	20,000	\$8.13	n/a	n/a
Other	n/a	n/a	n/a	\$300,000

Calculation:

	A	B	C=AxB	D	E=min(C or D)
Cost Item	Population	Per Capital Amount	Pop-Based Funding	Ceiling	Funding
Total Population	65,000	\$3.10	201,500	900,000	201,500
Rural Population	20,000	\$8.13	162,600	n/a	162,600
Flat Amount	-----				300,000

TOTAL

664,100

Funding is based on a flat amount (**\$300,000**) plus two per capita amounts.

One per capita amount is based on total RD population times \$3.10 per person. This first per capita amount is subject to a funding ceiling of \$0.9M (or \$1.8M for Metro). In the above example, this amount equals **\$201,500**.

The second per capital amount is based on the rural population (i.e. outside municipal boundaries) times \$8.13 per person. In the above example, this equals **\$162,600**.

The total funding is the sum of these three amounts. In the above example, this equals **\$664,100**.

The RD population data is for 2018 (from BC Stats as at Oct 1, 2020)
<https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates>
 "Municipal and sub-provincial areas population, 2011 to 2019.xls"



INFORMATION REPORT

To: ACRD Board of Directors

From: Douglas Holmes, Chief Administrative Officer
Wendy Thomson, GM of Administrative Services
Mike Irg, GM of Planning & Development
Teri Fong, Chief Financial Officer
Jenny Brunn, GM of Community Services
Heather Zenner, Protective Services Manager
Mark Fortune, Airport Manager

Meeting Date: January 13, 2021

Subject: ACRD Resources

Recommendation:

THAT the Alberni-Clayoquot Regional District Board of Directors receive this report for information

Desired Outcome:

To appropriately match the resources of the Alberni-Clayoquot Regional District (ACRD) with public service objectives of the Board of Directors in a way that appropriately mitigates risks related to ACRD service delivery.

Summary:

During 2020, the Board received reports and analysis (some pertaining to personnel matters were in-camera) related to the public service delivered by the ACRD as compared to the level of resources dedicated to providing that service. The ACRD's resources are inadequate to reasonably achieve the Board's current objectives. This inadequacy can be eliminated by a reduction (or slowing) of its service delivery objectives, an increase in resources (budget for staff or contractors) or some combination of these.

This resource gap predated the operational effects of COVID-19 but the pandemic has exacerbated the situation. The Board has also communicated its vision of public service through its strategic plan, the implementation of which affects staff resources.

This report is intended to summarize:

- a profile of work inventory;
- the service risks and vulnerabilities;
- a model for closing the gap between the workload, the resources available to perform the work and for meeting the proposed Targets of the strategic plan;
- a costing analysis by service and jurisdiction for the model, and;
- opportunities to mitigate the financial effects of the model.

This report should be read in conjunction with other reports on today's Board agenda, specifically:

- 8a) Format of 4 Linked Reports – ACRD Strategic Plan Targets, COVID-19 Restart Grant and Resources
- 8b) ACRD Strategic Plan and Targets
- 8c) Utilization of the COVID-19 Restart Grant
- 8d) ACRD Resources
- 8e) Recommendations for ACRD Strategic Plan Targets, COVID-19 Restart Grant and Resources

Background:

In December 2017, staff completed its organizational review to provide options to the Board to more closely match resources to workload, to restore safety to the public and workers and to get in to compliance with provincial and federal guidelines, legislation in relation to emergency preparedness and orders in relation to aviation operations.

The 2017 staff review was supplemented by the work of Kevin Ramsay of Innova Strategy Group who interviewed approximately 20 unionized employees and continuing contractors and provided a summary of recommendations based on the common themes from those interviews. The consultant's recommendations were aligned with the staff report where human resources were concerned.

In May 2020, staff prepared an in-camera report on staffing matters that also summarized immediate and long-term needs in the finance department for continued operation at an acceptable level. Those needs form part of **Appendix A** which is a list by service of ACRD projects and operations that are either active or imminent.

In August 2020, staff summarized progress on the Board's 2020 work plan as well as the status of ACRD human resources as affected by both turnover and the pandemic. This report is attached as **Appendix D**.

Except in the most static environments, resource reviews are periodically required in addition to the regular evaluations we do at the department level and whenever vacancies occur. The confluence of the adoption of the strategic plan and commencement of financial planning is an appropriate time to undertake a fulsome review.

To support the Board's deliberations on these matters, senior staff have met on several occasions over the past 4 months to summarize the Board's public services ambitions as we understand them, to summarize the ACRD's risks and vulnerabilities (which includes areas of subject matter expertise that *do not* have a subject matter specialist), and to engage Kevin Ramsay to get his objective assessment and opinions based on his familiarity with the ACRD and expertise in working with dozens of local governments. Mr. Ramsay's report dated November 6, 2020 is attached to this report as **Appendix C**.

Whether one characterizes grants as opportunities (i.e. senior government money to be spent in our region for service improvements) or risks (the threat of either missed opportunities or overwhelming an organization in trying to pursue too many opportunities without the resources to do so) is all semantics. The fact is, there are numerous grant opportunities available at this time and anticipated for the intermediate term, but the ACRD does not have the capacity to evaluate, apply for, administer and process the potential grants and all the projects they represent. The grants currently under administration and those already applied for are listed in **Appendix B**.

In looking for solutions, staff have identified resources to close the gap between the ACRD's current capacity and the Board's service ambitions as we understand them. It is important to note that the resources as presented represents one way in which the gap can be addressed.

We have added Attachments 1-7 (after the Schedules and Appendices) as follows:

Attachment 1: Grant and Asset Management Coordinator

Attachment 2: Purchasing Agent

Attachment 3: Assistant Accountant

- Attachment 4: Landfill Supervisor
- Attachment 5: Solid Waste Support
- Attachment 6: Protective Services Coordinator
- Attachment 7: Communications Coordinator

Each Attachment presents a potential resource to address some part of the ACRD Risks and Vulnerabilities and the Board’s Strategic Plan Objectives.

In addition to providing resources, this model specifically adds areas of expertise. This acknowledges the trend from generalist to specialist, a trend that consistently repeats itself in organizations as they grow. There are choices, however, as to how to procure the specialist expertise when required. Should the Board approve resources (budget and Full Time Equivalents or ‘FTEs’), we would explore a series of models including partnership opportunities with ACRD federation members.

Implementation timing and cost for analysis

Position	Implementation Date	2021 Estimated Cost	2022 Estimated Cost	Fund Method
Planner (.5FTE to .75FTE)	01-Jan-21	\$ 23,000	\$ 24,700	Reallocation of consultant costs, tax requisition
Protective Services Coordinator (.5FTE to 1FTE)	01-Mar-21	\$ 24,700	\$ 42,600	COVID restart grant, tax requisition
Landfill Supervisor	01-Apr-21	\$ 70,500	\$ 94,900	Tipping fees
Asset & Risk Management Coordinator	01-May-21	\$ 67,400	\$ 99,500	Possibly additional grant funding, tax requisition
Assistant Accountant	01-Jul-21	\$ 42,900	\$ 85,900	Tipping fees, user fees, tax requisitions
Purchasing Agent	01-Sep-21	\$ 30,600	\$ 97,900	Tipping fees, user fees, tax requisitions
Communications Coordinator	01-Sep-21	\$ 31,300	\$ 96,800	Tax requisitions
Solid Waste Support (.5FTE)	01-Jan-22	\$ -	\$ 44,800	Tipping fees
Totals		\$ 290,400	\$ 587,100	

The above table provides a proposed implementation date and estimated cost in each of 2021 and 2022 of each of the positions summarized in the Attachments 1-7 to this report. (except for the planner, which is a mostly a conversion of consultant dollars to staffing). The assumption is that the budgets on these positions would continue beyond 2022 noting that the Board can always adjust service levels and staff would respond with any reductions if directed.

The *primary* funding method is also listed with the proviso that many positions will affect the allocation of staff which needs to be further calculated to properly present the information to the Board. That said, at a macro level, the implementation of this model has the following effects:

- In 2021, the increased costs are anticipated to be funded by
 - Fees of \$122,000
 - Grants of \$24,700
 - Requisition of \$143,700
- In 2022, the increased costs would be funded by
 - Fees of \$263,000
 - Grants of \$42,600
 - Requisition of \$281,500

The above increases in requisition stated as percentages are as follows:

- In 2021, a 2.05% increase in overall taxation
- In 2022 a 1.93% increase in overall taxation **over the prior year**

As stated, the Service level impacts and Jurisdiction level impacts are summarized in the schedules attached to this report.

Time Requirements – Staff & Elected Officials:

Significant staff time will be required to either perform analysis to support a policy of austerity or hire/procure

additional resources if approved.

Financial:

The financial implications related the proposed model *by Service* are summarized on Schedules A (for 2021) and B (for 2022) of this report. The financial implications related to the proposed mode *by Jurisdiction* is summarized on Schedule C for both 2021 and 2022.

Additional costs related to the implementation of some parts the Strategic Plan (e.g. contract dollars for a website update) would be quantified in the Financial Plan for the Board to consider.

There are also cost mitigation opportunities available to the Board. With the understanding that there is only one taxpayer, we note that the Regional Hospital District Board has adopted a provisional budget that contains a transfer to reserve of \$789,000. The Board has some discretion in lowering the taxation across the Region and this is illustrated on **Schedule D**.

Strategic Plan Implications:

The resources identified in this report are intended to address the business risks and resource gaps and undertake the Strategic Plan Objectives of the ACRD.

Policy or Legislation:

The Local Government Act and related statutes; The ACRD Strategic Plan.

Options Considered:

The resolutions that are presented later in the agenda in relation to resources are as follows:

- 1. That that Alberni-Clayoquot Regional District Board of Directors approve a full time position of Grant and Asset Management Coordinator effective May 2021 at an estimated annual cost of \$100,000;***
- 2. That that Alberni-Clayoquot Regional District Board of Directors approve amending the ½ time ESS Director position to a full time Protective Services Coordinator Position (which includes ESS Director Duties) effective March 2021 at an estimated incremental annual cost of \$43,000;***
- 3. That that Alberni-Clayoquot Regional District Board of Directors approve a full time position of Landfill Supervisor effective April 2021 at an estimated annual cost of \$95,000;***
- 4. That that Alberni-Clayoquot Regional District Board of Directors approve amending the ½ time Planner position to ¾ time effective February 2021 at an estimated incremental annual cost of \$25,000;***
- 5. That that Alberni-Clayoquot Regional District Board of Directors direct staff to include in the 2021-2025 Financial Plan for discussion purposes the following positions:***

***Assistant Accountant effective July 2021 at an estimated incremental annual cost of \$86,000
Purchasing Coordinator effective September 2021 at an estimated incremental cost of \$98,000
Communications Coordinator effective September 2021 at an estimated incremental cost of \$97,000
Solid Waste Support Coordinator ½ FTE effective January 2022 at an estimated incremental cost of \$45,000***

We wish to reiterate that the ACRD administrative leadership is not asking for anything in the way of additional

resources necessarily. What we have been discussing with you these many months is that the work has evolved to be larger than the current capacity of the ACRD *before* the additional aspirations of the Strategic Plan are considered. That means that the organization will be unable to meet the Board's objectives until the balance between service requirements and resources to provide services is attained.

An alternative approach is to reduce or delay work or projects that do not put the public or employees at risk or result in the ACRD falling out of compliance with regulatory provisions. The preparation of such an analysis is onerous. Staff will, of course, prepare this analysis if that is the will of the Board.



Approved by: _____

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

SCHEDULE A

2021 Analysis by Service

Service	2021 Total Impact from 2021 Approved	Tax or user fee % Increase from Prior Year	Comments
All Members			
Regional Parks	\$ 7,000	9.17%	
Regional Planning	\$ 4,000	2.60%	
Health Network	\$ 1,000	0.00%	To be paid by VIHA Grant
Electoral Area's			
Electoral Area Administration	\$ 2,000	1.80%	
Mgmt of Development - Rural Areas	\$ 30,000	6.91%	Possible offset by UBCM grant funding
Alberni Valley			
Alberni Valley Emergency Planning	\$ 5,000	0.00%	To be paid by COVID Restart grant
Alberni Valley & Bamfield Waste Mgmt	\$ 84,000	0.00%	To be paid by existing tipping fees
Alberni Valley Regional Airport	\$ 5,000	0.76%	
Sproat Lake Marine Patrol	\$ 2,000	5.34%	
West Coast	\$ -		
Long Beach Airport	\$ 6,000	1.52%	
West Coast Emergency Coord - Proposed	\$ 24,000	N/A	To be paid by COVID Restart grant
West Coast Transit	\$ 1,000	0.90%	
West Coast Waste Mgmt	\$ 79,000	64.04%	To be paid by existing tipping fees
Bamfield			
Bamfield Community Park	\$ 1,000	14.29%	
Bamfield Emergency Planning	\$ 3,000	0.00%	To be paid by COVID Restart grant
Bamfield Volunteer Fire Dept	\$ 1,000	0.91%	
Bamfield Water System	\$ 6,000	3.53%	Increase to user fees
Long Beach			
Millstream Water System	\$ 3,000	7.29%	Increase to user fees
Long Beach Emergency Planning	\$ 5,000	0.00%	To be paid by COVID Restart grant
Sproat Lake			
Sproat Lake Community Park	\$ 3,000	3.29%	
Sproat Lake Volunteer Fire Department	\$ 2,000	0.41%	
Beaver Creek			
Beaver Creek Community Park	\$ 2,000	8.07%	
Beaver Creek Volunteer Fire Department	\$ 2,000	0.63%	
Beaver Creek Water System	\$ 13,000	1.78%	Increase to user fees
Cherry Creek	\$ -		
Cherry Creek Community Park	\$ 2,000	85.54%	
Hospital District	\$ 1,000	0.00%	No tax increase, reduction to reserve
Total	\$ 294,000		

SCHEDULE B

2022 Analysis by Service

Service	2022 Additional Impact of Proposed Positions	% Increase from Prior Year2	Comments
All Members			
Grants-in-aid Region Wide	\$ 1,000	2.46%	
Regional Parks	\$ 5,000	6.00%	
Regional Planning	\$ 4,000	2.54%	Possible offset by UBCM grant funding
Electoral Area's			
Electoral Area Administration	\$ 3,000	2.65%	
Mgmt of Development - Rural Areas	\$ 6,000	1.29%	
Alberni Valley			
Alberni Valley Emergency Planning	\$ 27,000	0.00%	To be paid by COVID Restart grant
Alberni Valley & Bamfield Waste Mgmt	\$ 60,000	0.00%	To be paid by existing tipping fees
Alberni Valley Regional Airport	\$ 4,000	0.61%	
Sproat Lake Marine Patrol	\$ 1,000	2.54%	
West Coast			
Long Beach Airport	\$ 11,000	2.74%	
West Coast Transit	\$ 2,000	1.79%	
West Coast Waste Mgmt	\$ 72,000	0.00%	To be paid by existing tipping fees
Bamfield			
Bamfield Emergency Planning	\$ 1,000	0.00%	To be paid by COVID Restart grant
Bamfield Water System	\$ 3,000	1.70%	Increase to user fees
Long Beach			
Millstream Water System	\$ 1,000	2.26%	Increase to user fees
Long Beach Emergency Planning	\$ 3,000	0.00%	To be paid by COVID Restart grant
Salmon Beach Sewage	\$ 5,000	8.55%	
Salmon Beach Transportation	\$ 1,000	0.83%	
Sproat Lake			
Sproat Lake Community Park	\$ 2,000	2.12%	
Sproat Lake Volunteer Fire Department	\$ 1,000	0.20%	
Beaver Creek			
Beaver Creek Water System	\$ 5,000	0.67%	Increase to user fees
Hospital District			
	\$ 1,000	0.06%	
General Government (Pure Corporate)			
	\$ 77,000	6.49%	
Total	\$ 296,000		

SCHEDULE C

Analysis by Jurisdiction

Jurisdiction	2021 Tax/User Fee Increase by Jurisdiction	2021 % Increase from Prior Year Taxation	2022 Tax/User Fee Increase by Jurisdiction	2022 % Increase from Prior Year Taxation
Port Alberni	\$ 7,918	0.37%	\$ 35,201	1.62%
Tofino	\$ 6,048	0.60%	\$ 23,276	2.28%
Ucluelet	\$ 3,183	0.60%	\$ 12,111	2.26%
Yuułuʔiłʔatḥ	\$ 30	0.79%	\$ 74	1.92%
Huu-ay-aht	\$ -	0.00%	\$ 21	3.34%
Uchucklesaht	\$ -	0.00%	\$ 2	2.74%
Toquaht	\$ 2	0.88%	\$ 4	1.74%
Bamfield	\$ 10,845	2.20%	\$ 6,134	1.22%
Beaufort	\$ 2,103	1.28%	\$ 2,241	1.35%
Long Beach	\$ 7,478	1.05%	\$ 12,555	1.74%
Sproat Lake	\$ 21,722	1.12%	\$ 20,815	1.06%
Beaver Creek	\$ 23,507	2.05%	\$ 11,933	1.02%
Cherry Creek	\$ 9,164	1.48%	\$ 7,633	1.22%
Total	\$ 92,000	1.05%	\$ 132,000	1.48%

SCHEDULE D

By way of illustration, a \$100,000 reduction in requisition in the Hospital District in dollars and percentage of total requisition (ACRHD + ACRD requisitions) is as follows:

Jurisdiction	Apportionment reduction in % of total taxation (Reg + Hosp)	Apportionment reduction in dollars
CITY OF PORT ALBERNI	1.7%	\$ 37,072
DISTRICT OF TOFINO	1.8%	\$ 18,259
DISTRICT OF UCLUELET	1.8%	\$ 9,374
Yuulu?ii?ath GOVERNMENT	0.3%	\$ 12
HUU-AY-AHT FIRST NATIONS	2.7%	\$ 17
UCHUCKLESAHT TRIBE GOVERNMENT	2.7%	\$ 2
TOQUAHT NATION	0.0%	\$ -
ELECTORAL AREA 'A'	0.6%	\$ 2,774
ELECTORAL AREA 'B'	1.2%	\$ 1,886
ELECTORAL AREA 'C'	0.5%	\$ 3,566
ELECTORAL AREA 'D'	0.8%	\$ 14,814
ELECTORAL AREA 'E'	0.5%	\$ 5,850
ELECTORAL AREA 'F'	1.0%	\$ 6,375
		\$ 100,000



Service Area Operations and Projects

January 8, 2021

All Members
<p>E911 Emergency Telephone System</p> <ul style="list-style-type: none"> • Investigate continuing with existing governance model • Supporting administration committee • Ongoing staff and director participation
<p>General Government Services</p> <ul style="list-style-type: none"> • Auditor changes to Financial Statements • Align fixed asset tracking to new LGDE requirements • Implementation of budgeting software • Implementation of investing policy • Development of Financial Plan • Development of Financial Statements • Ministry reporting requirements including: <ul style="list-style-type: none"> ○ Statement of Financial Information ○ Local Government Data Entry Forms ○ Climate Action Charter annual reporting • Ongoing Procurement • Implementation of social procurement • Contract management • Lease administration • Grant administration <ul style="list-style-type: none"> ○ Searching for new grants and determining applicable projects ○ Applying for project ○ Tracking applicable costs and making claims ○ Completing reporting requirements ○ Developing required signage and or media requirements. • Changing of Signing Authorities • Enhancing partnerships with member and non-member first Nations and member municipalities • Creation of debt policy • Administration of Insurance • Use of Municipal Insurance Associations Risk Management Funding • Explore Municipal Insurance Associations Legal Expense Insurance • Asset Retirement Obligations • Asset Management – grant claim and final report <ul style="list-style-type: none"> ○ Condition assessments ○ Develop a regional asset identification system ○ Identify individual asset components to create detail replacement timelines ○ Development of long term financial plans ○ Mitigate risks where possible as identified in risk matrix ○ Link the assets into the GIS system ○ Review progress on Version 1 and create annual subsequent versions for all services • Administration of payroll and all related benefits including EI, CPP, Worksafe, Municipal Pension Plan, Employers Health Tax, Union Dues, Pacific Blue Cross, and Employee Family Assistance Program

- Utility online payment – downloading, processing and reconciling
- Administration of the Tangible Capital Asset Policy including the annual calculation of amortization
- GST reporting
- Auditor preparation
- Account transfers between reserve accounts and reconcile reserve accounts
- Municipal Finance Authority payments including creation of AR from municipalities
- Operating cash management
- Accounts payable including manager approval, entering, processing, communications with vendors, setting up EFT's, and obtaining approvals from Directors
- Receiving of payments in person, by credit card, through online banking and EFT's
- Records Management Review/Assessment & Implementation of robust Records Management Program
- Develop and implement a robust Freedom of Information and Protection of Privacy Program
- Website Review & Upgrades and Web page updates
- Review and update of ACRD Bylaws/Policies/Procedures ie:
 - Delegation Bylaw
 - Procedures Bylaw
 - Emergency Preparedness Bylaw – Bamfield
 - Regional Parks Bylaw
- Draft and implement new policies/procedures ie: Surveillance Policy
- Human resource activities, including recruitment and on boarding.
- Employee Performance Appraisal Program Development
- Improve Admin support for full organization
- Information Services backfilling and redundancy
- Enhanced committee orientation
- Explore long-term options for future of ACRD building
- Review of Lease of Office Space downstairs at ACRD Office currently leased to the Coastal Communities Credit Union – Consider options for future office space requirements
- Office entrance improvements - grant application
- Ongoing HVAC improvement and energy monitoring
- Fire, accessibility and safety improvements – various ACRD buildings
- Upgrade numerous servers operating systems
- Investigate options on getting our own Zoom account or migrating to Microsoft Teams
- Complete migration to office 365 for all users
- Replacement of some older workstations
- Switch from Shaw to Telus for Internet at multiple sites including main office
- Upgrades to Main Office alarm system
- COVID Safety Plan development and maintenance
- Ahousesht cemetery free crown grant administration

Grants-in-aid

- Policy redevelopment
- Proper procedure for following up on use of funds
- Advertising grant-in-aid opportunity

Regional Parks

- Governance and proper funding of service - Review of Letters Patent and possible Bylaw Conversion
- West Coast Multi-Use Path – governance, funding, long term maintenance
- Mapping Parks and Trails
- Establishing service levels and standards for trails,

- Condition assessments for all parks/trails and infrastructure
- Develop asset management plans for trails/parks
- Long term plans for all parks and trails
- Parks Committee support (if activated)
- MUP – grant administration, tenure, design, construction
- LTT Bridge assessments and improvement plan
- Oversee forestry activity on/around LTT
- Upgrade/replace Platzer creek bridge
- Access to Mount Arrowsmith Park
- Franklin River Bridge – scope work, cost estimate, funding
- Community liaison for public comment, complaint and communications.
- Coordinate or conduct routine public safety and corporate liability inspections and associated improvements

Regional Planning

- Agricultural Plan Implementation (Alberni Valley and West Coast)
 - Council for Agricultural Water Supply project to establish multi-sectoral stakeholder group that would engage with watershed interests; funded in part by Real Estate Foundation of BC.
 - Coastal Agricultural Roundtable project actioning community priorities around food and agriculture: emergency preparedness, traditional skills, conservation, food production specific project education, mentorship and support. Program funded by Clayoquot Biosphere Trust Vital Grant program to be completed by March 2021.
 - Fostering collaboration among coastal community garden programs. Co-facilitated by ACRD and Tofino Community Food Initiative. Grant funded program to be completed by September 2021.
 - Expanded Regional Agricultural Support grant program. \$300,000 Vancouver Foundation grant over three years; application due January 24th, funding decision in April 2021.
 - Additional food production and food security initiatives including supporting the PAPA Food Hub project, supporting COVID-19 recovery initiatives, managing the Ministry of Agriculture’s Army Worm monitoring project, responding to grant opportunities and responding to emerging opportunities as directed by the ACRD Board, Agricultural Development Committee and Coastal Agricultural Roundtable.
- Somass Watershed Flood Mitigation options, includes new grant opportunities
- Funding for drought mitigation (Sproat Lake) – climate change adaptation
- West Coast Land Strategy (Partnership with Tofino and Ucluelet)
- Housing Needs Reports for 4 Treaty First Nations (subject to UBCM funding approval)
- Continue converting data and mapping to GIS supporting all ACRD Departments
- Various presentations and engagement with stakeholders
- Investigating options for improving public access to mapping through the web portal

Electoral Area's

Building Inspection

- 121 building permits were issued in 2020. The complete list is included in the building inspectors report.
- Building Bylaw update (review fees, fee to apply for a permit, and permit expiration/sunset clause, exemption for farm buildings).
- Reviewing and archiving active building permit applications.
- Expired permit tracking
- Building Officials Association of BC training. Legislative requirements effective February 2021.

- Enforcement file management
- Improve and align digital building permit application process (liaise with City)
- Current and potential new building inspection agreements with First Nations and Municipalities

Electoral Area Administration

- Gas Tax – Director Shannon wants to consider implementation of trail system in her area
- Gas Tax – Director Beckett wants parking lot using gas tax or other non taxation funding
- Treatment of reserve fund
- Support external organization that have been provided Community Works Funds including developing agreements, paying invoices, providing reporting to the entity, reporting project milestones to UBCM
- Annual Community Works Fund reporting
- Publishing of electoral area newsletters as requested by Directors

Management of Development - Rural Areas (Rural Planning)

- Zoning Bylaw Update
- OCP updates to align with new Zoning Bylaw
- Comprehensive review of the six Electoral Area OCPs, starting with South Long Beach
- Bylaw Notice Enforcement Implementation (Currently only zoning bylaw)
 - Bylaw Enforcement (2020)

Bamfield	1
Beaufort	1
Long Beach	1
Sproat Lake	13
Beaver Creek	8
<u>Cherry Creek</u>	<u>3</u>
Total	27

Bylaw files closed = 11
- Housing Needs Reports, an overall ACRD report with separate additional reports for the following:
 - 4 Alberni Valley EAs: Sproat Lake, Cherry Creek, Beaver Creek, and Beaufort
 - Bamfield EA
 - Long Beach EA
- Planning Applications - Applications take up the majority of staff time, and include many meetings/events such as Public Hearings, site visits, APC meetings, etc.

	<u>2020</u>	<u>2019</u>
○ ALR	1	3
○ Development Permit	27	19
○ Development Variance	11	11
○ Rezoning	14	10
○ Subdivision	10	7
○ TUP	4	16
○ Crown Lease	12	14
○ Misc	11	8
Total	90	88

- Review cannabis production zoning regulations
- Cannabis retail policy review
- Burning and Wood Stove Bylaws

- Review existing nuisance/regulatory bylaws (unsightly premises, soil deposit, noise bylaws)
- Research new nuisance bylaws (odour control)
- Research invasive species regulations
- Cancel all existing Land Use Contracts (legislative requirement)
- CityView property database training and development
- Subdivision and Servicing Bylaw
- Developing procedures and managing Zoom public hearings and APC meetings
- Liaison with Provincial and Federal agencies, member municipalities, First Nations on nuisance issues not subject to ACRD Bylaws.
- Short term vacation rental (STR) tracking and enforcement.
- Plan for regulating illegal camping.
- Developing plan to implement Bylaw Notice Enforcement Bylaw and begin issuing notices.
- Update the Bylaw Enforcement Procedures Policy
- Continue converting data and mapping to GIS supporting all ACRD Departments
- Various presentations and engagement with stakeholders (ie. Age-Friendly Plan)
- Investigating options for improving public access to mapping through the web portal
- Plan for increased development in Bamfield resulting from road improvements and potential sewage servicing agreements with Huu-ay-aht First Nation. (staff suggestion, currently not budgeted for or resourced)

Vancouver Island Regional Library

- Review financial planning documents received from VIRL for incorporation into the ACRD's financial plan

Alberni Valley

Alberni Valley Emergency Planning

- Ongoing EOC COVID response & recovery
- EOC response & recovery to other Emergencies
- Program Development & Maintenance
- EOC staff & director training
- Application for grants
- Implement, maintain, and use of Voyent Alert emergency notifications
- Emergency Preparedness & Response - Engagement with AV Liaison Group
- Emergency Preparedness – Engagement with Community
- Evacuation Route Planning
- Community Wildfire Protection Plan – Implement Recommendations
- Implement remainder of FireSmart grant
- Implement remainder of UBCM EOC grant
- Emergency Support Services – Program Development & Maintenance
- Oversight of Radio Club
- Gather and submit reimbursement for emergency costs to EMBC

Alberni Valley & Bamfield Waste Management

- Secure tenure for the AVLF – FN support required
- Create and implement Emergency Response Plan
- Create and implement Fire Safety Plan
- Create and implement Contingency Plan
- Upgrade security surveillance system
- Leachate and ground water monitoring program and reporting
- Installation of additional leachate wells, new contract for on-going maintenance services
- Landfill gas flare installation
- VIU partnership on landfill gas data collection project
- Upgrade of the McCoy (water supply pump station)

- Rock blasting, asbestos site and power pole relocation
- SCADA System monitoring/maintenance – need contract for services, install new sensors
- Airspace utilization (cover usage and compaction rates) improvements
- Annual report for Solid Waste (MOE regs)
- SWMP outdated and needs to be replaced
- Establish inspections, reporting, fire preparedness
- DOCP update and implementation
- Tipping area and organics diversion capital upgrades
- Organics Collection for CPA roll-out – carts, processing, Recycle BC transition, waste audits, facility collection, comms/education program
- Phase 3 Organics diversion
- New contract for Beaver Creek recycling
- Bylaw updates for commercial recycling and organics
- Recycle Depot water ingress, exterior protection and upper floor improvements
- UAV Surveys
- Establish, implement COVID public safety procedures at facilities as required
- 3rd Ave. Depot – issue RFP and potential transition to local social enterprise
- Bear Aware program – AV and Bamfield
- Makerspace project
- Managing and administering stewardship programs
- Setting up new diversion streams (e.g. mattresses, rope and netting, shingles, books, construction waste)
- West Bamfield Recycling/Bamfield Tipping Fee voucher program
- Illegal dumping tracking, education campaign and management
- Community Emergency Recovery Planning
- Investigating/Establishing a regional solid waste licensing program
- New education program incorporating organics to be created and rolled-out
- Bamfield Transfer Station construct storage building for recyclables
- East Bamfield Transfer station upgrades – organics addition
- West Bamfield Recycling Center project
- Bamfield stewardship events
- Contract Administration – ensuring effective operations - AVL, 3rd Ave Depot, Recycling Collection, education and engineering services, Bamfield transfer station, etc.
- City Waste Management reimbursement for recycling services
- Huu-ay-aht and BMSC billing
- Monthly AR billing and collection
- Organics grant administration
- Letters Patent for Alberni Valley and Bamfield appear to be separate
- Credit Application Form Redevelopment
- On-going supervision of landfill operations for compliance with filling and operations plans, cover usage, compaction rates, maintenance and operation of leachate system and vegetation and wildlife management. Seek regular competitive pricing for annual services and resource recovery rates.
- Communications for customer service inquiries on billing, services, complaints, recycling questions, development and implementation of education and advertising campaigns for diversion programs. Liaise with multiple organizations and committees.

Alberni Valley Regional Airport

- Weather station grant
- Update market rates for leases - Update lease fees to match current market
- Establish a consistent long-term lease application process

- Lease renewals, billing and collection
- Visioning exercise
- Fuel system – recording of sales
 - Tracking inventory levels
 - Ordering fuel
 - Setting fuel prices and tracking cost of sales
 - Assisting caretaker with repairs
- Develop fuel system maintenance program as per CSA B836
- AVRA Committee support during visioning, and resulting projects/initiatives
- Address FLNRO/sponsored crown management issues
- Long-term management plan for OLS
- Airport capital works including grant application and administration
- Increased airport vegetation management
- AWOS certification (BCAAP)
- OLS clearing to improve Instrument Approach Procedures (IAP)
- Painted turtle habitat enhancement
- Start Annual reporting
- AVRA Water System –requires monthly checks, annual maintenance and water quality sampling
- On-going maintenance activities: regular inspections of runways and maneuvering surfaces. Daily / weekly airfield lighting and navigation aid checks. Runway surface maintenance, vegetation management, tree topping, equipment maintenance and servicing. Response to work orders, contractor oversight, emergency responses, customer service requests and inquiries.
- On-going administrative activities: billing, annual reporting, data tracking, long term planning and budgeting, develop, apply and oversee grant applications, training to maintain certifications, review regulatory compliance, amend and maintain the airport manuals. Liaise with multiple organizations.

Custom Transit

- Work with BC Transit on service level changes
- Sign Annual Operating Agreement

Sproat Lake Marine Patrol

- Grant applications and administration
- Advertise, interview and hire 4 students (payroll, safety training, orientation etc.)
- Prepare education materials, advertising, signage
- Schedule and coordinate school presentations
- Carry-out patrols and on-site education, and business visits
- Servicing and maintenance of boat and trailer
- Supervision and performance management of students
- Insuring boat based on annual drivers

West Coast

Long Beach Airport

- Contamination – discussion with Federal Government about responsibility
- Long term financial plan that works within establishing bylaw parameters and adequately deals with responsibilities
- Update market rates for leases
- Lease renewals, billing and collection
- Establish a consistent long-term lease application process
- Terminal Building capacity in relation to COVID requirements
- Complete update of Land Use Plan

- Long Beach Airport master planning process, and resulting projects/initiatives
- Asbestos abatement and building demolition (facilities at YAZ)
- Parks Canada maintenance shop exterior cladding and structural upgrade
- Fire, accessibility and safety improvements
- Long-term management plan for OLS
- BCAAP/ACAP grant administration
- Fire prevention upgrade (BCAAP)
- Heavy equipment and maintenance building upgrade (ACAP)
- OLS clearing and increased airport vegetation management from climate change
- Instrument Approach Procedure (IAP) upgrades
- Servicing Plan (water/sewer) for build-out of site and development
- LBA Water System – requires operation, maintenance and administration similar to BWS and BCWS. Specifically needs a master plan and long-term improvement or replacement plan
- Landing fee AR entry and collection including use of collection agency
- On-going maintenance activities: regular inspections of runways and maneuvering surfaces. Daily / weekly wildlife management patrols, runway surface conditions and airfield lighting and navigation aid checks. Runway surface maintenance, vegetation management, tree topping, equipment maintenance and servicing. Response to work orders, contractor oversight, emergency responses, customer service requests and inquiries.
- On-going administrative activities: billing, annual reporting, data tracking, long term planning and budgeting, develop, apply and oversee grant applications, training to maintain certifications, review regulatory compliance, amend and maintain the airport manuals. Liaise with multiple organizations.

West Coast Multiplex

- On hold until WC Multiplex Society makes progress on securing capital funding.

West Coast Transit

- Shelter grant application
- Construction of shelters
- Assist BC Transit with Expression of Interest for service provider
- Confirm route and stops including discussion with stakeholders/partners
- Work with Tla-o-qui-aht on route and potential service agreement

West Coast Waste Management

- Create and implement Emergency Response Plan
- Create and implement Fire Safety Plan
- Establish inspections, reporting, fire preparedness
- Create and implement Contingency Plan
- Monthly AR billing and collection
- Annual billing for residential curbside program
 - Reminder notices for annual billing
- Annual transfer to taxes
- Credit Application form redevelopment
- UAV Surveys
- Leachate and ground water monitoring program and reporting to the ministry
- Design and construction of new leachate treatment system
- Landfill gas monitoring program establishment
- Annual report for Solid Waste (MOE regs) to detail compliance with operating permit and regulations
- Bylaw updates
- SWMP outdated and needs to be replaced

- Airspace utilization (cover usage and compaction rates) improvements
- DOCP update and implementation
- Tipping area and organics diversion capital upgrades
- Establish, implement COVID public safety procedures at facilities as required
- Bear Aware program – Pacific Rim, Salmon Beach/Macohah
- Managing and administering stewardship programs, setting up new diversion streams (e.g. mattresses, rope and netting, shingles, construction waste)
- Illegal dumping tracking, education campaign and management
- Community Emergency Recovery Planning
- New education program incorporating organics to be created and rolled-out
- FN and member municipality engagement/relationships
- DOCP update and implementation required
- Design, construction and operation of a new organics processing facility
- Expansion of WC collection service to First Nations
- Investigating/Establishing a regional solid waste licensing program
- Negotiate lease for cell tower at the site
- Resource recovery centers in Ucluelet and Tofino
- Curbside Organics Collection Program Roll-out
- Contract Administration – WCL, Curbside Collection, education and engineering services
- On-going supervision of landfill operations for compliance with filling and operations plans, cover usage, compaction rates, maintenance and operation of leachate system and vegetation and wildlife management. Seek regular competitive pricing for annual services and resource recovery rates.
- Communications for customer service inquiries on billing, services, complaints, recycling questions, development and implementation of education and advertising campaigns for diversion programs. Liaise with multiple organizations and committees.

City of Port Alberni

Port Alberni Arena

- Debt is retiring – Determine cash flow requirements at end of debt

Bamfield

Bamfield Community Park

- Letters patent needs updating/conversion to bylaw
- Financial activity done outside of ACRD should be recorded in ACRD financial statements
- Mapping Parks and Trails
- Community Hall Project – subdivision application and support of project (this isn't in the park service but doesn't have another location to be in)
- Proposed swing set construction at centennial park
- Recording seasonal revenues
- Coordinating the annual setup and removal of POS machine
- Community liaison for public comment, complaint and communications.
- Coordinate or conduct routine public safety and corporate liability inspections and associated improvements

Bamfield Emergency Planning

- Ongoing EOC COVID response & recovery
- EOC response to other Emergencies
- Oversight of Bamfield Emergency Program Volunteer
- Application for grants
- Develop Regulatory Bylaw
- Gather and submit reimbursement for emergency costs to EMBC

Bamfield Volunteer Fire Dept

- Fully implement FirePro
- Review Fire Service Boundary
- Monitor training records in FirePro
- Ensure insurance coverage is adequate for members
- Support Asset Management
- Support Fire Chief with administration, budgeting, training opportunities
- Support Fire Fighter Recruitment
- Development & Implementation of a Fire Chief Manual
- Research Regional Fire Training Centre
- Fire, accessibility and safety improvements

Bamfield Water System

- Quarterly billing including communication with homeowners
- Advising owners of leaks and completing the leak adjustment process
- Annual transfer to taxes
- Annual parcel tax roll authentication
- Development of quarterly newsletter
- Creation of accounts when connections are made
- Recording of Development Cost Charge revenue by folio
- Responding to lawyer enquiries regarding house sales
- Asset management plan,
- water system infrastructure assessment,
- intake assessment,
- long-term capital plan,
- submarine waterline replacement/grant application,
- decommission old chlorine building,
- treatment plant effluent connection to wastewater system
- On-going maintenance activities: regular inspections and tear-downs of hydrants, valves, air valves, meters, stand-pipes. Weekly and daily maintenance of treatment plant, reservoirs and SCADA monitoring. Summer vegetation management, flushing, meter reading, and water quality monitoring and sampling. Response to leaks, work orders, service requests, new connection installations, customer concerns, and emergency repairs.
- On-going administrative activities: Frequent Emergency/water loss to west side support, GIS mapping support, billing, annual reporting, data tracking, long term planning and budgeting, leak/demand management initiatives, WERP review and updates, communications via website, newsletters, rate reviews and bylaw updates

Beaufort**Mountain Ranch Rd Fire Protection**

- Investigate options for combining this service with the Beaver Creek Volunteer Fire Department Service

Long Beach**Long Beach Emergency Planning**

- Program Development
- Develop partnerships for ESS & EOC services
- Evacuation Route Planning
- Application for grants
- Emergency Preparedness & Response - Engagement with other Emergency Agencies
- Emergency Preparedness – Engagement with Community
- Develop Regulatory bylaw
- Gather and submit reimbursement for emergency costs to EMBC

<p>Millstream Water System</p> <ul style="list-style-type: none"> • Quarterly billing including communication with homeowners • Annual transfer to taxes • Responding to lawyer enquiries regarding house sales • Long-term Financial/Rates Plan • Well Flow Testing • Treatment enhancements to meet VIHA requirements • Long-term Infrastructure Replacement Plan • Similar on-going operations and administration work as for BCWS and BWS
<p>Salmon Beach Garbage</p> <ul style="list-style-type: none"> • Possible budget increase to enable recycling • Cost estimates for expansion of transfer area to include recycling and organics diversion and wildlife proofing measures • Design and construction of site improvements • Hauling contract renewal and possible expansion for recycling • Annual parcel tax roll authentication for all Salmon Beach services • Support of Advisory Committee
<p>Salmon Beach Power Distribution</p> <ul style="list-style-type: none"> • Annual debt servicing administration
<p>Salmon Beach Recreation</p> <ul style="list-style-type: none"> • Playground inspection • Dock upgrades
<p>Salmon Beach Security</p> <ul style="list-style-type: none"> • Gate repairs and potential upgrades • Manage gate codes for existing and new residents
<p>Salmon Beach Sewage</p> <ul style="list-style-type: none"> • Receive payments and order pump and hauls from contractor • Update Licence of Occupation for septic field land • Complete assessment of Type 2 vs. Type 3 treatment upgrades • Treatment Upgrade design, tender and construction • Update bylaw to include self-haul tipping rates • Operation and Maintenance Contract RFP award and contract administration • Long-term plan for sewage demands from community build-out
<p>Salmon Beach Transportation</p> <ul style="list-style-type: none"> • Ensure ACRD has adequate insurance coverage of internal roads as not maintained to MOTI standard • Develop a road maintenance program • Issue RFP for road maintenance services and contract administration • Develop a culvert program • Create roads/culvert regulation bylaw • Determine ownership of internal bridge
<p>Salmon Beach Water</p> <ul style="list-style-type: none"> • Explore options for providing water to the area for Advisory Committee consideration
<p>South Long Beach Multi-Purpose Path</p> <ul style="list-style-type: none"> • Annual maintenance agreement with District of Ucluelet • Annual parcel tax roll authentication
<p>South Long Beach Community Park</p> <ul style="list-style-type: none"> • Mapping Parks and Trails
<p>South Long Beach Fire Protection</p> <ul style="list-style-type: none"> • Need new agreement with District of Ucluelet that aligns with ACRD budgeting timelines

South Long Beach Street Lighting
Sproat Lake
Sproat Lake Animal Control <ul style="list-style-type: none"> • Responding to bylaw complaints and follow up with ongoing enforcement files.
Sproat Lake Arena <ul style="list-style-type: none"> • Debt is retiring – Determine cash flow requirements at end of debt • Annual parcel tax roll authentication
Sproat Lake Community Association
Sproat Lake Community Park <ul style="list-style-type: none"> • Waivers to run programs at Bike Skills Park • Relocate water line from under resident’s house • Formalize maintenance contractor • Determine level of service for Parkland dedicated during subdivision • Great Central Lake – garbage issues, light, signage and possible build of washroom • GPS Stirling Arm Trail • Mapping Parks and Trails • Cougar Smith Water System – requires monthly checks, annual maintenance and water quality sampling • Cougarsmith Park playground deficiency resolution • Cougarsmith park repaving driveway • Lakeshore Trail extension • Signage at Faber park • Community liaison for public comment, complaint and communications. • Coordinate or conduct routine public safety and corporate liability inspections and associated improvements
Sproat Lake Noise Control <ul style="list-style-type: none"> • Responding to bylaw complaints and follow up with ongoing enforcement files.
Sproat Lake Volunteer Fire Department <ul style="list-style-type: none"> • Maintain Fire Services Agreement for Kleekhoot Fire Protection • Agreement for Kleekhoot Fire Protection needs to meet the timeline of budgeting • Study comparing a 3 hall versus 2 hall model • Facilitate discussion between MOTI and the private property owner regarding the possible reopening of the road between Pacific Rim Highway and McCoy Lake Road • Maintain Mutual Aid Agreements • Move training records into FirePro • Ensure insurance coverage is adequate for members • Support Asset Management • Support Fire Chief with administration, budgeting, training opportunities • Support Fire Fighter Recruitment • Development & Implementation of a Fire Chief Manual • Research Regional Fire Training Centre • Fire, accessibility and safety improvements • Appear to pay member sometimes to attend training. Is this accurate? • Reconciliation of petty cash account as seem to receive revenue into that account • Review of members insurance and if adequate
Beaver Creek
Arvay Rd Street Lighting
Beaver Creek Animal Control <ul style="list-style-type: none"> • Responding to bylaw complaints and follow up with ongoing enforcement files.

<p>Beaver Creek Arena</p> <ul style="list-style-type: none"> • Debt is retiring – Determine cash flow requirements at end of debt • Annual parcel tax roll authentication
<p>Beaver Creek Community Park</p> <ul style="list-style-type: none"> • Funding for playground at Nordstrom Park • Development of design for playground at Nordstrom Park • Mapping Parks and Trails • Access/bridge at Evergreen park • Community liaison for public comment, complaint and communications. • Coordinate or conduct routine public safety and corporate liability inspections and associated improvements
<p>Beaver Creek Noise Control</p> <ul style="list-style-type: none"> • Responding to bylaw complaints and follow up with ongoing enforcement files.
<p>Beaver Creek Recreation</p> <ul style="list-style-type: none"> • Should review contribution to City of Port Alberni for Beaver Creek, Cherry Creek and Sproat Lake as have not changed for many years
<p>Beaver Creek Volunteer Fire Department</p> <ul style="list-style-type: none"> • Reallocate respiratory equipment to operating • Maintain Mutual Aid Agreements • Review boundary expansion requests (Beaufort EA) • Monitor training records in FirePro • Ensure insurance coverage is adequate for members • Support Asset Management • Support Fire Chief with administration, budgeting, training opportunities • Support Fire Fighter Recruitment • Development & Implementation of a Fire Chief Manual • Fire, accessibility and safety improvements
<p>Beaver Creek Water System</p> <ul style="list-style-type: none"> • Emergency Plan • Advising owners of leaks and completing the leak adjustment process • Annual transfer to taxes • Annual parcel tax roll authentication • Quarterly billing including communication with homeowners • Development of quarterly newsletter • Creation of accounts when connections are made • Recording of Development Cost Charge revenue by folio • Responding to lawyer enquiries regarding house sales • Beaver Creek Water Service new shop building • Water System Connections/Billing Audit • LSA boundary review, • Unidirectional flushing plan • North reservoir upgrades • Karen Place watermain renewal design • Georgia/Falls renewal/replacement project • On-going maintenance activities: regular inspections and tear-downs of hydrants, valves, air valves, meters, stand-pipes. Weekly and daily maintenance of pump stations, SCADA, fleet, reservoirs and facilities. Summer vegetation management, flushing, meter reading, and water quality monitoring and sampling. Response to leaks, work orders, service requests, new connection installations, customer concerns, and emergency repairs. • On-going administrative activities: GIS mapping support, BC One Calls, billing, annual

<p>reporting, data tracking, long term planning and budgeting, meter software maintenance, training to maintain certifications, water conservation/demand management initiatives, WERP review and updates, communications via website, newsletters, notices of work or construction projects, rate reviews and bylaw updates</p>
<p>Granville Rd Fire Protection</p> <ul style="list-style-type: none"> • Investigate options for combining this service with the Beaver Creek Volunteer Fire Department Service
<p>Cherry Creek</p>
<p>Cherry Creek Animal Control</p> <ul style="list-style-type: none"> • Responding to bylaw complaints and follow up with ongoing enforcement files.
<p>Cherry Creek Arena</p> <ul style="list-style-type: none"> • Debt is retiring – Determine cash flow requirements at end of debt • Annual parcel tax roll authentication
<p>Cherry Creek Community Park</p> <ul style="list-style-type: none"> • Development of trail network off of Moore Rd to connect to Maplehurst Park • Mapping Parks and Trails • Maplehurst Trails - tenure over trails outside park • Community liaison for public comment, complaint and communications. • Coordinate or conduct routine public safety and corporate liability inspections and associated improvements
<p>Cherry Creek Noise Control</p> <ul style="list-style-type: none"> • Responding to bylaw complaints and follow up with ongoing enforcement files.
<p>Hospital District</p> <ul style="list-style-type: none"> • Set up reserve account • Complete MFA early payout paperwork • Payables processing • Bank reconciliations • Communications regarding projects with Island Health • Participation in Island Health Joint Capital Planning Committee
<p>Initiatives without a Service</p> <ul style="list-style-type: none"> • Alberni Valley Regional Water (Proposed) <ul style="list-style-type: none"> ○ Should this proposed service continue? ○ Is there a better model for recording proposed services? • Bamfield Parking initiative • Bamfield Community Hall • Brady’s Beach composting toilet • Evaluating and providing options for new trail requests (could be part of Regional Parks) <ul style="list-style-type: none"> ○ Cherry Creek EA ○ Beaufort EA • Investigation/consideration of new utilities/services e.g. <ul style="list-style-type: none"> ○ Great Central Lake Water ○ WC multiplex ○ AV aquatic center ○ Transit services • Sproat Lake sweep • West Coast Emergency Coordination (Proposed) <ul style="list-style-type: none"> ○ Development of Service with Municipalities and First Nations

APPENDIX B



AWARDED GRANTS & ACTIVE APPLICATIONS

SERVICE	PROJECT NAME	FUNDING SOURCE	Project Cost Estimate	Amount Awarded	% of funding	Date Awarded	DEADLINE
Alberni Clayoquot Health Network	Poverty Reduction	UBCM Ministry of Forests, Lands, Natural Resource Operations and Rural Development	\$ 40,300.00	\$ 25,000.00	62%	14-May-20	Apr-21
Alberni Valley Regional Airport AVLF & WCLF	AVRA Strategic Economic Development Plan Organics Diversion	Strategic Priorities Fund	\$ 10,000.00 \$ 6,000,000.00	\$ 6,000,000.00	100% 100%	31-Mar-20 28-Aug-18	31-Mar-23 31-Mar-23
Bamfield Water	Bamfield Water Infrastructure Inventory Assessment	Infrastructure Planning Grant Program - Ministry of Municipal Affairs & Housing 2020 Community Resiliency Investment Program	\$ 10,000.00	\$ 7,500.00	100% first \$5,000 then 50% of next \$5,000		2021-03-31
Emergency Planning	2019 Fire Smart	Community Emergency Preparedness Fund	\$ 157,278.12	\$ 157,278.12	100%	31-Jan-20	02-Mar-22
Emergency Planning	2020 EOC & Training Program	Community Emergency Preparedness Fund	\$ 20,382.00	\$ 20,382.00	100%	28-May-20	31-May-21
Emergency Planning	2020 Alberni Valley Evacuation Route Plan	Community Emergency Preparedness Fund	\$ 25,000.00	Submitted November 2020			
Emergency Planning	2021 Emergency Support Services	Community Emergency Preparedness Fund	\$ 25,000.00	Jan 29 2021 application deadline			
Emergency Planning	2021 EOC & and Training	Community Emergency Preparedness Fund	\$ 25,000.00	March 26 2021 application deadline			
General Government	Asset Management Implementation ACRD Infrastructure Assessment and Valuation	Strategic Priorities Fund Federation of Canadian Municipalities Municipal Asset Management Program	\$ 196,000.00 \$ 50,000.00	\$ 196,000.00 \$ 50,000.00	100% 80%	28-Aug-18 2020-12-15	31-Dec-20
Long Beach Airport	Fire Protection Improvement	BCAAP	\$ 720,000.00	\$ 431,025.00	60%		
Millstream Water	Millstream Water Master Plan	Infrastructure Planning Grant Program - Ministry of Municipal Affairs & Housing	\$ 10,000.00	\$ 7,500.00	100% first \$5,000 then 50% of next \$5,000		2021-03-31
Regional Parks	West Coast MUP	Community Economic Recovery Infrastructure Program Application	\$ 1,362,822.00	Oct 29 2020 Application Deadline			
Regional Parks	West Coast MUP	ICET	\$ 1,362,822.00	\$ 200,000.00			
Regional Planning	Advancing the Coastal Agricultural Roundtable	Clayoquot Biosphere Trust	\$ 25,000.00	\$ 19,000.00	75%	11-Jun-20	Mar-21
Regional Planning	Council for Agricultural Water Supply Fostering Collaboration Among Coastal Community Gardens	Real Estate Foundation of BC	\$ 38,780.00	\$ 18,890.00	50%	31-Mar-20	28-Feb-23
Regional Planning	Expanding the Influence of Regional Agricultural Support	BC Healthy Communities Society PlanH Vancouver Foundation	\$ 5,000.00 \$ 300,000.00	\$ 5,000.00	100%	15-Oct-20	30-Sep-21
Regional Planning	Housing Needs Reports (Bamfield, Alberni Valley, West Coast)	UBCM	\$ 80,104.40	\$ 80,104.40	100%	23-Jan-20	09-Jan-21
Rural Planning	Sproat Lake Marine Patrol	Boating Safety Contribution Program	\$ 93,000.00	\$ 69,750.00	75%	07-Aug-19	31-Mar-23
Sproat Lake Volunteer Fire Department	Asset Management Implementation	BC Infrastructure Planning Grants	\$ 10,000.00	\$ 7,500.00	100% first \$5,000 then 50% of next \$5,000	31-Aug-20	
General Government	COVID-19 Restart Grant	Ministry of Municipal Affairs & Housing	\$ 485,000.00	\$ 485,000.00	100%	Nov-20	

APPENDIX C



Capacity Review Alberni - Clayoquot Regional District

Prepared by the INNOVA STRATEGY GROUP



November 2020

Executive Summary

The Innova Strategy Group was commissioned to provide a high-level third-party review of the current capacity challenges experienced in the operation of the Alberni - Clayoquot Regional District. The review was undertaken in October and November of 2020 and followed on Innova's 2017 detailed Municipal Service Assessment. The review involved evaluating current workloads along with an in-depth analysis of specific risk and overall capacity and ensured there were no internal biases.

As an overarching strategy, local government staff should always develop capacity considering risk, Board strategic priorities, level of service requirements, long-term cost-benefits, core services, and taxpayer thresholds. Although each element should be considered, risk is a primary driver when determining the long-term sustainability of the community.

ACRD provides excellent service to the region with a complement of qualified staff that is often overworked and unable to complete the full expectations of their positions. This is particularly evident in the area of leadership and management however, there are also gaps in support service levels.

The analysis identified a number of gaps in services that put the ACRD at significant risk, particularly compared to similar local government organization in British Columbia. These risks can be mitigated through a number of measures, such as contracting out services, adding staff capacity, or in some cases, opting out of the particular business. For ACRD, it is recommended that the capacity gaps are best mitigated through the hiring of staff.

There are additional identified gaps in service that do not carry embedded risk but are opportunities to either reduce overall expenditures or increase revenues. Each individual area has a specific business case for determining the long-term cost benefit to the ACRD. In particular,

- Appropriately managing asset replacement, maintenance and repair will result in reduced operating and capital expenditures
- Increasing effort in grant application and managing grant contracts will provide revenue increases and expenditure decreases
- Increasing effort to determine investment options will increase investment returns
- Professional contract and tender management will reduce expenses considerably
- Increased value for leases can be achieved by professional management

Adding capacity will reduce risk and, in the long run, ensure an effective and efficient operation. It is important to emphasize that the ACRD is functioning well considering the limited resources at this time. This study was commissioned to ensure there were no internal biases or short-sighted thinking and provides comments based on broad comparisons to BC local government organizations.



Kevin Ramsay, ASCT, RTMgr
President, Innova Strategy Group Ltd

Background

Innova has completed over 45 service reviews and has worked closely with over 25 municipalities and regional districts over the past 4 years. These in-depth reviews have afforded the opportunity to note comparisons between organizations in key indicator areas such as staff capacity, staff performance, risk, governance, performance metrics, levels of service, and organizational structure. Although each organization may operate somewhat differently, the key principles remain the same, regardless of the size of the organization. ACRD is a smaller organization that relies heavily on various staff multi-tasking with a heavy dependence on finding skills internally, wherever feasible. This generalist model is not unusual for organizations this size however, like many others, there are always significant gaps in subject matter expertise.

ACRD is fortunate to have many skilled staff that have transferable skills to assist in areas that are not necessarily part of their job description. This has carried ACRD for a number of years however, as government downloading, increased regulation, increased environmental scrutiny, and increased levels of service continue to challenge the District, the performance gaps have increased.

Analysis

This analysis did not delve into the details of baseline operational work performed as that should be an ongoing function of senior managers’ day-to-day work. Innova evaluated the capacity gaps at higher levels while considering the best use of Managers’ time (e.g. senior managers performing lower level transactional work).

Each department was reviewed considering the following factors in the review:

- What is the current risk?
- Are the Board’s strategic priorities being addressed?
- Is this a core service or a discretionary (nice to have) service?
- Is there a defined business case that provides a long-term cost-benefit?
- Is there an extreme effect on taxpayer thresholds?

FINANCE

Finance currently relies heavily on the CFO to provide a broad spectrum of finance-related services to the organization and to ACRD partners and stakeholders. With the current structure, the CFO provides lower level transactional work on a regular basis as there is no capacity to align functions appropriately. Local Government CFO’s typically manage organizational risk; ACRD manages organizational risk at a rudimentary levels as limited resources are assigned to this key area.

There is a distinct lack of capacity and vulnerability in the following areas:

- **Asset Management** – ACRD is currently at the initial stage of asset management and much work needs to be done. A fulsome asset management plan along with long-term financial planning will significantly reduce risk and reduce overall costs to the organization.
- **PSAB Maintenance and Implementation** – Increased PSAB reporting requirements require additional work that is not currently being undertaken
- **Investments** – without staff capacity and an investment strategy, financial returns are likely underperforming.

- **Financial Strategies** – There has been no capacity to update polices and develop strategies that reduce risk and increase efficiencies. Key examples include debt management, surplus disposition, investments, and insurance.
- **Grants** – Grants are currently considered, developed and managed by the whole of the organization. This has led to missed opportunity, inconsistent project management, and increased risk to the organization throughout. Centralized grant management has shown to consistently provide financial benefits to other like-sized organizations. There is a strong business case for adding this capacity to the organization.
- **Procurement** – This area has high risks and there are limited skills in the organization to appropriately mitigate. Tendering, contract administration, lease management, and partnership agreements are all completed without the oversight required to reduce risk and to ensure best value and best return. This represents a baseline business case that should render the position as cost neutral over time.

Overall, there is a measurable need for additional capacity within Finance. This capacity can be realized a number of ways and consideration should be given to providing administration / clerical support allowing the CFO to attend to appropriate higher-level organizational issues. Key risk areas that must be addressed:

- Overall risk management of the organization
- Asset management
- Procurement / purchasing

PROTECTIVE SERVICES

Protective Services has been challenged with providing support for coordination of emergency management services on the West Coast. To facilitate and manage this issue will require additional capacity. This is a service level issue with some risk, specifically related to a major disaster in the area.

PLANNING

Planning requires additional support for long-range planning functions. Although the current staff complement provides baseline support, additional support required to fulfill the expectations of the Board. This is a service level issue with no identified corporate risk

COMMUNITY SERVICES

The landfills and solid waste operations are high-risk and currently under-staffed. There are ongoing concerns with environmental failure, fines from provincial inspections, and non-compliance with the Waste Management Plan. These issues should not be ignored and there is a significant gap in capacity available to bring the landfills and operations to an acceptable standard.

There is an opportunity to directly fund additional staff through the revenues received from current waste tipping surpluses. This provides a solution that does not affect regional tax rates.

COMMUNICATIONS

Marketing and communications is currently handled by a number of different staff with limited expertise to effectively convey key messaging to the community. This is a Board Strategic Priority that can be addressed through the addition of skilled staff capable of leading public relations, intergovernmental relations, public engagement, web site management, branding, and social media. The current model presents some risk from potential incorrect messaging however, the greatest risk is likely from reputational damage.

Funding Additional Capacity

This review did not evaluate tax thresholds and financial instruments that should be discussed as part of potential funding and budget deliberations. The discussion on how to fund increases in capacity should be between the Board and staff.

Innova can comment on the areas where a business case may support the addition of capacity that will not burden the organization for the costs of increased capacity. Our estimates are based on best practice in local government, as follows:

Capacity gaps have the potential to be offset through a business case. Although this is difficult to quantify precisely, utilizing subject matter experts will provide the following financial benefits across the organization:

1. Reduced operating and capital expenditures by appropriately managing asset replacement, maintenance and repair	\$50,000 - \$200,000 / year
2. Increased grant application success and decrease the cost of managing grants	\$25,000 - \$75,000 / year
3. Increased investment returns	\$5,000 - \$25,000 / year
4. Reduced expenses through professional contract and tender management (5% of annual expenditures)	\$100,000 / year
5. Increased value for leases	\$5,000 - \$50,000 / year
6. Decreased risk for contract litigation	unknown
7. Decreased risk if a major West Coast emergency was to occur	unknown
8. Decreased risk for solid waste fines / environmental damage	unknown

Next Steps

Staff should review this document for accuracy and evaluate the basic principles and analysis before presenting to the Board.

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INFORMATION REPORT

To: Board of Directors

From: Douglas Holmes, Chief Administrative Officer

Meeting Date: August 26, 2020

Subject: Board Strategic Priorities and Resolved Staff Actions

We attach a series of lists containing the Board's Strategic Priorities and Resolved Staff Action with their status current to August 21, 2020. The lists have been arranged in 'Blocks' following the Board's strategic priority setting session of November 27, 2019 headed as follows:

- Block A – Active Projects and Initiatives
- Block B – Ongoing Foundation Work
- Block C – 'Next Up' Projects & initiatives
- Block D – Longer Term Projects & Initiatives
- Block E – Staff Action items (from Board meeting recommendations)
- Block F – Completed Staff Action Items

The items are all numbered to assist with discussion. For Blocks E and F, as items are added and deleted the reference numbers will change; the numbers have no meaning except to aid the Board's discussions. Completed items will be removed from these latter two reports after appearing on a Board agenda.

While it seems redundant to document this fact, the year 2020 has been completely overtaken by the global COVID-19 pandemic. For part of this year, the ACRD like many/most local governments, concentrated on nothing else except the pandemic and trying to contemplate and react to the possible effects on the people and communities we serve and on our staff. Since March 2020, we have been providing Regional District services in modified ways that are likely to inform and improve our service delivery long after the Pandemic subsides.

Like most years, we have also had staffing turnover. The Board confirmed a new model for emergency management and the positions were filled in February 2020. That created a vacancy in the Community Services Department that will be filled on September 1st. The General Manager of Community Services vacated his position in July, recruitment to fill this position is currently underway. The GIS & Mapping Technician retired, and her successor was hired to allow a little overlap for training. The Organics Diversion Coordinator position was filled effective May 25th to take on the full-time implementation of organics diversion. Finally, the junior planner position was vacant for four months until August 1st.

The Emergency Operations Centre (EOC – conducted jointly between the ACRD and the City of Port Alberni) also absorbed a significant number of hours of employee time from both the ACRD (~1,765) and the City (~1,000) in 6 months. That has largely subsided at the writing of this report except for ongoing policy development for office operations including investigating public attendance at Board and Committee meetings and in-person public access to staff for service.

We ask that you review the attachments to ensure that the efforts of ACRD resources are being deployed in a manner aligned with the Board's priorities. As always, some initiatives move with consistent progress (e.g. organics, age friendly plan) while some initiatives are interrupted for any number of reasons (e.g. the zoning bylaw, public alert system).

We also ask the Board to consider its different categories of priorities as well as the resolutions that it has adopted at it looks forward to it Strategic Planning session next month.



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

Block A
(Active Project & Initiatives)
Board of Directors' Strategic Priorities
(Sorted by Service Area and SP % and date)
Updated August 21, 2020

	Meeting Date	Action Item	%	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
1.	Jan. 9, 2019	Interface Wildfire response planning (Community Wildfire Protection Plan)	100	AV Emerg. Planning	PS	Board authorized grant to application to Implement CWPP	Grant successful from UBCM. Implementing FireSmart activities in Alberni Valley & Bamfield.
2.	Jan. 9, 2019	AV Landfill Tenure	98	AVLF	ES	Province has asked ACRD to meet with First Nations	Currently working to establish meetings.
3.	Jan. 9, 2019	Landfill Organics Infrastructure and/or Landfill Gas Management	100	AVLF/ WCLF	ES	Board and City of Port Alberni will consider options in August/Sept. 2020	Phase 1 CPA – March 2021. Phase 2 WC – ETA March 2022 Phase 3 – AV&B – ETA Nov.2022
4.	Nov. 27, 2019	AVRA Develop Strategic Plan and Operational Guidelines (Land Use Planning)		AVRA	ES	Proceeding with issuing an RFP for a Consultant to work with committee on a Vision and Strategic Plan	RFP to be advertised in August, close in September 2020
5.	Jan. 9, 2019	Complete AVRA Upgrades to Operational Status	92	AVRA	ES	Lighting system installed, OLS tree clearing to be completed in 2020	O & M, Policy and Procedures to be completed in 2020.
6.	Nov. 27, 2019	Community Parking in Bamfield		Bamfield	Planning	Properties that permit parking as a use have been identified.	Work with HFN to identify options for creating parking on private property. Fall 2020
7.	Jan. 9, 2019	Water Emergency Response Plan system (WERPS)	100	BCWS/ BWS/MWS/ LBA	ES	BWS WERP completed 2019. BCWS completed 2019.	Millstream and Long Beach underway – ETA Dec. 2020.

*Line item #'s are for reference only – numbers will change as items are completed or added.

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Block A
(Active Project & Initiatives)
Board of Directors' Strategic Priorities
(Sorted by Service Area and SP % and date)
Updated August 21, 2020

	Meeting Date	Action Item	%	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
8.	June 12, 2019 SA	Proceed with phase two of the ACRD Electoral Area Transit Feasibility Study and engage the local public, First Nations, and SD No. 70 on draft service options.		Custom Transit	ES	Board revisiting priorities following further public feedback.	Staff to work with BC Transit on further developing a new rural transit service option for the Alberni Valley. Winter 2020 with completion in the Winter of 2021.
9.	August 28, 2019 SA	Amend the zoning bylaw to prohibit new cement-based buildings for cannabis production in all zones		EA Admin.	Planning	Completed	Bylaw P1399 adopted March 2020
10.	June 12, 2019 SA	Refer Bylaws R1030 Solid-Fuel Burning Appliance Emission Regulation 2019 and R1032 Outdoor Burning Smoke Control Regulation 2019 to MOE, IH and Port Alberni Air Quality Council for consideration.		Gen. Gov.	Planning	Gather public input.	Report to Board in October 2020. Will include options for adoption and or amendments.
11.	June 12, 2019 SA	Invite Tofino Bus to present to the Board on their transportation plans for the region.		Gen. Gov.	Admin.	Completed	Presented to the Board January 22, 2020.
12.	July 24, 2019 SA	Complete the Age Friendly Community Action Plan		Gen. Gov.	Planning	Completed	Work completed June 2020.
13.	July 24, 2019 SA	Engage Mosaic and the Province on public access to PMFL within the ACRD		Gen. Gov.	ES	Meetings held throughout 2020.	Work will continue through remainder of 2020.
14.	August 28, 2019 SA	Arrange a tour for the ACRD Board and appropriate staff of Tilray in Nanaimo and any other cannabis production facilities on Vancouver Island.		Gen. Gov.	Admin.	Staff contacted Tilray and they are not offering tours at this time due to renovations.	Staff will contact Tilray when pandemic concerns sufficiently subside.

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Block A
(Active Project & Initiatives)
Board of Directors' Strategic Priorities
(Sorted by Service Area and SP % and date)
Updated August 21, 2020

	Meeting Date	Action Item	%	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
15.	Nov. 27, 2019	Bamfield Road (communicating/lobbying the need for improvements)		Gen. Gov.	Admin.	Huu-ay-aht First Nations leading discussion with Province.	Arranging a meeting with the Premier the beginning of September 2020
16.	Jan. 9, 2019	Strategic Procurement investigation	96	Gen. Gov.	Finance	Staff attended three sessions of the Coastal Communities Social Procurement Initiative.	Plan to include social procurement in an upcoming RFP in December 2020
17.	Nov 27, 2019 Jan. 9, 2019	LBA Strategic Plan - Lands, relationship with Parks Canada, etc.	100	LBA	Planning	Draft plan presented to WCC. Direction to broaden scope to include other stakeholders.	Project currently on hold pending ability to meet with Tla-o-qui-aht First Nation.
18.	Jan. 9, 2019	ACRD & City of PA staff to develop action plan for dev. of aquatic center & investigate potential for the dev. & services of a new AV aquatic center during ACRD Budget discussion	81	Proposed	Admin.	Meeting held December 4 th , 2019. ACRD and City staff undertake a full feasibility study, cost-shared by the AV jurisdictions and engage the community in discussion on a new facility in 2020	ACRD and City staff will be preparing a report as part of the financial planning process on next steps to engage the communities to define the aquatic needs for the Alberni Valley and how those needs might be met.
19.	Jan. 9, 2019	Invasive Species	90	Proposed	ES/ Planning	Partnership established with VIU Co-op student started Fall 2019	Project completed Dec. 2019
20.	Jan. 9, 2019	Bell Road/Stuart Avenue Water: TFN Supply/ Bell Road/Stuart Avenue Water: Community Consultation	90	Proposed	ES	Project is with Hupacasath FN and their consultant.	Waiting for more information from HFN consultants. No activity on this since early 2019

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Block A
(Active Project & Initiatives)
Board of Directors' Strategic Priorities
(Sorted by Service Area and SP % and date)
Updated August 21, 2020

	Meeting Date	Action Item	%	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
25.	Jan. 9, 2019	Agricultural Initiatives: Grow Local	88	Regional Planning	Planning	ACRD Agricultural Plan Implementation Project (All Areas) being presented to Board at the Aug. 26, 2020 Board meeting.	Ongoing
26.	Nov. 13, 2019 SA	Add additional staff time for 2020 to complete the Board's rural planning projects initiated in 2019 for six months beginning Jan. 1, 2020.		Rural Planning	Planning/ Finance	Done. Additional staff time added until Dec. 31, 2020	
27.	Nov. 27, 2019	Cannabis Control/Update Agricultural Plan	86	Rural Planning	Planning	ACRD is following the progress of large local governments on the forefront of cannabis regulation.	Staff will consider the applicability of those solutions for recommendation to the Board.
28.	Nov. 13, 2019 SA	Budget \$5,000 in the 2020 FP (SB transportation services budget) for the creation and implementation of a road maintenance and repair plan		SB Transp.	Finance	Plan has been completed.	Plan will be presented at the Sept. 23, 2020 SB Committee meeting.
29.	Nov. 28, 2018 SA	Develop a draft lake surface zoning bylaw.		Sproat Lake	Planning	Draft bylaw with Referral Agencies.	Aiming for Board consideration of bylaws at the October 28 th Board meeting.
30.	Nov. 27, 2019	Somass Basin – Sproat Lake Level Management		Sproat Lake	Planning	Consultants work completed and submitted to EMBC as required under the conditions of the grant.	Report with flood mapping report will be submitted to the Board on Fall 2020.
31.	Jan. 9, 2019	Log Train Trail Management & Maintenance. Activate Committee to review service and participation	79	Communitiy Services	ES/Admin /Finance	Working with Province on feasible cost allocation options	Awaiting new Lands & Resources Coordinator and Community Service General Manager.

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Block A
(Active Project & Initiatives)
Board of Directors' Strategic Priorities
(Sorted by Service Area and SP % and date)
Updated August 21, 2020

	Meeting Date	Action Item	%	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
32.	Jan. 9, 2019	Enforcement/ Bylaw Enforcement Notice ticketing system.	79	Various Services	Planning	Bylaw Enforcement notice being implemented. PS1008 adopted.	Finalizing contracts with City of Nanaimo for ticket adjudication.
33.	Jan. 9, 2019	Emergency Plan for Long Beach & related implementation steps	100	WC Emerg. Planning	PS	LB Emergency Plan drafted, community stakeholder group developed, community tour complete.	Engage with UFN and TFN, District of Ucluelet. Finalize plan late 2020.
34.	June 13, 2018 SA	Continue discussions with both the DoT and the Ahousaht FN regarding the possible composting of bio-solids from each of their new waste water treatment plants as part of the future ACRD regional organics diversion program		WC Waste	ES	Biosolids composting capacity will be incorporated in the WC composting facility design/construction -.	Design to begin late 2020/early 2021. Pilot on composting is underway.
35.	Oct. 10, 2018 SA	Negotiate an agreement with Rogers Communications regarding the proposed construction of a cellular tower at the WC Landfill.		WC Waste	ES	Negotiating with Rogers	No recent developments due to COVID.
36.	Oct. 9, 2019 SA	Investigate and report back on the feasibility of a clear bag program for the West Coast		WC Waste	ES	Clear Bag Program incorporated into the Organics diversion implem. project. Investigation & engagement started.	Possible pilot on west coast to trial a no bag system.
37.	Oct. 9, 2019 SA	Investigate the feasibility of a centralized recycling center in Tofino and Ucluelet		WC Waste	ES	Not started.	

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Block B
(Ongoing Foundation Work)
Board of Directors' Strategic Priorities
(Sorted by Service Area and SP % and date)
Updated August 21, 2020

	Meeting Date	Action Item	%	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
1.	Nov. 27, 2019	Emergency Planning. Complete WC Plan, update public engagement and education, emergency call outs.		Emerg. Planning	Admin/PS	Long Beach Emergency Plan in draft format.	Discussions with UFN, TFN, & District of Ucluelet. Continue engaging stakeholder group. Plan to ACRD BOD in late 2020. Public engagement to commence in 2021.
2.	Jan. 2018	Develop/Implement Capital Asset Management Plans		Gen. Gov	Finance	8 of 13 plans adopted; remaining 5 plans are in progress.	Expect to complete all 13 plans by Dec. 31, 2020.
3.	Nov. 27, 2019	Investigate increasing the Public Hearing Fee to include an amount to cover the Director's remuneration for chairing the meeting.		GEN. GOV	Planning	Completed	Completed
4.	Nov. 27, 2019	Review and redevelop a policy for ACRD Grants in Aid Policy		Gen. Gov.	Admin		Winter 2020
5.	Jan. 9, 2019	Contractor Database/Policy: WCB, Insurance, Compliance Requirements met	100	Gen. Gov.	ES	Currently addressing on a project basis	Ongoing
6.	Jan. 9, 2019	General Review of Policies	100	Gen. Gov.	Admin	Ongoing	Ongoing
7.	Nov. 27, 2019	Reconciliation Committee Initiatives/Develop Long Term Plan & Transition Committee including Protocol Agreements	100	Gen. Gov.	Admin	Not active	
8.	Jan. 9, 2019	Grants –Evaluate need of external resources (or not) for every service/project/grant opportunity	88	Gen. Gov.	Admin	Ongoing	Ongoing

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Block B
(Ongoing Foundation Work)
Board of Directors' Strategic Priorities
(Sorted by Service Area and SP % and date)
Updated August 21, 2020

	Meeting Date	Action Item	%	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
9.	Jan. 9, 2019	Records Management System	90	Gen. Gov.	Admin	Retaining a contractor to review and recommend records management improvements	Fall 2020
10.	Jan. 9, 2019	Procedures Bylaw – update	94	Gen. Gov.	Admin	In progress	
11.	Nov. 27, 2019	Broader Health Care Lobbying Efforts/Health Network	79	Hospital District	Admin	Ongoing – Monitoring effects of Pandemic on meetings to inform long term.	
12.	Oct. 9, 2019 SA	Negotiate a 3 year (Nov. 1, 2019 – Oct. 2022) lease agreement with the Long Beach Recreational Cooperative and bring the lease back to the Board for approval.		LBA	ES	In Progress	

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Block C
(Next Up Projects and Initiatives)
Board of Directors' Strategic Priorities
(Sorted by Service Area and SP % and date)
Updated August 21, 2020

	Meeting Date	Action Item	%	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
1.	Nov. 27, 2019	Fire Departments Capital Planning - Training Center	56	BCVFD/ BVFD/ SLVFD	Protective Services	Discussion at Alberni Valley Emergency Program Leadership Group.	Meeting scheduled in September 2020.
2.	Nov. 27, 2019	Complete Nordstrom Park in Beaver Creek		Beaver Creek Park		Playground designs have been researched. Significant funding gap.	
3.	Feb. 14, 2018 SA	Develop a draft bylaw to regulate wood burning stoves and appliances and include in the draft bylaw a requirement for all wood burning stoves and appliances to meet EPA standards by 2023		EA Admin.	Planning	Bylaw out for public review	Report to the Board October 2020 with options to adopt and or make changes.
4.	June 12, 2019 SA	Proceed with public consultation in all EAs regarding the new Open Burning Regulations		EA Admin.	Planning	Out for public review and input.	Report to Board October 2020 with options to adopt and or make changes.
5.	June 12, 2019 SA	Work with members of the Ag. Dev. Comm. applying for an Emergency Water License for agriculture.		EA Admin.	Planning	Not active at this time.	Planning staff to follow up with the Agricultural Support Worker
6.	Nov. 13, 2019 SA	Work with the Min. of Attorney General to request the Lieutenant Governor in Council of the Province enact a Reg. under Section 29 of the LG Bylaw Notice Enforcement Act, applying the Act to the ACRD.		Gen. Gov	Bylaw/ Planning	ACRD added to Regulation	Completed

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Block C
(Next Up Projects and Initiatives)
Board of Directors' Strategic Priorities
(Sorted by Service Area and SP % and date)
Updated August 21, 2020

	Meeting Date	Action Item	%	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
7.	Nov. 13, 2019 SA	Engage with the City of Nanaimo to prepare an agreement for cost sharing and joint admin. of a Bylaw Notice Dispute Adjudication System.		Gen. Gov	Bylaw/ Planning	City of Nanaimo processing the agreement.	Will be finalized by end of August/beginning of September 2020.
8.	Dec. 12, 2018 SA	Approve the implementation of an Emergency Notification System for the Alberni Valley and Bamfield.		GEN. GOV.	PS	Voyent Alert Emergency Notification System approved.	Roll out to public October 2020.
9.	Oct. 9, 2019 SA	\$13,000 be included in the 2020 FP for the above purpose and staff be directed to live stream and archive both Board and Committee meetings.		Gen. Gov.	Finance	Hardware is installed and finalized in Boardroom	Will be used when meetings return to Boardroom.
10.	Jan. 9, 2019	West Coast Emergency Planning Coordination Service	100	Proposed	Protective Services		On hold
11.	Nov. 27, 2019	Great Central Lake Water	75	Proposed	ES	GCL water - working on agreement in principal to take over water system once constructed - is with the developer	ETA November 2020
12.	Nov. 27, 2019	Cellphone – Regional Coverage	93	Proposed		Not active	
13.	Nov. 27, 2019	Sproat Lake Debris Sweep	96	Proposed	Planning	Preliminary discussions with Paper Excellence	Staff will facilitate discussions with Paper Excellence and Mosaic. Fall 2020
14.	June 12, 2019 SA	Proceed with public consultation on the implementation of an organics disposal ban and the implementation of a 3-stream		WC Waste	ES	This will be incorporated with the other items related to organics diversion in Block A.	

*Line item #'s are for reference only – numbers will change as items are completed or added.

Block C
(Next Up Projects and Initiatives)
Board of Directors' Strategic Priorities
(Sorted by Service Area and SP % and date)
Updated August 21, 2020

	Meeting Date	Action Item	%	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
		curbside collection system and a potential local organics processing facility at the WCLF.					

*Line item #'s are for reference only – numbers will change as items are completed or added.

Block D
(Long Term Projects and Initiatives – For Future Consideration)
Board of Directors’ Strategic Priorities
(Sorted by Service Area and SP % and date)
Updated August 21, 2020

	Meeting Date	Action Item	%	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
1.	Jan. 9, 2019	Bamfield: Community Park 1. Evaluating options for community hall. 2. Review Commission bylaw.	100	Bamfield Parks	Planning	Community Hall meeting held January 21, 2019	Waiting for input from Bamfield Community Hall Association
2.	June 13, 2018 SA	Prepare options for increasing the requisition limit for the Long Beach Airport		LBA	Finance	Not active	Asset Retirement Obligations will force action (comes into effect Jan. 1, 2023)
3.	Jan. 9, 2019	Business Licensing	79	Proposed	Planning		On hold
4.	Jan. 9, 2019	AV Regional Water Paper Excellence Negotiations	90	Proposed	ES/Plan	Not active	
5.	Jan. 9, 2019	Sproat Lake Water Quality	90	Proposed	ES	Not currently in work plan A service area would need to be established. SLMP do some basic water monitoring in the summer.	
6.	Jan. 9, 2019	Watershed Management	93	Proposed	Planning	ADC Subcommittee developing options for an Agricultural Com.	ADC to provide recommendations

*Line item #'s are for reference only – numbers will change as items are completed or added.

Block E
(Staff Action from Board and Committee Meetings)
(Sorted by Service Area and Lead Department and date)
Internal Use updated to August 21, 2020

	Meeting Date	Action Item	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
1.	July 22, 2020 Board	Enter into a (3) three-year lease agreement with SRM Restorations for lot # 16 at the AVRA effective Sept. 1st, 2020 to Aug. 31st, 2023 at a rate of \$3,227.73 per year plus applicable taxes and yearly BC CPI increases.	AVRA	ES	Updating recommendation.	Aug. 26, 2020 Board Agenda
2.	July 22, 2020 Board	Add of a commercial recycling container on the west side dock in West Bamfield from September 2020 to June 2021.	Bamfield	ES	Contractor and Lady Rose notified, will begin in September	September 2020
3.	Jan. 28, 2020 BCW Advisory	Staff to investigate the options for removing or adjusting the Development Cost Charge requirements for renovations.	BCW	ES	Need to update DCC Bylaw	Report to BC Water Advisory Committee at next meeting
4.	May 13, 2020 Board	Purchase the 1-tonne pick-up truck from Steve Marshall Ford for the purchase price of \$41,329.70 excluding GST.	BCWS	ES	Truck has been ordered – being constructed	Delivery ETA – Oct. 31 st /2020
5.	May 13, 2020 Board	Staff work with BC Transit to include a new Sproat Lake to Walmart transit route in the 3-year Transit Improvement Plan for further consideration.	EA	ES	In progress	
6.	May 13, 2020 Board	Refer the Alberni Valley Electoral Area Transit Feasibility Study to the EA Directors Committee for further investigation.	EA	ES	June 24, 2020 Board meeting	Board directed staff to work with BC Transit
7.	Mar. 4, 2020 EA Comm.	EA Directors recommend to the Board of Directors that the ACRD contribute \$7,500 to the West Coast Land Use Demand Study being undertaken by the Districts of Tofino and Ucluelet.	EA Admin	Planning	Staff at the Districts of Tofino and Ucluelet are leading this project. Letter of funding confirmation sent to project lead at District of Ucluelet.	Project contract to be awarded Fall 2020.

*Line item #'s are for reference only – numbers will change as items are completed or added.

Block E
(Staff Action from Board and Committee Meetings)
(Sorted by Service Area and Lead Department and date)
Internal Use updated to August 21, 2020

	Meeting Date	Action Item	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
8.	April 8, 2020 Board	Staff engage in a public information campaign with regards to Bylaw R1032, ACRD Outdoor Burning Smoke Control Regulation, 2019.	EA Admin.	Planning	Out for public review and input.	Report to Board October 2020 with options to adopt and or make changes.
9.	Dec. 11, 2019 Board	Staff to schedule a one-day workshop in the spring of 2020 with emergency preparedness and planning groups in the region	EP	PS	Delayed	2021
10.	May 13, 2020 Board	Staff advertise a RFP to seek a qualified contractor to coordinate the Council For Agricultural Water Supply Project.	Gen. Gov.	Planning	Delayed	Staff to advertise Fall 2020
11.	Feb. 13, 2019 SA	Invite a representative to be a delegation at a future Board meeting to discuss the regulation of cannabis for medical purposes	Regional Planning	Planning	Looking for appropriate delegate. Will revisit after adoption of Bylaw P1399	On hold during Covid.
12.	Mar. 4, 2020 EA Comm.	EA Directors Committee recommend that the Board instruct staff to investigate the potential of putting in a fire hydrant at the corner of Sutton Road and Port Albion Road in Long Beach.	SLB FP	Planning/ ES	Staff have begun discussions with YFN (the location is within YFN) to investigate how to move forward with this.	
13.	Feb. 12, 2020 Board	Have Sperling Hansen undertake a review of the West Coast Landfill Leachate and Treatment Assessment Report and complete a costs analysis of landfill closure versus continued operation.	WCL	ES	Report Complete	To be presented at next WCC meeting.

*Line item #'s are for reference only – numbers will change as items are completed or added.

Completed Items - Block F
(Staff Action from Board and Committee Meetings)
(Sorted by Service Area and Lead Department and date)
Internal Use updated to August 21, 2020

	Meeting Date	Action Item	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
1.	July 22, 2020 Board	Extend the Alberni-Clayoquot Health Network Coordinator Contract with Marcie DeWitt for additional one (1) year term ending May 31, 2021	ACHN	Admin	Done July 29 2020	
2.	April 8, 2020 Board	Terminate any commercial solid waste tipping fee accounts at the AV and WC Landfills that have outstanding payments after 30 days of receipt of invoice and re-access at the end of the month.	AV & WC Solid Waste	Finance	Continuing to monitor. No collection issues to report.	
3.	Jan. 22, 2020 Board	Enter into a Licence Extension Agreement for five years with the Port Alberni Port Authority for the Somass Estuary Leachate Line	AVL	ES	Completed	
4.	Feb. 12, 2020 Board	Enter into an agreement with Product Care Recycling.	AVL/WCL	ES	Completed	
5.	Feb. 12, 2020 Board	Enter into an agreement with Encorp Pacific.	AVL/WCL	ES	Completed	
6.	Jan. 22, 2020 Board	Approve the IPG applications to MAH for the Beaver Creek Water Service (BCWS) Connection Audit, Bamfield Bear Hazard Assessment, Recycling App and Solid Waste Management Engagement Plan projects for up to \$10,000 each	AVL/WCL/BCWS	ES	Applications submitted	No other actions required
7.	June 12, 2019 SA	Investigate and report back on interim organic diversion service options for the City of Port Alberni.	AVLF	ES	Not applicable any longer	Done

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Completed Items - Block F
(Staff Action from Board and Committee Meetings)
(Sorted by Service Area and Lead Department and date)
Internal Use updated to August 21, 2020

	Meeting Date	Action Item	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
8.	Sept. 11, 2019 SA	Investigate and report back on the feasibility of a clear bag program for the Alberni Valley and Bamfield	AVLF	ES	Incorporated as part of the Org. Diversion program	
9.	Feb. 12, 2020 Board	Draft an amendment to Bylaw 791, Port Alberni Airport Extended Service Area Establishment, expanding the boundaries of the service area to include the Uchucklesaht Tribe Government and bring the amending bylaw forward for consideration of three readings and adoption by the ACRD Board.	AVRA	Admin.	Completed	
10.	May 13, 2020 Board	Appoint Director Wilfred Cootes to the AVRA Advisory Committee for a two-year term.	AVRA	Admin/ES	Done	
11.	Jan. 8, 2020 Board	Award the purchase of the AVRA Automated Weather Observation System Purchase to Spencer Navigation Maintenance Ltd in the amount of \$86,500 plus GST.	AVRA	ES	Complete	Installation to be completed by April 2020
12.	July 22, 2020 Board	Enter into a (3) three-year lease agreement with Ken Schuurman for lot 6 at the AVRA effective Sept. 1st, 2020 to Aug. 31st, 2023 at a rate of \$1614.14 per year plus applicable taxes and yearly BC CPI increases.	AVRA	ES	Done	
13.	July 22, 2020 Board	Transfer the old chlorine building from the Bamfield Water System Service to the Bamfield Parks Service for the price of \$1.	Bamfield	ES	Completed. Working to establish an agreement for use of the land with BMSC	Done
14.	Feb. 12, 2020 Board	Provide landowner permission to the AVEA in support of their grant application to the	BC Parks	ES	Permission provided	Complete

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Completed Items - Block F
(Staff Action from Board and Committee Meetings)
(Sorted by Service Area and Lead Department and date)
Internal Use updated to August 21, 2020

	Meeting Date	Action Item	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
		Pacific Salmon Foundation for salmon enhancement in Evergreen Park.				
15.	Jan. 28, 2020 BCW Advisory	BC Water Advisory Comm. recommend to the ACRD Board to allocate \$500,000 of Community Works funding for the Fayette and Lamarque watermain renewal projects in 2020.	BCW	ES/ Finance	\$407,000 adopted in budget	Completed
16.	Feb. 12, 2020 Board	Approve submission of a grant application to the Investing in Canadian Infrastructure Program (ICIP) Green Infrastructure for design and construction of the Beaver Creek Water System Falls/Georgia Watermain Project.	BCWS	ES	Application Submitted. Completed.	
17.	Feb. 12, 2020 Board	Adopt bylaw cited as "F1146 Beaver Creek Water Local Service Area Rates and Regulations Bylaw, 2020"	BCWS	ES	Ready to be adopted	Feb. 26 th Board meeting
18.	April 8, 2020 Board	Award the Fayette and Lamarque Road water main upgrade to Leuco Construction Inc. for the tender price of \$755,698.17 including GST.	BCWS	ES	Awarded. Executing contract.	Work to be complete by November 2020
19.	May 13, 2020 Board	Re-appointment of Phil Lavoie as the Fire Chief of the Bamfield Volunteer Fire Department for a three (3) year term.	BVFD	PS/Admin		Done
20.	Mar. 4, 2020 EA Comm.	EA Directors Committee recommend that the Board award a grant in aid in 2020 to the Cherry Creek Community Recreation Commission in the amount of \$20,000.00 as follows: \$18,000.00 contribution from Area "F" and \$2,000.00 contribution from Area "E"	CCCP	Finance	\$20,000 was allocated and adopted	Completed

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Completed Items - Block F
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	Meeting Date	Action Item	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
		and staff be directed to work with Commission on potential eligibility through the CWF for their interior hall upgrades with the understanding that, if all or part of the renovation project is eligible through the CWF, the grant in aid requisition will be reversed pro rata for the eligible amount.				
21.	May 13, 2020 Board	Refer the Alberni Valley Electoral Area Transit Feasibility Study to the next AV & Bamfield Services Committee for further discussion on the Sproat Lake transit routes and routes within the Alberni Valley.	EA	ES	June 17 th meeting	
22.	Jan. 22, 2020 Board	Enter into a two year agreement with the District of Tofino to provide building inspection services and direct the CAO and Chairperson to sign the Building Inspection Resource Sharing Agreement with the addition of gravel mileage.	EA Admin	Planning	Done	
23.	Jan. 22, 2020 Board	Enter into a two year agreement with Huu-ay-aht First Nation to provide building inspection services and direct the CAO and Vice-Chairperson to sign the Building Inspection Resource Sharing Agreement with the addition of gravel mileage	EA Admin.	Planning	Completed	
24.	July 22, 2020 Board	Staff to request an appointment with the Premier as soon as possible to discuss the Bamfield Road.	Gen Gov	Admin	Done letter sent July 29 2020	

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(Staff Action from Board and Committee Meetings)
(Sorted by Service Area and Lead Department and date)
Internal Use updated to August 21, 2020

	Meeting Date	Action Item	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
25.	July 22, 2020 Board	Request a meeting with the appropriate Minister in conjunction with the UBCM Convention to discuss removing the water access only for the Salmon Beach Community	Gen Gov	Admin	Done request submitted	
26.	May 27, 2020 Board	Staff to develop a press release highlighting the 2019 projects that were supported by Federal Gas Tax Funds in the Alberni-Clayoquot region.	Gen Gov	Finance	Done	
27.	July 22, 2020 Board	Enter into a License Agreement with the City of Nanaimo, to use the Vancouver Island Emergency Response Academy First Responder Course Materials	Gen Gov	Prot. Services	Done August 12, 2020	
28.	April 22, 2020 Board	Board of Directors submit possible ideas for resolutions for consideration at the 2020 UBCM to the GMAS by May 22, 2020. staff to bring back drafted resolutions and background materials for consideration by the Board at the meeting on June 10, 2020.	Gen Gov.	Admin	Done	
29.	July 22, 2020 Board	Amend the Timelines section of the Community Works Fund Policy to include a proposal deadline date of October 31st of the prior year.	Gen Gov.	Finance	Done	
30.	Nov. 13, 2019 SA	Place a ¼ page colour advertisement in the BC/Yukon Command Royal Canadian Legion "Military Service Recognition Book" for 2020 at a cost of \$595.00 and staff be instructed to	Gen. Gov.	Admin	Done	

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	Meeting Date	Action Item	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
		come back with options for local advertising in 2021.				
31.	Dec. 11, 2019 Board	Appoint Director Haggard to the Port Alberni Port Authority Dry Dock Committee – Stakeholder Meeting	Gen. Gov.	Admin	Done	
32.	Dec. 11, 2019 Board	Renew membership with the FCM for 2020—2021 in the amount of \$6,324.73.	Gen. Gov.	Admin	Done	Complete
33.	Jan. 22, 2020 Board	Approve sharing 50% of the costs for the Mayors’ of the CPA and District of Tofino to attend the FCM Conference in Toronto, June 4-7, 2020 including registration, travel and accommodation.	Gen. Gov.	Admin	Convention cancelled	Remove
34.	Dec. 11, 2019 Board	Adopt Bylaw cited as “Bylaw E1062, West Coast Transit Service Area Establishment, 2019.	Gen. Gov.	Admin.	Adopted	
35.	April 8, 2020 Board	Re-appoint Mr. Douglas Holmes, CAO as the ACRD nominee on the PAPA Advisory Nominating Committee.	Gen. Gov.	Admin.	Done	
36.	Feb. 12, 2020 Board	Approve a letter of support for the RD of Mount Waddington’s grant application to purchase an industrial wood grinder.	Gen. Gov.	ES	Complete.	Awaiting update from RDMW
37.	Feb. 12, 2020 Board	Staff to submit the letter solely on behalf of the ACRD to the Old Growth Strategic Review	Gen. Gov.	ES	Sent Feb. 13, 2020	Completed
38.	April 8, 2020 Board	Do not apply a 2% penalty to overdue water payments for the next three months, April, May, June 2020.	Gen. Gov.	Finance	Bills sent out with no penalty	Completed

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Internal Use updated to August 21, 2020

	Meeting Date	Action Item	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
39.	Oct. 9, 2019 SA	Implement a live streaming and archiving video	Gen. Gov.	IT	Done	
40.	Oct. 9, 2019 SA	Forward a letter to the MOTI regarding safety concerns on the corner of Kitsuksis and Batty Road.	Gen. Gov.	Planning	Done	
41.	Feb. 12, 2020 Board	Notify Transport Canada that the ACRD intends to participate in the place of refuge initiative and the GM of Planning and Development will be the point of contact.	Gen. Gov.	Planning	TC notified	Transport Canada to lead project.
42.	May 13, 2020 Board	CAO to execute a grant agreement with the Real Estate Foundation of BC to engage in the Council for Agricultural Water Supply Project.	Gen. Gov.	Planning	Project is overseen by the Agricultural Development Committee	Signed.
43.	May 13, 2020 Board	CAO to execute the Data Use License Agreement between the ACRD and the Province of BC	Gen. Gov.	Planning	Done	
44.	Feb. 12, 2020 Board	Adopt Long Beach Airport Bylaw R1016-4 – A Bylaw to Amend Fees for the Tofino-Ucluelet Airport.	LBA	ES	Adopted	
45.	May 13, 2020 Board	Approve the deferral of LBA lease payments interest free for April, May, June, July and August 2020; AND all deferred LBA lease payments be paid by September 1st, 2020.	LBA	ES/Finance	Approved and will continue to monitor.	
46.	April 8, 2020 Board	Do not apply a 2% penalty to overdue airport lease payments for the next three months, April, May, June 2020.	LBA & AVRA	Finance	Lease holders have been contacted	

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	Meeting Date	Action Item	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
47.	Dec. 11, 2019 Board	Adopt bylaw cited as "Millstream Water Local Service Area Rates and Regulations Bylaw No. F1144, 2019	Millstream Water	Finance	Adopted Dec. 11, 2019	
48.	Feb. 12, 2020 Board	Allocate \$50,000 of the Regional Parks Capital Reserve and \$240,000 of Community Works Funds as a portion of matching funds for the construction of the EA "C" – Long Beach portion of West Coast Multi Use Path.	Reg. Parks	ES/ Finance	Done at Feb. 12 th , 2020 Board meeting	
49.	Feb. 12, 2020 Board	Add the unconstructed EA "C" – Long Beach portion of West Coast MUP into Regional Parks in order to provide a governance structure for this new trail and support the ICE-T and BC Active Transportation Grant Applications	Reg. Parks	ES/Finance	Done at Feb. 12 th , 2020 Board meeting	
50.	Nov. 13, 2019 SA	Send a letter to the appropriate Minister regarding the importance of second multi-general dwellings for continued agricultural purposes	Rural Planning	Planning	Letter sent	Done
51.	July 22, 2020 Board	Present Mr. Joe Van Bergen with a letter of appreciation and gift of recognition to commemorate his years of volunteer service to the community of Sproat Lake and the Alberni Valley, including his service on the Sproat Lake Community Association and 20 years of service on the Sproat Lake Advisory Planning Commission.	SL	Planning	Done July 29 2020	

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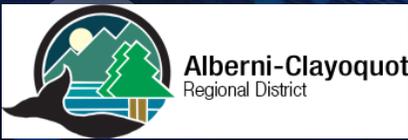
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(Staff Action from Board and Committee Meetings)
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Internal Use updated to August 21, 2020

	Meeting Date	Action Item	Service Area	Lead Depart.	Status	Next Milestone with Estimated date of Completion
52.	June 26, 2019 SA	Enter into an agreement with Parks Canada for the disposition of spoil material at the LBA from construction of the ʔapsčiiik t'ašii (Ups-cheek ta-shee); and staff work with the West Coast Committee on possible compensation options	WC	ES	Tender closed Oct. 8, 2019	Contract awarded to J. Robbins
53.	Sept. 11, 2019 SA	Award and negotiate the terms of the WC Organics Pilot Project contract with Tofino Urban Farms Co.; full costs to be recovered under the Strategic Priorities Fund and CAO to sign	WCLF	ES	Completed	First delivery of compost/organics to site Feb. 18, 2020
54.	Nov. 13, 2019 SA	Send letters to the Tla-o-qui-aht FN & Yuułuʔiłʔatḥ Government inviting them to join the ACRD's WC Garbage & Recycling Curbside collection program	WCWM	ES	Letter sent and follow up emails sent. No response yet.	Recycle BC FN Coordinator will be on WC in March. May help move project along

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2020 / 2021 Capacity Review



Capacity Increase

**Grant and Asset
Management Coordinator**
Rationale:

The full time Grant and Asset Management Coordinator is integral for the ACRD to ensure the asset management program and culture is managed effectively throughout the organization. The position would also centralize the grant administration within the ACRD in order to optimize grant opportunities as well as be responsible for the administration and reporting portion of the grant process. The Coordinator would balance effort in key areas:

- Asset Management Program – 30% - Update the Asset Management Plans with current condition assessments, assist in changing maintenance practices from reactive to proactive, develop long-term financial plans and consider risk when managing assets
- Organizational risk management – 25% - Insurance management including keeping provisions relevant and values current, in-house expertise on operational policies and procedures to mitigate risk
- Grant writing and management – 45% - Seek out grants as they become available, coordinate staff conversations culminating in RFD's to the Board, submitting applications, maintaining reporting requirements, build/maintain relationships with grant administrators, navigate complimentary grants including 'stacking' rules

Risk: High

There is currently considerable organizational risk with the lack of understanding regarding the many unknown future liabilities within the asset management program. Without this baseline knowledge, decisions will be made today that will have long-term negative financial consequences in the future. The Version 1's of the Asset Management Plans that have been created to date are merely a starting point for the ACRD's asset management program. The implementation plans included in the plans now need to be actioned and these plans need to be living documents that are used to make decisions and revised as changes occur.

Financial:

The estimated cost of this union position is approximately \$98,000 per annum in 2021, including benefits. There are no 'start-up' costs to this position as the Asset Management Implementation Coordinator position has existed for the last two years with the financial assistance of the Strategic Priorities Fund grant and this new position would replace it. While not quantified, staff are of the opinion that:

- long-term costs to the taxpayer/ratepayer are reduced when properly administered Asset Management Plans are actively maintained and used to guide budgeting and asset replacement
- this position can maximize grant opportunities in this current environment of frequent grant programs
- active risk management can significantly reduce the chances of harm to people (the public) and reduce the chance of financial harm (such as a "co-insurance" problem for under-insuring assets, loss for non-coverage / insurance gaps or a waste of premiums for over insuring).

Implications of Not staffing these areas of expertise:

Continued reliance on 'corner of desk' administration will forgo benefits listed above, continue to dilute the time of existing staff and continue with leave risks unaddressed.

2020 / 2021 Capacity Review



Alberni-Clayoquot
Regional District

Capacity Increase

Purchasing Agent

Rationale:

The full time Purchasing Agent position provides a critical skill that the District does not currently have in place. The CAO and CFO provide limited oversight to purchasing, leasing and project management however, various Managers and Supervisors carry out these tasks on a day-to-day basis and purchasing and contract management is done in a decentralized manner. This puts the District in a high-risk position while not providing the opportunity to minimize costs and maximize revenues. Purchasing and contract management are complex skill sets that are challenging to maintain in a decentralized model. The Purchasing Agent would lead the procurement initiatives for capital purchases, operating contractors, and consultants. It is estimated that ACRD staff procure goods and services in excess of \$10 million dollars annually.

The implementation of social/strategic policies and practices is a strategic priority of the Board of Directors. The development of this program will take a significant amount of staff time and is currently challenging to implement in our decentralized manner.

In addition to procurement and contract management, this position would also be responsible for leases. Leasing agreements provide an excellent opportunity to maximize returns on District assets (currently in excess of \$128,000 / year). The management of lease renewals as well as new lease requests would also be managed by this position.

Risk: High

There is currently considerable organizational risk with current procurement standards, contract administration, and lease management. A single failure to properly administer a contract can result in significant financial damage.

Financial:

The estimated cost of this union position is approximately \$98,000 per annum in 2021, including benefits. The startup costs of this position are estimated to be approximately \$10,000. While not quantified, staff are of the opinion that the following will offset the cost of the position:

- Reduced expenses through professional contract and tender management
- Increased value for leases
- Decreased risk for contract litigation
- Create capacity for staff who currently undertake procurement.

Implications of Not staffing these areas of expertise:

Reliance on 'corner of desk' administration will continue to expose the ACRD to this high level of risk.

2020 / 2021 Capacity Review



Alberni-Clayoquot
Regional District

Capacity Increase

Assistant Accountant

Rationale:

The full time Assistant Accountant would provide much needed support for various financial services functions including landfill management, LBA landing fees, AVRA fuel system, MFA payments and Municipal receivables, hospital district payables, water utilities, assist with year end procedures and provide backup support for other finance positions. The CFO and Accountant are currently spending an inordinate amount of time managing transactions that are not the optimum use of skilled capacity time. As the size of the organization has grown over the past number of years so have the demands of the finance department's time. This position would assist in creating opportunities for the CFO to spend time on more strategic initiatives and on developing financial best practices for the organization.

The rationale for this position is that it frees up the time of the CFO and Accountant to deal with critical work that there is currently limited time to complete, such as:

- PSAB Implementation
- Optimizing investments
- Continuous Improvements including development of policies regarding surplus, debt and other financial management best practices

Risk: Medium

There is organizational risk primarily due to the lack of attention the CFO has for higher-level risk issues. For example, if PSAB standards are not implemented then a qualified audit opinion will be issued on the ACRD financial statements.

Financial:

The estimated cost of this union position is approximately \$84,000 per annum in 2021, including benefits. The startup costs of this position are estimated to be approximately \$10,000. While not quantified, staff are of the opinion that increased investment revenues will assist in offsetting the costs of this position.

Implications of Not staffing these areas of expertise:

This position addresses a serious capacity issue that currently exists in the Finance department and is creating burn-out and impacting the ability of senior staff to take time off and have some work/life balance. If this position is not filled then the CFO will continue to be required to complete lower level work as the ability to delegate this lower level work is not possible due to a lack of capacity in the other finance department positions. If this position is not filled the CFO will need to continue to work a large number of overtime hours including evenings and weekends from January to April.

2020 / 2021 Capacity Review



Alberni-Clayoquot
Regional District

Capacity Increase

Landfill Supervisor

Rationale:

Additional and dedicated resources for landfill management is critical for the ongoing sustainability and stability of the Solid Waste Service. The ACRD is not meeting the planned deliverables listed in the Solid Waste Management Plan and there are a number of deficiencies at the landfills that have not been resolved. In previous years, significant support was provided by a local engineering firm for oversight of landfill operations, infrastructure management, budgeting, etc. With retirement of key people in that company, this relationship has not been successful, and that support is no longer available. Over the years, there has also been a reallocation of staff time in the department to help support other services (SLMP, BCWS, BWS, AVRA, LBA, etc.). In 2019 direct staff allocation for all solid waste services was only 2.3 FTE with comparable regional districts solid waste services at staffing levels of 4 to 5 FTE.

Risk: High

There is currently high-risk present at both landfills and in the overall solid waste management service. The 2019 landfill reviews identified a long list of areas for each of the landfills that need improvement in order to meet the 2016 landfill criteria including the need for improved leachate management, updated DOCPs, and landfill fire response planning. Demonstrating proper management of the landfills is essential for gaining an extended tenure for the AVLF and ensuring confidence from the community and neighbours (Tseshaht, PRNP) that their environment is not negatively impacted (noise, odour, pollution of water or land). The ACRD has been fortunate that there have not been Provincial inspections over the past ten years.

Financial:

This position would be fully funded through tipping fee revenues which were previously increased in 2019 to match neighbouring regional district rates and discourage importing of waste. Accordingly, neither taxes or tipping fees would not need to be increased. There will also be improved efficiency and oversight of landfill operations which will ensure the most cost-effective operation of the landfills. This position would help to mitigate potential fines and environmental clean-up that could be extremely costly.

Implications:

The consequences of not meeting the legislative requirements for landfill management include the possibility of significant fines or criminal charges. There is reputational risk in the event of environmental damage in a region that prides itself on environmental stewardship.

2020 / 2021 Capacity Review



Alberni-Clayoquot
Regional District

Capacity Increase

Solid Waste Support

Rationale:

The 0.5 FTE for Solid Waste Support is required to ensure ongoing implementation of Solid Waste Management Plan (SWMP) objectives, to meet statutory obligations and to add support for solid waste initiatives on the west coast. There is a list of deficiencies at the west coast landfill that requires support to be properly implemented and managed to meet regulatory requirements. The ACRD is not meeting the planned deliverables listed in the 2007 SWMP, which is required to be updated every 10 years.

The ACRD is also seeing increasing demand for enhanced diversion and services above the targets of the 2007 SWMP on the west coast who are looking to be leaders in single use plastic elimination and circular economy waste reduction. This resource could help the west coast municipalities and First Nations who are investing staff time and resources into their own efforts to increase diversion and implement new solid waste programs. Their efforts require support from the regional solid waste service to be successful and a consistency of programs across the west coast is important to address tourism which is the biggest sector for waste generation.

Risk: Medium

There is currently considerable risk with not providing adequate levels of support for proper landfill management as listed in the landfill supervisor proposal. There are also risks in not meeting the objectives of the SWMP or updating it to meet our legislative requirements which include the potential for fines or criminal charges. The District has been fortunate that there have not been Provincial inspections over the past ten years. There is real risk for environmental damage in a region that prides itself on environmental stewardship.

Financial:

This position would be fully funded through tipping fee revenues which were previously increased in 2019 to match neighbouring regional district rates and discourage importing of waste. There would be no additional cost to the Regional District.

Implications:

Without adequate resources, the 2007 goals of the SWMP will not be met. Current diversion rates are 20% compared to the target of 50% and waste generation rates are 589 kg/capita compared to the target of 400 kg/capita. The consequences of not following the objectives of our Solid Waste Management Plan as required by legislation include the possibility of significant fines or criminal charges. Without regional support the west coast community diversion efforts are not likely to achieve great success.

2020 / 2021 Capacity Review



Alberni-Clayoquot
Regional District

Capacity Increase

Protective Services Coordinator

Rationale:

The 0.5 FTE Protective Services Coordinator will allow for coordination of emergency management services across the region. Emergency Management was identified as an organizational need and is part of the Board's Strategic Plan. The addition of a 0.5 FTE Protective Services Coordinator would add to the recently approved 0.5FTE ESS Director position, forming a full-time position in the Protective Services Department. ACRD is not currently meeting its legislated requirements in the Long Beach Electoral Area as no Emergency Plan has been adopted for this area, and it would be difficult to say that the ACRD is currently meeting legislated requirements for Emergency Support Services (ESS) in the Alberni Valley or in the Long Beach Electoral area. To combat these legislated deficiencies additional contract resources have been dedicated to developing the Long Beach Emergency Plan, planned for finalization before year end and additional resources have been committed to the Alberni Valley ESS. We are on track to meeting basic legislated requirements in early 2021; however, delivering emergency services in a proactive, collaborative way with other jurisdictions will be very limited with current staffing resources.

Risk: Low - Moderate

There is risk in the event of a major emergency in the region. Providing a coordinated response to the West Coast would be challenging as outlying communities are not formally coordinating emergency services. West Coast communities includes the District of Ucluelet, the District of Tofino, Yuułu?ił?ath Government, Toquaht Nation, Tla-o-qui-aht First Nation, Hesquiaht First Nation, Ahousaht First Nation, the Long Beach Electoral Area and Parks Canada. The ACRD has engaged well with most of the above jurisdictions during the COVID-19 response, but none of this engagement involves preplanning for other emergencies or coordinating emergency plans. Areas of improvement could include coordinated ESS responses, coordinated tsunami warning systems, utilizing the same Emergency Notification Systems, and coordinated evacuation route plans.

Financial:

The estimated cost of this included (union) position is approximately A (\$50,000) increment per annum in 2020 including benefits plus funding for IT and office equipment.

Implications of Not staffing these areas of expertise:

Status quo will continue including the Protective Services Manager allocating approximately 6% of time dedicated to the Long Beach Electoral Area, and 6% of time dedicated to the Bamfield Electoral area. Currently no Protective Services staff time is dedicated to coordination with other jurisdictions on the West Coast.

2020 / 2021 Capacity Review



Alberni-Clayoquot
Regional District

Capacity Increase

Communications Coordinator

The full-time Communications Coordinator provides a level of service comparable to local government organizations similar in size to ACRD. Communications and marketing is currently decentralized with no coordination, branding or long term strategies. Communications and engagement with communities is a Board Strategic Priority. This position would provide a centralized approach to communications including:

- Strategic communications planning
- Web site content, development and management
- Public relations
- Intergovernmental relations (including First Nations coordination)
- Social media platforms (development, monitoring, and management)
- ACRD branding
- Community engagement – proactive engagement on Regional District initiatives and processes
- Enhanced social media platforms
- Marketing

Risk: Low

There is minimal risk associated with this position, however this position would ensure the ACRD's corporate identity is managed professionally and consistently. The current external messaging that is performed by many different staff members across the organization creates risk. Mistakes could be costly due to potential inadvertent libelous or denigrating comments made publicly.

Financial:

The estimated cost of this included (union) position is approximately \$99,000.00 per annum in 2021, including benefits, based on full-time employment. An additional \$10,000 (estimate) one-time cost to establish the position (IT equipment, office space, furniture, etc.) is also required.

Implications of Not staffing these areas of expertise:

- Continued reliance on 'corner of desk' administration will forgo benefits listed above, continue to dilute the time of existing staff and continue with leave risks unaddressed.



REQUEST FOR DECISION

To: Board of Directors

From: Douglas Holmes, Chief Administrative Officer
Wendy Thomson, GM of Administrative Services
Mike Irg, GM of Planning & Development
Teri Fong, Chief Financial Officer
Jenny Brunn, GM of Community Services
Heather Zenner, Protective Services Manager
Mark Fortune, Airport Manager

Meeting Date: January 13, 2021

Subject: Recommendations for ACRD Strategic Plan Targets, COVID-19 Restart Grant and Resources

Recommendation:

- 1. That the Alberni-Clayoquot Regional District Board of Directors approve a permanent full time position of Grant and Asset Management Coordinator effective May 2021 at an estimated annual cost of \$100,000;***
- 2. That the Alberni-Clayoquot Regional District Board of Directors approve amending the ½ time ESS Director position to a permanent full time Protective Services Coordinator Position (which includes ESS Director Duties) effective March 2021 at an estimated incremental annual cost of \$43,000;***
- 3. That the Alberni-Clayoquot Regional District Board of Directors approve a permanent full time position of Landfill Supervisor effective April 2021 at an estimated annual cost of \$95,000;***
- 4. That the Alberni-Clayoquot Regional District Board of Directors approve amending the permanent ½ time Planner position to permanent ¾ time effective February 2021 at an estimated incremental annual cost of \$25,000;***
- 5. That the Alberni-Clayoquot Regional District Board of Directors direct staff to include in the 2021-2025 Financial Plan for discussion purposes the following positions:***
Assistant Accountant effective July 2021 at an estimated incremental annual cost of \$86,000
Purchasing Coordinator effective September 2021 at an estimated incremental cost of \$98,000
Communications Coordinator effective September 2021 at an estimated incremental cost of \$97,000
Solid Waste Support Coordinator ½ FTE effective January 2022 at an estimated incremental cost of \$45,000

6. That the Alberni-Clayoquot Regional District Board of Directors approve the allocation of the COVID-19 Restart Funds as follows:

Year	Service	Amount	Description
2020	General Government	13,800	Admin building COVID related upgrades
2020	General Government	20,000	Increased operating costs due to COVID
2020	Long Beach Airport	90,700	Increased operating costs and lost revenue
2020	Various	96,300	COVID related personnel costs
2021	Fire Departments	60,000	Cleaning equipment for firefighter gear
2021	Emergency Planning Services	29,000	COVID related resources including advertising
2021	General Government	30,000	Increased operating costs due to COVID
2021	Various	75,000	IT improvements to improve public access to services
2021	Regional Parks	27,600	Improvements based on Strategic Plan
2022	Emergency Planning Services	42,600	COVID related resources including advertising
Total		485,000	

- 7. That the Alberni-Clayoquot Regional District Board of Directors approve the updated wording (highlighted in yellow) and the proposed Targets for the Strategic Objectives contained in the staff report that appears as Agenda Item 8b.**
- 8. That the Alberni-Clayoquot Regional District Board of Directors direct staff to provide taxation mitigation options involving reduced Hospital District requisition when presenting the draft 2021-2025 ACRD Financial Plan in February 2021.**

Desired Outcome:

For the Board of Directors to establish its public service objectives and align the ACRD resources to achieve those objectives.

Summary:

This report is 1 of 5 reports that are linked together in discussing the implementation of the Strategic Plan, allocating the COVID-19 Recovery Grant, and determining resources to undertake the Boards public service objectives.

This format was employed to both compartmentalize the various elements of this discussion while assisting the Board in considering all the elements before making its policy decisions.

Financial:

As presented in agenda items 8 b - d.

Strategic Plan Implications:

Strategic plan targets are recommended in this summary report.

Approved by: 

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



REQUEST FOR DECISION

To: ACRD Board of Directors

From: Wendy Thomson, General Manager of Administrative Services

Meeting Date: January 13, 2021

Subject: ACRD Open Meetings and Electronic Meetings – COVID-19 Pandemic

Recommendation:

THAT in accordance with Ministerial Order M192 and Provincial Health Officer Order on gatherings and events dated December 24, 2020, all Alberni-Clayoquot Regional District (ACRD) open Board and Committee meetings continue to be held without members of the public in attendance in person until February 11, 2021;

AND THAT in the interest of openness, accountability and transparency, ACRD Board and Committee meetings continue to be conducted via Zoom videoconferencing and livestreamed on the ACRD Website and the public continue to have the opportunity to participate in the Zoom meetings via Zoom Webinar or emailing the ACRD at responses@acrd.bc.ca to provide comments and/or input respecting agenda items;

AND FURTHER THAT in the interest of openness, accountability and transparency, ACRD public hearings continue to be conducted via Zoom videoconferencing or other electronic means.

Desired Outcome:

To continue to protect the health and safety of staff, elected officials and the public during the COVID-19 pandemic and to continue adhering to Minister Order M192 and the current Provincial Health Officer Order on gatherings and events.

Background:

The Alberni-Clayoquot Regional District Board of Directors at their regular meeting held on December 9, 2020 considered the attached report respecting ACRD meetings during the COVID-19 pandemic and passed the above resolution effective until January 14, 2021.

Ministerial Order M192 respecting local government meetings during the COVID-19 pandemic continues to be in effect [Ministerial Order M192 - Local Government Meetings & Bylaw Process \(formerly M139\)](#).

Provincial Health Officer ([PHO](#)) [Order on Gatherings and Events \(PDF\)](#) dated December 24, 2020 has been extended until February 5, 2021, preventing in-person public attendance at council or board meetings. The Office of the Provincial Health Officer encourages local governments to hold meetings electronically. Local governments must continue to ensure openness, transparency, accessibility and accountability.

In order to continue complying with these orders, Regional District staff recommend the Board of Directors pass the above resolution to be in effect until after the February 10th Board of Directors meeting.

Regional District staff will continue monitoring Ministerial and Provincial Health Officer orders and report back to the February 10th Board meeting with respecting holding open ACRD Board and Committee meetings.

Time Requirements – Staff & Elected Officials:

Minimal.

Financial:

Associated costs covered through General Government Services.

Strategic Plan Implications:

n/a

Policy or Legislation:

COVID-19 Related Measures Act, Minister Order M192, Provincial Health Officer Orders, Local Government Act and ACRD Procedures Policy apply.



Submitted by: _____
Wendy Thomson, General Manager of Administrative Services



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



REQUEST FOR DECISION

To: ACRD Board of Directors

From: Wendy Thomson, General Manager of Administrative Services

Meeting Date: December 9, 2020

Subject: ACRD Open Meetings and Electronic Meetings – COVID-19 Pandemic

Recommendation:

THAT the Alberni-Clayoquot Regional District Board of Directors rescind the following resolution passed at the September 9, 2020 regular Board of Directors meeting:

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.*

THAT the Alberni-Clayoquot Regional District pass the following new resolution in order to comply with the December 2, 2020 Provincial Health Officer Order on gatherings and events:

THAT in accordance with Ministerial Order M192 and to continue protect the health and safety of staff, elected officials and the public during the COVID-19 pandemic, all Alberni-Clayoquot Regional District (ACRD) open Board and Committee meetings be held without members of the public in attendance in person until the end of January 2021;

AND THAT in the interest of openness, accountability and transparency, ACRD Board and Committee meetings be conducted via Zoom videoconferencing and livestreamed on the ACRD Website and the public continue to have the opportunity to participate in the Zoom meetings via Zoom Webinar or emailing the ACRD at responses@acrd.bc.ca to provide comments and/or input respecting agenda items;

AND FURTHER THAT in the interest of openness, accountability and transparency, ACRD public hearings be conducted via Zoom videoconferencing or other electronic means.

Desired Outcome:

To adhere to the amended Provincial Health Officer Order dated December 2, 2002 on gatherings and events and Minister Order 192 during the COVID-19 pandemic.

Background:

Due to increasing numbers of COVID-19 cases in British Columbia, the Provincial Health Officer (PHO) Order on [Gatherings and Events](#) was amended and now requires local governments to make some changes to how meetings and public hearings are conducted. The public is now restricted from attending all local government meetings and public hearings in person.

The current PHO requirements under the Order on gathering and events prevents public attendance at any meetings or public hearings. All meeting participants (including board members and staff) are strongly encouraged to attend electronically.

The COVID-19 Related Measures Act (CRMA) and Ministerial Order 192 (MO 192) provide flexibility for local governments to shift how they are conducting meetings and hearings based on the current PHO recommendations and local circumstances. Order M192 provides that a council or board is not required to allow members of the public to attend a meeting if, despite the best efforts of the council or board, the attendance of members of the public cannot be accommodated at a meeting that would otherwise be held in accordance with the applicable requirements or recommendations under the Public Health Act.

Under the CRMA and Minister Order 192:

- Local governments must continue to make “best efforts” based on local circumstances to inform the public of meetings and provide alternative ways for the public to provide comment on agenda topics (e.g. email, letter, phone) or participate electronically (if available)
- Local governments must review or develop a resolution with respect to open and electronic meetings, and state how they will continue to meet the principles of openness, transparency and accountability in the current circumstances.
- All other rules such prescribed in legislation or local government procedures bylaw continue to apply such as: notice requirements, voting rules, and recording of meeting minutes.

Since September 2020, the majority of ACRD meetings have been held via Zoom videoconferencing. A few smaller Committee meetings such as the Electoral Area Directors Committee and West Coast Committee have been held in-person by Committee Members and a few staff.

The public continues to have several ways to participate in ACRD meetings and to address the Board and Committees:

- Register to attend the Zoom meeting via Zoom webinar and provide comments/input during question period on the agenda;
- Apply with the Corporate Officer to appear as a delegation and speak to the Board or Committee; or
- Email responses@acrd.bc.ca with comments/input respecting an agenda item which will be read out by the Corporate Officer at the respective meeting.

Public Hearings - Opportunities for the public to participate in the public hearing and / or provide written submissions prior to the public hearing, are explained in the public hearing notice, which is mailed or hand delivered to neighboring residents and property owners and advertised in the newspaper as required by the *Local Government Act*. Note: unrelated to the recent public health orders, local governments do have the option to waive public hearings in some circumstances, when the proposed zoning complies with the existing OCP. Public notification is required similar to the temporary use permit application process but a public hearing is not held. Each zoning amendment is considered on an

application by application basis and requires a specific Board resolution to waive the public hearing. To date, the Board has not wanted to consider this option.

In order for the ACRD to adhere to the amended Provincial Health Officer dated December 2nd, Regional District staff recommend the resolution passed by the ACRD Board on September 9, 2020 be rescinded and replaced with the new resolution above.

Regional District staff will continue to monitor orders from the Provincial Health Officer and will report back to the ACRD Board of Directors at the January 27, 2021 with any further amendments to ACRD meetings.

Time Requirements – Staff & Elected Officials:

Minimal.

Financial:

Associated costs covered through General Government Services.

Policy or Legislation:

COVID-19 Related Measures Act, Minister Order M192, Provincial Health Officer Orders, Local Government Act and ACRD Procedures Policy apply.



Submitted by: _____
Wendy Thomson, General Manager of Administrative Services



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



REQUEST FOR DECISION

To: Board of Directors
From: Teri Fong, CPA, CGA, Chief Financial Officer
Meeting Date: January 13, 2020
Subject: Revenue Anticipation Borrowing Bylaw No. F1151

Recommendation:

That the Alberni-Clayoquot Regional District Board of Directors give first reading to the bylaw cited as “Revenue Anticipation Borrowing Bylaw No. F1151, 2021”.

That the Alberni-Clayoquot Regional District Board of Directors give second reading to the bylaw cited as “Revenue Anticipation Borrowing Bylaw No. F1151, 2021”.

That the Alberni-Clayoquot Regional District Board of Directors give third reading to the bylaw cited as “Revenue Anticipation Borrowing Bylaw No. F1151, 2021”.

That the Alberni-Clayoquot Regional District Board of Directors adopt bylaw cited as “Revenue Anticipation Borrowing Bylaw No. F1151, 2021”.

Background:

A revenue anticipation-borrowing bylaw is created each January to ensure that the Regional District has authority to borrow money for expenditures that must be made before the related revenues are received. In essence, this bylaw is a tool for managing cash flow and is created annually whether it is believed to be required or not. Once received, the revenues are used to cancel the debt. The Regional District did utilize overdraft periodically between May and July 2020 and the related interest was approximately \$250. It is not known at this time whether borrowing will be required in 2021 as the need is impacted by the timing of projects as well as collectability of user fees.

This bylaw is required by the Regional District’s Bank as well as the Municipal Finance Authority.

Time Requirements – Staff & Elected Officials:

Minimal.

Financial:

If overdraft or temporary borrowing are used then interest charges will be applied, otherwise there are no financial implications.

Strategic Plan Implications:

Not applicable.

Policy or Legislation:

Section 404 of the Local Government Act provides the authority for revenue anticipation borrowing.

Submitted by:



Teri Fong, CPA, CGA, Chief Financial Officer

Approved by:



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

Certified true and correct copy of
**“Revenue Anticipation Borrowing
Bylaw No. F1151, 2021.”**

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

Wendy Thomson,
Corporate Officer

John Jack,
Chairperson



REQUEST FOR DECISION

To: ACRD Board of Directors
From: Jenny Brunn, General Manager of Community Services
Meeting Date: January 13, 2021
Subject: 2021-2022 Annual Operating Agreement

Recommendation:

THAT the Alberni-Clayoquot Regional District Board of Directors approve execution of the 2020 – 2021 Annual Operating Agreement Amendment between BC Transit and the ACRD.

Desired Outcome:

To enter into an Annual Operating Agreement (AOA) for Custom Transit Services in the Alberni Valley.

Background:

The ACRD has had a Master Operating Agreement with BC Transit since 1992 for the provision of a custom public passenger transportation system and share in the costs of providing the service. The service area is comprised of the City of Port Alberni and Electoral Areas “B” (Beaufort), “D” (Sproat Lake), “E” (Beaver Creek) and “F” (Cherry Creek). The AOA sets out, together with the Master Agreement, the specific terms and conditions for the operation of the service for the upcoming term. Attached is a copy of the 2020/21 AOA for your reference.

Time Requirements – Staff & Elected Officials:

Some staff time will be required to execute the agreement.

Financial:

The Safe Restart Program has provided joint federal and provincial funding of \$86 million dollars in support of transit services throughout British Columbia for costs between April 1, 2020 and March 31, 2022. This funding has been equally allocated based on transit system’s budgeted fare losses and operating expenses, providing \$47,265 to the Alberni Clayoquot Custom Transit System to be applied over the course of 24 months. Conditions of receiving this funding include executing the AOA by January 31, 2021 and limiting annual fare increases to 2.3% through to March 31, 2024, detailed in the attached letter from BC Transit.

The 2020 – 2021 AOA updated budget also reflects a lower forecasted passenger revenue as well as reduced vehicle lease fees which were waived from July 1 to December 31, 2020. This has resulted in reduced operating costs that are further subsidized by the restart grant for a net reduction of \$53,031 from the original budget.

AOA Budget	Previous	Amendment
Revenues	\$34,500	\$12,390
Total Costs (includes ACRD share of lease fees)	\$610,157	\$559,461
Total ACRD Share of Costs	\$195,457	\$166,059
Safe Restart Grant		-\$23,633
Net share of ACRD Costs	\$195,457	\$142,426

The 2021-2025 financial plan will reflect these changes and be presented for review and approval during the plan approval process.



Submitted by:

Jenny Brunn, General Manager of Community Services



Approved by:

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

December 7, 2020

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

Dear Doug,

SUBJECT: 2020-21 Amended Annual Operating Agreement & Safe Restart Contribution

The Province has initiated its 'BC Restart Plan', which lays out a series of steps intended to protect people and help ensure that British Columbia can recover from the effects of the COVID-19 pandemic. The Province, BC Transit and the Alberni-Clayoquot Regional District recognize that transit is an essential service, critical for providing public mobility during the acute phases of COVID-19 and for supporting the social and economic recovery of communities and the province as part of the BC Restart Plan.

Under the federal 'Safe Restart' program the federal and provincial governments have committed to provide joint contributions in support of transit services. BC Transit has entered into a Contribution Agreement to receive \$86 million to provide relief to Local Government Partners to help meet their share of costs to maintain affordable Essential Transit Service Levels during the COVID-19 pandemic recovery period.

The Safe Restart Contribution of \$86 million was based on forecasted fare revenue losses and COVID related expenses between April 1, 2020 and March 31, 2022. Local Government Partners have been allocated a share of the Safe Restart Contribution based on their share of total budgeted fare revenues (for fare losses) and share of operating expenses (for COVID-related expenses). Under this Contribution Agreement \$47,265 has been allocated to the Alberni-Clayoquot Custom Transit System.

While service levels and fares are set by each Local Government Partner, the Contribution is intended to assist in maintaining targeted essential transit service levels for the Alberni-Clayoquot Custom Transit System as follows:

Transit System	2020/21 Forecast Hours*	2021/22 Target Hours	2022/23 Target Hours	2023/24 Target Hours
Alberni-Clayoquot Custom	6,706	6,706	6,706	6,706

* 2020/21 Forecast hours reflect the reduction in service hours that may have been implemented due to COVID-19

Maintain affordability of transit services by limiting average annual public fare increases to 2.3% in each of BC Transit's 2021/22 – 2023/24 fiscal years.

It is expected that by receiving this Contribution, the Alberni-Clayoquot Regional District will work with BC Transit to maintain targeted essential transit service levels and affordability as outlined above.

Subject to BC Transit receiving a fully executed amended AOA for 2020/21 by January 31, 2021, the one-time allocation of the Contribution will be applied towards the Municipality's share of expenses for 2020/21 and any excess contributions received from the Municipality will be deferred to the Municipality's Local Transit Fund. The contribution will be applied to monthly Municipal invoices evenly for the period April 1, 2020 to March 31, 2022 and a retroactive credit will be applied on your Municipal invoice.

In addition to the Safe Restart contribution, the attached amended AOA budget(s) reflect lower forecast passenger revenues and reduced vehicle lease fees due to the vehicle lease fee holiday for the period July 1 to December 31, 2020. Operating expenses are also reduced if there was a reduction in previously budgeted service levels.

If you have any questions regarding the Safe Restart Funding or your amended budget, please contact me at your convenience.

Regards,



Myrna Moore
Senior Manager, Government Relations
BC Transit

Alberni-Clayoquot

ANNUAL OPERATING AGREEMENT

between

Regional District of Alberni-Clayoquot

and

British Columbia Transit

Effective

April 1, 2020

INFORMATION CONTAINED IN THIS AGREEMENT IS SUBJECT TO *THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT*. CONSULT WITH THE AUTHORITY PRIOR TO RELEASING INFORMATION TO INDIVIDUALS OR COMPANIES OTHER THAN THOSE WHO ARE PARTY TO THIS AGREEMENT.

ANNUAL OPERATING AGREEMENT

BETWEEN:

Regional District of Alberni-Clayoquot

(the "Municipality")

AND:

British Columbia Transit

(the "Authority")

WHEREAS the Authority is authorized to contract for transit services for the purpose of providing and maintaining those services and facilities necessary for the establishment, maintenance and operation of a public passenger transportation system in the Transit Service Area;

WHEREAS the Municipality is authorized to enter into one or more agreements with the Authority for transit services in the Transit Service Area;

WHEREAS the parties hereto have entered into a Transit Service Agreement which sets out the general rights and responsibilities of the parties hereto;

WHEREAS the Municipality and the Authority are authorized to share in the costs for the provision of a Public Passenger Transportation System pursuant to the *British Columbia Transit Act*;

AND WHEREAS the parties hereto wish to enter into an Annual Operating Agreement which sets out, together with the Transit Service Agreement, the specific terms and conditions for the Public Passenger Transportation System for the upcoming term.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises and of the covenants hereinafter contained, the parties covenant and agree with each other as follows:

Contents

SECTION 1: DEFINITIONS..... 4

SECTION 2: INCORPORATION OF SCHEDULES..... 4

SECTION 3: INCORPORATION OF TRANSIT SERVICE AGREEMENT..... 4

SECTION 4: TERM AND RENEWAL 4

SECTION 5: FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT 4

SECTION 6: SETTLEMENT OF DISPUTES 5

SECTION 7: MISCELLANEOUS PROVISIONS 5

SECTION 8: LOCAL CONTRIBUTIONS AND RESERVES..... 5

SECTION 9: SAFE RESTART CONTRIBUTION..... 7

SECTION 10: GOVERNING LAW 7

SECTION 11: COUNTERPARTS..... 7

SECTION 12: NOTICES AND COMMUNICATIONS 7

SCHEDULE "A": TARIFF AND FARES10

 APPENDIX 1: TARIFF NOTES.....10

 APPENDIX 2: TARIFF AND FARES.....11

SCHEDULE "B": SERVICE SPECIFICATIONS.....12

SCHEDULE "C": BUDGET13

SECTION 1: DEFINITIONS

Unless agreed otherwise in the Annual Operating Agreement, the definitions set out in the Transit Service Agreement shall apply to this Annual Operating Agreement including:

- a) “Annual Operating Agreement” shall mean this Annual Operating Agreement and any Annual Operating Agreement Amendments negotiated and entered into by the parties subsequent hereto;
- b) “Transit Service Agreement” shall mean the Transit Service Agreement between the parties to this Annual Operating Agreement, including any amendments made thereto;

SECTION 2: INCORPORATION OF SCHEDULES

All schedules to this agreement are incorporated into the agreement, and form part of the agreement.

SECTION 3: INCORPORATION OF TRANSIT SERVICE AGREEMENT

Upon execution, this Annual Operating Agreement shall be deemed integrated into the Transit Service Agreement and thereafter the Transit Service Agreement and Annual Operating Agreement shall be read together as a single integrated document and shall be deemed to be the Annual Operating Agreement for the purposes of the *British Columbia Transit Act*, as amended from time to time.

SECTION 4: TERM AND RENEWAL

- a) The parties agree that the effective date of this agreement is to be April 1, 2020, whether or not the agreements have been fully executed by the necessary parties. Once this agreement and the associated Transit Service Agreement are duly executed, this agreement will replace all provisions in the existing Transit Service Agreement and Master Operating Agreement with respect to the rights and obligations as between the Authority and the Municipality.
- b) Upon commencement in accordance with Section 4(a) of this agreement, the term of this agreement shall be to March 31, 2021 except as otherwise provided herein. It is acknowledged by the parties that in the event of termination or non-renewal of the Annual Operating Agreement, the Transit Service Agreement shall likewise be so terminated or not renewed, as the case may be.
- c) Either party may terminate this agreement as follows:
 - a. Cancellation by the Authority: In the event that the Authority decides to terminate this Agreement for any reason whatsoever, the Authority shall provide at least one hundred and eighty (180) days prior written notice. Such notice to be provided in accordance with Section 10.
 - b. Cancellation by the Municipality: In the event that the Municipality decides to terminate this Transit Service Agreement for any reason whatsoever, and by extension the Annual Operating Agreement, the Municipality shall provide at least one hundred and eighty (180) days prior written notice. Such notice to be provided in accordance with Section 10.

SECTION 5: FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

This Agreement and the parties hereto are subject to the provisions of the *Freedom Of Information And Protection Of Privacy Act* (“FOIPPA”). Any information developed in the performance of this Agreement, or any personal information obtained, collected, stored pursuant

to this Agreement, including database information, shall be deemed confidential and subject to the provisions of the FOIPPA including the handling, storage, access and security of such information. Confidential information shall not be disclosed to any third party except as expressly permitted by the Authority or pursuant to the requirements of the FOIPPA.

SECTION 6: SETTLEMENT OF DISPUTES

In the event of any dispute arising between or among the parties as to their respective rights and obligations under this Agreement, or in the event of a breach of this Agreement, the parties agree to use their best efforts to find resolution through a mediated settlement. However, in the event that mediation is not successful in finding a resolution satisfactory to all parties involved, any party shall be entitled to give to the other notice of such dispute and to request arbitration thereof; and the parties may, with respect to the particular matter then in dispute, agree to submit the same to a single arbitrator in accordance with the applicable statutes of the Province of British Columbia.

SECTION 7: MISCELLANEOUS PROVISIONS

- a) Amendment: This agreement may only be amended in writing signed by the Municipality and the Authority and specifying the effective date of the amendment.
- b) Assignment: This Agreement shall not be assignable without prior written consent of the parties.
- c) Enurement: This Agreement shall be binding upon and enure to the benefit of the parties hereto and their respective successors.
- d) The parties agree that this agreement is in substantial compliance with all relevant legislative requirements to establish the rights and obligations of the parties as set out in the *British Columbia Transit Act*.

SECTION 8: LOCAL CONTRIBUTIONS AND RESERVES

British Columbia Transit service is provided using a cost sharing model. Where any transit related contributions are received and/or third party revenues are earned that are in excess of expenses, the Authority is required to hold these excess funds in a reserve account for use against transit related expenditures in future years. When unanticipated expenditures occur that were not included in the budget and cannot be covered by reserves, the Authority will seek to recover these based on the cost sharing ratios between the Municipality and the Authority.

Eligible Operating Expenses

The Authority will invoice the Municipality and collect on monthly Municipal invoices based on budgeted Eligible Operating Expenses to provide Transit Service. Eligible Operating Expenses are comprised of the following costs of providing Public Passenger Transportation Systems:

- a. *For Conventional Transit Service:*
 - i. the operating costs incurred in providing Conventional Transit Service excluding interest and amortization;
 - ii. the amount of any operating lease costs incurred by BC Transit for Conventional Transit Services;
 - iii. the amount of the municipal administration charge not exceeding 2 percent of the direct operating costs payable under an Annual Operating Agreement;
 - iv. an amount of the annual operating costs of the Authority not exceeding 8 percent of the direct operating costs payable under an Annual Operating Agreement;
- b. *For Custom Transit Service:*

- i. the operating costs incurred in providing Custom Transit Service excluding interest and amortization, but including the amount paid by the Authority to redeem taxi saver coupons issued under the Taxi Saver Program net of the amount realized from the sale of those coupons;
 - ii. the amount of any operating lease costs incurred by the Authority for Custom Transit Service;
 - iii. the amount of the municipal administration charge not exceeding 2 percent of the direct operating costs payable under an Annual Operating Agreement; and,
 - iv. an amount of the annual operating costs of the Authority not exceeding 8 percent of the direct operating costs payable under an Annual Operating Agreement;
- c. Eligible Operating Expenses exclude the costs of providing third-party 100 percent-funded services.

Lease Fees

The Authority will invoice the Municipality and collect on monthly Municipal invoices for Lease Fees on assets owned by the Authority that are used in the provision of transit service. Lease Fees are comprised of the following:

- a. The Municipality's fee for use of the asset, including for the costs of acquisition, construction, development and betterment of the asset and the costs of installing the asset at the location and condition necessary for its intended use;
- b. Debt financing and risk related charges or costs payable on assets;
- c. Risk protection against vehicle write-offs, fleet defects, price volatility, preventative maintenance and major repair of assets;
- d. Amounts sufficient for the Authority to recover all other costs relating to the asset, including, but not limited to taxes and administrative charges.

Where Lease Fees are received that exceed actual asset-related expenses in any given period, these will be placed in a pooled reserve. This reserve will be used to offset against future capital related expenses, Lease Fees, vehicle write-offs, fleet defects, price volatility, preventative maintenance and major repair of assets.

For the 2020/21 fiscal year only, Lease Fees on revenue vehicles will be waived from July 1, 2020 to December 31, 2020. This is incorporated in the Net Local Government Share of Costs shown in Schedule C.

Reserve Funds

The Authority will establish Reserve Funds for each transit system to record the contributions that have been received but not yet earned as follows:

- a. **Operating Reserve Fund:** Contributions by the Municipality towards Eligible Operating Expenses that have been matched with a Provincial share Contribution but have not been used to fund incurred Eligible Operating Expenses.
 - i. Any expenditure of monies from the Operating Reserve Fund will only be credited towards shareable Eligible Operating Expenses for the transit system for which it was collected.
 - ii. The Operating Reserve Fund excludes amounts collected from the Municipality on Lease Fees and will not be used toward Lease Fees.
 - iii. The Authority will provide a quarterly statement of account of the reserve balance including contributions, amounts utilized and any interest earned for the Operating Reserve.

- b. **Local Transit Fund:** Contributions by the Municipality towards Eligible Operating Expenses that have been received but not matched with a Provincial share contribution will be deferred in the Local Transit Fund.
 - i. Any expenditure of monies from the Local Transit Fund will:
 - 1. only be credited towards the Municipality's share of expenses for the transit system for which it was collected.
 - 2. be applied to reduce Municipal invoices at the discretion of the Municipality as agreed to under the Annual Operating Agreement or amendments as required.
 - ii. The Local Transit Fund may be used towards Lease Fees.
 - iii. The Authority will provide a quarterly statement of account of the reserve balance including contributions, amounts utilized and interest earned for the Local Transit Fund.

SECTION 9: SAFE RESTART CONTRIBUTION

Under the Safe Restart program, the federal and provincial governments have provided a joint one-time contribution to transit systems in BC (the "Safe Restart Contribution").

Subject to execution of this Annual Operating Agreement by January 31, 2021 the Authority will apply the Safe Restart Contribution as follows:

- a. As a one-time allocation towards the Municipality's share of Eligible Operating Expenses;
- b. After applying the allocation of Safe Restart Contribution, any excess contributions received from the Municipality will be deferred to the Local Transit Fund;
- c. The Authority will apply the remaining Local Transit Fund balance to reduce future Municipal invoices at the discretion of Local Government Partners as agreed to under an Annual Operating Agreement or amendments as required.

It is expected that by receiving the Safe Restart contribution the Municipality will work with the Authority to maintain targeted essential transit service levels by not reducing transit service below existing planned service levels and maintain affordability by limiting annual fare increases to 2.3% through March 31, 2024.

SECTION 10: GOVERNING LAW

This agreement is governed by, and shall be construed in accordance with, the laws of the Province of British Columbia, with respect to those matters within provincial jurisdiction, and in accordance with the laws of Canada with respect to those matters within the jurisdiction of the Government of Canada.

SECTION 11: COUNTERPARTS

This contract and any amendment hereto may be executed in counterparts, each of which shall be deemed to be an original and all of which shall be considered to be one and the same contract. A signed facsimile or pdf copy of this contract, or any amendment, shall be effective and valid proof of execution and delivery.

SECTION 12: NOTICES AND COMMUNICATIONS

All notices, claims and communications required or permitted to be given hereunder shall be in writing and shall be sufficiently given if personally delivered to a designated officer of the parties

hereto to whom it is addressed where an electronic signed document is emailed to the parties or if mailed by prepaid registered mail to the Authority at:

British Columbia Transit

c/o Executive Assistant, Business Development

P.O. Box 9861

520 Gorge Road East

Victoria, British Columbia V8W 9T5

and to the Municipality at:

Regional District of Alberni-Clayoquot

c/o Chief Administrative Officer

3008 Fifth Avenue

Port Alberni, B.C. V9Y 2E3

and, if so mailed, shall be deemed to have been received five (5) days following the date of such mailing.

IN WITNESS WHEREOF, the parties have hereunto set their hand this _____ day of _____, 20__.

Regional District of Alberni-Clayoquot

British Columbia Transit

Vice President, Business Development

Vice President, Finance and Chief Financial Officer

SCHEDULE "A": TARIFF AND FARES

APPENDIX 1: TARIFF NOTES

No additional notes required. See Appendix 2 for details.

APPENDIX 2: TARIFF AND FARES

All fares are for one-way trips.

Alberni Clayoquot Custom – April 1, 2020

PRODUCT	AUDIENCE	PRICE
CASH	ALL	\$2.00
	ATTENDANT	FREE

Note: Visitors (elsewhere in B.C. and outside B.C.) are eligible for temporary handyDART service.

SCHEDULE "B": SERVICE SPECIFICATIONS

Alberni Clayoquot Service:

The Local Transit Service Area for the boundaries of the Alberni-Clayoquot Transit Service Area shall be the corporate boundaries of the Corporation of the City of Port Alberni and Electoral Areas "B", "D", "E" and "F" of the Regional District of Alberni-Clayoquot.

The Annual Service Level for Alberni-Clayoquot Custom Service shall be **6,700** Revenue Service Hours

The Exception Days recognized annually for Alberni-Clayoquot Custom Service are:

Exception Days	Service Level
Good Friday	No Service
Easter Monday	No Service
Victoria Day	No Service
Canada Day	Sunday
BC Day	No Service
Labour Day	No Service
Thanksgiving Day	No Service
Remembrance Day	Sunday
Christmas Day	No Service
Boxing Day	No Service
New Years Day	No Service
Family Day	No Service

SCHEDULE “C”: BUDGET

	OFFICIAL AOA 2020/21
TOTAL REVENUE	\$12,390
TOTAL OPERATING COSTS	\$532,672
TOTAL COSTS (including Local Government Share of Lease Fees)	\$559,461
NET LOCAL GOVERNMENT SHARE OF COSTS	\$142,426
SAFE RESTART ALLOCATION	\$47,265



REQUEST FOR DECISION

To: ACRD Board of Directors
From: Heather Zenner, Protective Services Manager
Meeting Date: January 13, 2021
Subject: Union of BC Municipalities – Emergency Support Services Grant Application

Recommendation:

THAT the Alberni-Clayoquot Regional District Board of Directors partner with the City of Port Alberni on a grant through the Union of BC Municipalities – Community Emergency Preparedness Program Fund for Emergency Support Services.

THAT the Alberni-Clayoquot Regional District Board of Directors authorize the City of Port Alberni to apply to the Union of BC Municipalities Community Emergency Preparedness Fund for Emergency Support Services, to receive and manage grant funding on behalf of the Alberni-Clayoquot Regional District.

Desired Outcome:

For the Alberni-Clayoquot Regional District (ACRD) to apply for grant opportunities that will support Emergency Support Services (ESS) in the ACRD.

Summary:

UBCM has offered the ESS grant for several years in a row and the ACRD has received funds for the Alberni Valley to develop the Alberni Valley ESS Plan and build Reception Centre kits. The City of Port Alberni has also been successful in receiving funds last year to build a mobile ESS response trailer.

Each local government may only submit one application per intake including regional applications.

Background:

Staff have met with representatives from the City of Port Alberni, District of Ucluelet, and District of Tofino to discuss opportunities for the ESS grant and to determine which geographic area ACRD should focus the 2021 ESS grant application on. Staff are recommending that the ACRD partner with the City of Port Alberni to submit an ESS grant application for additional supplies for the mobile ESS response trailer, benefiting residents of the Alberni Valley. The mobile ESS response trailer will be able to function as a mobile reception centre, being towed to an emergency location by vehicle. Supplies for the trailer may include; tablets for mobile evacuee registration, printers, tents, tables and chairs, office supplies, comfort kits, personal protective equipment.

The mobile ESS response trailer can also be utilized to support First Nations and other communities in the event of an emergency.

Time Requirements – Staff & Elected Officials:

Staff time will be required to support the grant application process and implementation of the grant.

Financial:

The grant funds 100% of the cost of eligible activities, no partner contribution is required.

Strategic Plan Implications:

This request supports ACRD 2020-2022 Strategic Plan focus area #4 Emergency Management, in becoming adequately prepared for emergencies and disasters by coordinating our emergency planning and response activities and promoting community preparedness and resiliency.

Policy or Legislation:

The *Emergency Program Act* stipulates that local governments are responsible for Emergency Planning and Preparedness which includes providing Emergency Support Services (ESS) during an emergency or disaster. The *Local Government Act* requires that services bear the costs of delivering those services.

Options Considered:

Staff considered submitting a regional grant application on the west coast with other municipalities; however, further development of the Long Beach Emergency Program is required prior to being able to effectively plan for a regional grant application on the west coast.



Submitted by: _____
Heather Zenner, MA, RPF, Protective Services Manager



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



REQUEST FOR DECISION

To: ACRD Board of Directors

From: Mike Irg, GM of Planning and Development

Meeting Date: January 13, 2021

Subject: British Columbia – COVID-19 Resilience Infrastructure Stream (CVIRS) Grant Application

Recommendation:

That the Board of Directors authorize staff to submit an application to the British Columbia – COVID-19 Resilience Infrastructure Stream (CVIRS) for \$94,800.00 to renovate the entrance to the ACRD office building, construct an accessible entrance, update parking lot lighting, and repair drains on south side of the ACRD office building.

Desired Outcome:

To improve accessibility to the ACRD office and make needed repairs.

Summary:

If successful, this grant would cover the costs of planned renovations and repairs to the ACRD office building.

Time Requirements – Staff & Elected Officials:

Applying for the grant and managing the work will require staff time and resources. Preparing the grant application will take two days of staff time. If successful, the work will be completed by a contractor and over seen by the Property Maintenance Coordinator. Meeting the grant reporting requirements will involve both the CFO and GM of Planning and Development.

Financial:

The grant application is for \$94,800.00. Staff time is required to apply for the grant, oversee the work and meet the grant reporting requirements.

Policy or Legislation:

Board authorization is required prior to submitting this funding application. Renovating the entrance to the ACRD office building and constructing an accessible entrance is a project currently budgeted for as well as the repairs is in the ACRD work plan. This project is shovel ready and meets the criteria of the CVIRS grant. Applications must be submitted by January 27, 2021.

Regional Districts are eligible to submit one regional application (this grant application) and one application per electoral area. The ACRD currently does not have the resources to research and submit additional grant applications and meet the January 27th deadline. The attached CVRIS Program Guide outlines eligible projects.

Michael Kay

Submitted by:

Mike Irg, MCIP, RPP, GM of Planning & Development

Douglas Holmes

Approved by:

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



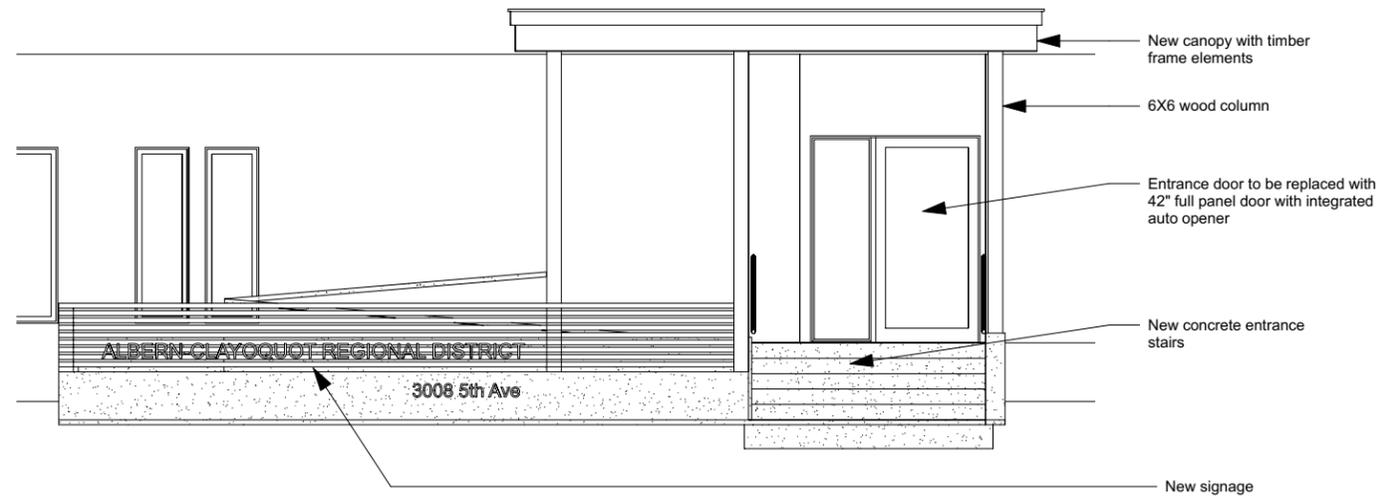
SHEET TITLE

Cover

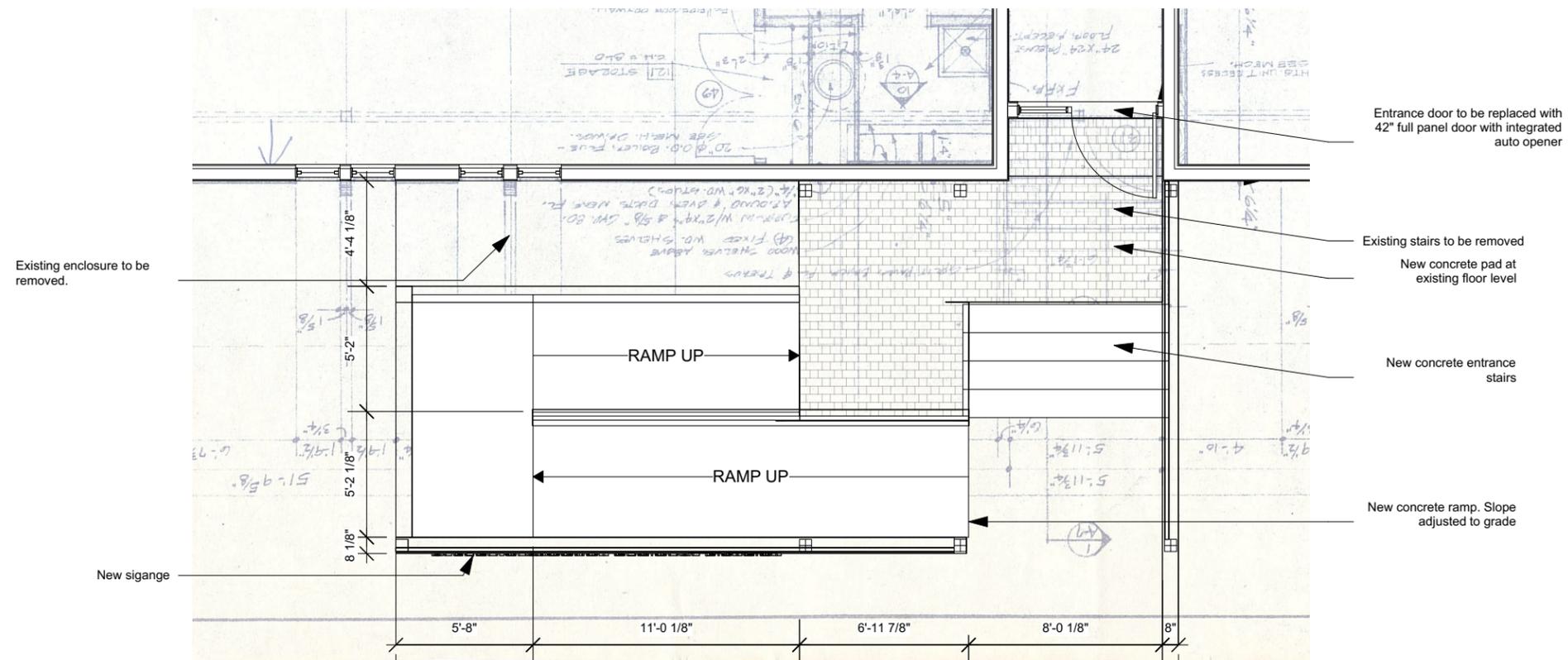
ACRD - Revised Entrance

MacDonald Hagarth Architects Ltd.
1822 Comox Ave.
Comox BC
V9M 3M2

MHA



6 Elevation Scale: 1:75



5 Plan Scale: 1:75



***Canada-British Columbia
Investing in Canada Infrastructure Program***

COVID-19 Resilience Infrastructure Stream

Program Guide

Foreword

This Program Guide provides an overview of the Investing in Canada Infrastructure Program (ICIP) - COVID-19 Resilience Infrastructure Stream (CVRIS) requirements for British Columbia. This guide has been developed to provide information to assist in preparing an application to this funding stream.

The goals of ICIP are to create long-term economic growth, build inclusive, sustainable communities and support a low carbon, green economy. Under ICIP, the CVRIS funding is focused on building infrastructure that will help British Columbian's with the significant health and socio-economic challenges brought on by the COVID-19 pandemic by responding to the specific needs of communities. Investments in British Columbia's infrastructure will help build stronger, more inclusive communities, help safeguard the environment and the health of residents, and help support local, low-carbon green economies, as well as work towards reconciliation with Indigenous communities, both on and off-reserve.

The CVRIS targets capital infrastructure projects in communities that will increase the safety and resiliency of British Columbian's, as well as, improve active transportation in communities. Eligible applicants are Local Governments, Indigenous Ultimate Recipients (both on and off reserve) and Not-for-Profit organizations.

The CVRIS is focused on infrastructure that will: upgrade local government and indigenous buildings, improve health and educational facilities; increase access to active transportation; and increase resilience/adaptation to natural disaster events.

Once approved, construction of projects must be able to start before September 30, 2021 and be completed by Dec. 31, 2021. Project design should be completed or nearly completed at the time of application. Final design work can be included as part of the capital grant applications and are required to be at an advanced stage of planning or "shovel-ready". Remote communities will have an extended period with work completed by December 31, 2022.

Projects must meet related federal outcomes to be eligible. Eligible projects will support public infrastructure, defined as tangible capital assets, including temporary infrastructure related to pandemic response, primarily for public use and benefit.

The Program Guide contains references to the Canada-British Columbia ICIP Integrated Bilateral Agreement (the Agreement) which can be found at: <http://www.infrastructure.gc.ca/prog/agreements-ententes/2018/2018-bc-eng.html>. In the event of a conflict between the Program Guide and the ICIP Integrated Bilateral Agreement, the Agreement prevails.

Contents

1. INTRODUCTION.....	5
1.1 ABOUT THE PROGRAM	5
1.2 PURPOSE	6
1.3 APPLICATION INTAKE TIMELINE	7
1.3.1 Obtain A Business BCeID.....	7
1.3.2 Request Access to the Local Government Information System (LGIS).....	9
1.4 LIMIT ON NUMBER OF APPLICATIONS	9
1.4.1 Application Limits.....	9
1.4.2 Application Parameters	10
1.5 COST-SHARING, STACKING AND LIMITS TO FUNDING AWARD.....	10
2. APPLICANTS.....	11
2.1 ELIGIBLE APPLICANTS.....	11
2.1.1 Local Governments	12
2.1.2 Not-for-Profit.....	12
2.1.3 Indigenous Ultimate Recipient.....	13
3. PROJECTS.....	13
3.1 ELIGIBLE OUTCOMES	13
3.2 ELIGIBLE PROJECTS.....	15
3.2.1 All Projects.....	15
3.3 INELIGIBLE PROJECTS.....	16
3.3.1 All projects.....	16
3.3.2 Disaster Mitigation and Adaptation	16
3.3.3 Other Ineligibility Criteria Considered.....	16
3.4 PROJECT EXAMPLES	17
3.5 PROJECT SIZE AND SCOPE	17
4. COSTS.....	17
4.1 ELIGIBLE COSTS	17
4.2 INELIGIBLE COSTS.....	18
5. GENERAL REQUIREMENTS.....	19
5.1 REQUIRED INFORMATION	19
5.2 FUNDING	20
5.2.1 Local Government Recipients.....	20
5.2.2 Indigenous Ultimate Recipients.....	21
5.2.3 Not-For-Profit Recipients	21
5.3 SELECTION PROCESS AND CRITERIA.....	21
6. APPLICATION PROCESS	22
6.1 MANDATORY DOCUMENTS	23
6.2 PROJECT LOCATION - .KML FILE.....	24
6.3 COUNCIL/BOARD/BAND COUNCIL RESOLUTION	25
6.4 DETAILED COST ESTIMATE	25

6.5	EVIDENCE OF SECURED FUNDS	26
6.6	BUSINESS FINANCIAL PLAN	26
6.7	LIST OF REQUIRED LICENSES, PERMITS AND APPROVALS	26
6.8	HAZARDOUS RISK VULNERABILITY ASSESSMENT (DISASTER MITIGATION AND ADAPTATION PROJECTS)	26
6.9	CONTACT INFORMATION	27
7.	IMPACT ASSESSMENT ACT, 2019 REQUIREMENTS.....	27
7.1	HOW TO DETERMINE IF AN IMPACT ASSESSMENT/FEDERAL ENVIRONMENTAL ASSESSMENT (FEA) IS REQUIRED	27
7.1.1	<i>Is it a designated project?</i>	27
7.1.2	<i>Is the project on federal lands?</i>	28
7.2	TIME AND COST CONSIDERATIONS.....	28
7.3	DIALOGUE WITH ENVIRONMENTAL AGENCIES	28
7.4	OTHER REGULATORY CONSIDERATIONS	29
7.5	B.C. ENVIRONMENTAL ASSESSMENT PROCESS	29
8.	INDIGENOUS CONSULTATION	29
9.	APPROVED APPLICATIONS	30
9.1	ASSETS.....	31
9.1.1	<i>Disposal of Assets</i>	31
9.2	SHARED COST AGREEMENT	31
9.3	CONTRACT PROCEDURES AND PROVISIONS.....	31
9.4	CHANGES OR VARIATIONS TO AN APPROVED PROJECT	33
9.5	COST OVERRUNS.....	33
9.6	REPORTING.....	33
9.7	CLAIMS	34
9.8	ACCOUNTING RECORDS	34
9.9	COMMUNICATIONS	35
9.9.1	<i>Procedures for Communications</i>	35
9.9.2	<i>Timeline for Public Events</i>	35
	APPENDIX A – PROJECT EXAMPLES.....	36
	APPENDIX B - DEFINITIONS	39
	APPENDIX C – EXAMPLES OF ELIGIBLE COSTS AND INELIGIBLE COSTS.....	41

1. INTRODUCTION

1.1 ABOUT THE PROGRAM

The COVID -19 Resilience Infrastructure Stream (CVRIS) is a component of the over-arching Investing in Canada Infrastructure Program (ICIP) which provides funding through an Integrated Bilateral Agreement (IBA) between Canada and British Columbia (BC) for capital projects. The CVRIS stream was created in response to the effects of the COVID-19 pandemic on communities across the country.

The CVRIS (or funding stream) will support infrastructure projects that provide retrofits, repairs and upgrades to local government and indigenous buildings; support development of active transportation networks, allow communities to improve their infrastructure to increase the resiliency and efficiency in preventing the spread of COVID-19 including protective screens and measures to support physical distancing; and, complete disaster mitigation and adaptation infrastructure projects.

The governments of Canada and British Columbia are investing in CVRIS to support infrastructure projects in communities across the province. Funding represents a commitment of up to \$80.29 million by the Canadian and BC governments, for this stream, and must not exceed \$10M of total costs per project.

Local Governments, Indigenous Ultimate Recipients and Not-for-Profit applicants (under some outcomes) are eligible to apply for this merit-based funding. *See Section 2.1 on Eligible Applicants for details.* Eligible projects will improve or create infrastructure, specifically tangible capital assets, as defined by the General Accepted Accounting Principles (GAAP), that are primarily for public use and benefit.

In order to be eligible to apply for the CVRIS, a project must meet one of the following federal outcomes listed below.

COVID-19 Resilience Infrastructure Stream Outcomes

- Retrofits, Repairs and Upgrades for local government and indigenous government buildings, health infrastructure and educational infrastructure;
- COVID-19 Response Infrastructure, including measures to support physical distancing;
- Active Transportation Infrastructure, including parks, trails, foot bridges, bike lanes and multi-use paths; and
- Disaster Mitigation and Adaptation, including natural infrastructure, flood* and fire mitigation, tree planting and related infrastructure.

*Excludes Flood Mitigation projects as these projects will be administered separately by Emergency Management BC (EMBC) through the Adaptation, Resilience and Disaster Mitigation (ARDM) program.

Infrastructure grant funding programs are often over-subscribed, and it is anticipated that there will be more projects that qualify for CVRIS funding than there are funds available. Eligible projects will be subject to technical evaluation and ranked according to the extent to which they meet the program's objectives and the eligibility criteria.

The size of funding requests should be reasonable as compared to the funding envelope. Project applications under CVRIS represent standalone projects funded solely under the funding stream. **Please note:** because 100% of eligible costs are covered by the CVRIS, financial stacking with any other funding sources, including but not limited to Provincial and Federal government sources, is not allowed. In addition, phasing and sole sourcing will not be allowable under CVRIS, In-kind works are also not be eligible under this funding stream.

Approved projects will be subject to reporting requirements as the projects progress. Applicants are encouraged to familiarize themselves with the reporting requirements described in Section 9.6 of this guide.

This funding stream supports projects that can be completed by Dec 31, 2021. Because of the short time until the program end date, design work can be included as part of the capital grant, however, the program supports projects at an advanced stage of planning and close to "shovel-ready". Projects in Remote Communities* are able to extend projects a further year and must be completed by December 31, 2022.

An Oversight Committee consisting of representatives from the federal and provincial governments will be responsible for administration of the Agreement.

***Remote Community or Remote Communities** - means a permanent community with a population less than 10,000 that is approximately greater than 4 hours ground travel under normal conditions from an urban service centre, with limited access, whether by road, air, or water, resulting in unreliable or lack of year-round service delivery of internet and telecommunications, grid-tied electricity or natural gas, contributing to increased costs or delay of goods and services such as healthcare, fuel, food, and construction materials. Urban service centres include Prince George, Fort. St. John, Dawson Creek, Kamloops, Kelowna, Nanaimo, Capital Regional District, and Lower Mainland. Please contact Ministry Staff to discuss if you are a Remote Community

1.2 PURPOSE

The CVRIS will develop funding partnerships between the Federal Government, Provincial Government and ultimate recipients including: Local Governments, Indigenous Ultimate Recipients (both on and off-reserve) and Not-for-Profit organizations.

This funding stream is focused on projects that that provide retrofits, repairs and upgrades to community buildings, support development of active transportation networks, allow communities to improve their infrastructure to increase the resiliency and efficiency in

preventing the spread of COVID-19 including protective screens and ability to physically distance, and complete disaster mitigation and adaptation infrastructure projects.

1.3 APPLICATION INTAKE TIMELINE

The deadline for the intake is **January 27, 2021 (2:00pm PST)**.

The program will utilize a rolling intake. Applications will be reviewed as soon as they are received by Municipal Affairs.

Application materials for the CVRIS intake are now available. Staff are pleased to discuss potential applications. Please call 250-387-4060 or email Infra@gov.bc.ca

A Business BCeID credential and password are required to access the online application system and we encourage you to set this up now. See [Accessing the Online Application](#) on the website for details. Business BCeID requests are required to have been submitted up to 2 weeks prior to the program intake closing date. After receiving your Business BCeID credentials, you must request access to the online application system (the Local Government Information System).

Applicants are strongly advised to initiate the process of obtaining their Business BCeID and LGIS access as soon as possible.

In order to be able to complete your online application you must have two accesses:

- a Business BCeID, and
- access to the Local Government Information System (LGIS).

Important! The two-step authorizations must be obtained several weeks in advance, to allow you time to complete and submit the grant application before the program intake deadline listed on the website. A Business BCeID allows you to WORK on your application and to SUBMIT your application through LGIS. Your organization must be registered with BCeID and have a Business BCeID account, and you (as an individual or consultant) must have a user ID from your organization's Account/Profile Manager. Once you have your Business BCeID user account and a password, you can then request access to the Ministry's online LGIS. Instructions to obtain the two accesses are provided below:

1. Obtain a Business BCeID and individual user account; and
2. Request access to the Ministry's online Local Government Information System (LGIS).

1.3.1 Obtain A Business BCeID

- Organizations must be registered with BCeID and have a Business BCeID account.

- A Business BCeID account provides secure access to online government services.
- Each organization will have a person authorized to act (an Account/Profile Manager) for the organization by BCeID.
- The organization’s authorized contact (an Account/Profile Manager) assigns a unique user account and password to individuals/consultants within their Business BCeID registered organization.
- Consultants acting on behalf of multiple organizations must acquire a unique user account from each organization.
- If you do not have the required Business BCeID account or need to verify that your organization is already registered with a Business BCeID, please search for your organization at <https://www.bceid.ca/directories/whitepages/>

If the name of your organization appears in the results list, then:

- Click on the hyperlink for your organization in the Legal Name column.
- Type in the Security Control text when prompted and click “Continue”.
- Business BCeID details will be displayed for all users and will indicate those who have been assigned the Account or Profile Manager roles.
- Contact the Account or Profile Manager within your organization to request creation of a unique Business BCeID for you to use.
- When you have been provided with a BCeID user account and password, you can then request access to the Ministry’s LGIS online application.

If the name of your organization does not appear, and an Account/Profile Manager does not exist, then a person authorized to act for the organization must complete the following steps:

- The authorized person must only register their organization once.
- Visit: <https://www.bceid.ca/register/> and select "Register for a Business BCeID"
- Complete all 5 steps of the application process. Registration can take approximately 2 weeks once all steps are completed correctly.
- Once the organization’s registration has been confirmed, BCeID accounts will be created and Account Manager and Profile Manager roles can be assigned.
- Go to <https://www.bceid.ca/directories/whitepages/> and search for your organization to confirm that the registration process has been completed.

Once an Account/Profile Manager is in place for the organization, this person can assign individual BCeID user IDs for the organization by completing the following steps:

1. The account/profile manager must edit the BCeID business preferences to allow users access. To edit the sharing preferences:
 - Log in to <https://www.bceid.ca/> . (The login button is in the top right corner.)
 - Click “Manage Account”.
 - Select “Business Preferences” under Manage Business.

- Select "I consent to BCeID sharing my business contact information with Online Services registered with BCeID."
- 2. When registration completion has been confirmed and the above steps have been completed, Business BCeIDs can be assigned to individual users.

1.3.2 Request Access to the Local Government Information System (LGIS)

You must already have a Business BCeID account, and a BCeID user ID assigned by the organization on whose behalf you wish to submit a grant application.

If your access to LGIS is not in place for the organization wishing to submit a grant application, then

navigate to LGIS at: <https://www.localgovernmentinformationsystem.gov.bc.ca/LGIS/>

- Complete and submit the Request Access form.
- This process requires verification; it is not instant. LGIS set up can take up to 2 business days. Please note that requests submitted close to the application deadline may take longer to process and will be processed in the order in which they are received.
- Ministry staff will notify you once LGIS access has been granted.

If your access to LGIS is already in place for the organization wishing to submit a grant application, then navigate to <https://www.localgovernmentinformationsystem.gov.bc.ca/LGIS/> to create, complete and submit your grant application. For detailed Step by Step instructions of how to navigate in LGIS to create, save and submit the application form please go to the LGIS Learning Training Centre.

1.4 LIMIT ON NUMBER OF APPLICATIONS

1.4.1 Application Limits

- Local Governments
 - Municipalities may submit **one** application.
 - Regional Districts may submit **one** application for each Electoral Area, in addition to, one application from the Regional District for a sub-regional or regional service.
- Indigenous Ultimate Recipients may submit **one** application (i.e. from either the Nation **or** an Economic Development Corporation which has the Nation as shareholders, but not from both). Please see Section 2.1.3 for the definition of Indigenous Ultimate recipients.

- Not-for-Profit entities may submit one application. Please see Section 2.1.2 for the definition of Not-for-Profit organization.

Please see section 2.1 for definitions of eligible applicants.

1.4.2 Application Parameters

CVRIS is a funding stream under ICIP. An applicant may apply to more than one ICIP program for the same project, however, the project will only be funded through one program. If an application submitted to more than one program (for the same project) is successful, it will be funded under the program that is determined by the Ministry. This decision is final and not subject to appeal.

If a project is approved under one ICIP Program, it becomes ineligible for funding under another ICIP Program. For example, if a project is approved for funding under the Rural and Northern Communities Program, the same project will become ineligible for funding in CVRIS.

ICIP programs have different funding shares and eligibility considerations. Applicants are welcome to seek advice from program staff on where to best target application efforts according to community needs and alignment with program criteria.

1.5 COST-SHARING, STACKING AND LIMITS TO FUNDING AWARD

The funding provided towards CVRIS projects is cost shared by the Federal Government, and the Province of BC (with the exception of Indigenous Ultimate Recipients which are funded 100% federally). Applicants must be prepared to finance project construction and ineligible costs, as well as, cover any cost over-runs. Projects can not exceed \$10 million in total costs and must be completed within the program timelines. The program is claims based. please see **Section 9.7 Claims** for additional details. The levels of federal and provincial contributions towards eligible program costs are provided below in Table 1.

Table 1: Covid-19 Resilience Infrastructure Stream Funding Splits

<i>Ultimate Recipient</i>	<i>Government of Canada Contribution (up to)</i>	<i>Province of British Columbia Contribution (up to)</i>	<i>Total Senior Government Contribution (up to)</i>	<i>Ultimate Recipient Contribution (up to)</i>
Local government	80%	20%	100%	0%
Not-for-Profit	80%	20%	100%	0%
Indigenous Ultimate Recipient on/off-reserve	100%	0%	100%	0%

Funding splits apply to costs eligible under the program only (not ineligible costs).

The remaining ineligible project costs and cost overruns are the responsibility of the applicant. Eligible costs are listed in Section 4.1 of this guide.

As projects are funded at 100% and timelines are short for project completion, stacking of any other grants or funding streams is not allowed (i.e. Gas Tax Community Works Funds would count towards the federal contribution for these purposes and would not be eligible to be utilized for the ultimate recipient's funding contribution).

- No more than 100% of project costs will be funded.
- Project applications under ICIP should represent a standalone project funded solely under the program (scope distinctly separate from projects approved under other senior government programs) to avoid stacking, timeline and conflicts with funding rules from other programs.

2. APPLICANTS

2.1 ELIGIBLE APPLICANTS

Please see below for eligible applicant information outcome. A full list of outcomes is found in section 3.1 for reference.

Table 2: Eligible Applicants by Outcome (table is continued on the next page)

<i>Outcome</i>	<i>Subcategory</i>	<i>Local Governments *</i>	<i>Indigenous Ultimate Recipients</i>	<i>Not-for-Profit</i>
1. The project will provide retrofits, repairs and upgrades to local government and indigenous buildings.	a) Local and Regional Governments and Indigenous Government buildings	✓	✓	
	b) Health Infrastructure	✓	✓	✓
	c) Education Infrastructure	✓	✓	✓
2. The project will help communities to improve their COVID-19 infrastructure, such as protective screens and physical distancing in public facilities.	a) Any public infrastructure asset* where the purpose of the project is to build, modify and/or reconfigure the asset to respond to the COVID-19 pandemic. This includes temporary infrastructure.	✓	✓	✓
3. The project will support development of active transportation networks.	a) Active transportation infrastructure, including parks, trails, foot bridges, bike lanes and multi-use paths	✓	✓	✓

<i>Outcome</i>	<i>Subcategory</i>	<i>Local Governments *</i>	<i>Indigenous Ultimate Recipients</i>	<i>Not-for-Profit</i>
4. The project will complete disaster mitigation and adaptation infrastructure projects	a) Any public infrastructure asset including natural infrastructure, where the purpose of the project is to build, modify and, or reinforce to prevent, mitigate or protect against the impacts of climate change, disasters triggered by natural hazards, and extreme weather events)	✓	✓	✓
	b) Any public infrastructure asset* including natural infrastructure, where the purpose of the project is to build, modify and, or reinforce to prevent, mitigate or protect against fires.	✓	✓	✓
	c) Assets associated with afforestation and reforestation	✓	✓	✓

*For the purpose of this project category, public infrastructure asset includes Not-for-Profit infrastructure projects where the project is for public use and/or benefit.

Applications from improvement districts must be made by the sponsoring regional district or municipality. If the application is successful in obtaining program funding, the ownership of the infrastructure and associated assets must be transferred to the sponsoring regional district or municipality. Please contact program staff to discuss the eligibility of your project.

2.1.1 Local Governments

A local government established by or under British Columbia statute that is:

- A Local or Regional Government established by or under provincial statute;

2.1.2 Not-for-Profit

To be considered a Not-for-Profit organization, the applicant must be:

- An organization incorporated as a Not-for-Profit corporation or society formed under an Act of Canada or a province or territory of Canada and in good standing under the relevant Act.
- An organization that operates and provides programs for the benefit of the community and not solely the interests of its members.
- An organization with a location in British Columbia and be active within the province.

2.1.3 Indigenous Ultimate Recipient

To be considered an Indigenous Ultimate Recipient, the applicant must be an Indigenous Governing Body, including but not limited to:

- A band council within the meaning of section 2 of the *Indian Act*.
- A First Nation, Inuit or Métis government or authority established pursuant to a self-government agreement or a comprehensive land claim agreement between Her Majesty the Queen in Right of Canada and an Indigenous people of Canada, that has been approved, given effect and declared valid by federal legislation.
- A First Nation, Inuit or Métis government that is established by or under legislation whether federal or provincial that incorporates a governance structure.
- An Indigenous Economic Development Corporation where the Nation is the shareholder.
- A Not-for-Profit organization whose central mandate is to improve Indigenous outcomes.

Ineligible applicants are:

- Federal entities, including federal Crown Corporations.
- For-Profit applicants
- School Districts
- Post-Secondary Institutions
- Health Authorities
- Applicants not defined in Section 2.1.
- Applicants not operating within the Province of British Columbia.

3. PROJECTS

3.1 ELIGIBLE OUTCOMES

Projects submitted under the CVRIS must clearly demonstrate that they are for public use and benefit. Project eligibility is based on its ability to meet the following outcomes set out by Canada. A project must meet at least one of the following outcomes to be considered eligible.

The outcomes specific to the CVRIS funding stream are:

- Retrofits, repairs and upgrades to local government and indigenous buildings, health infrastructure and educational infrastructure
 - Local government and Indigenous government buildings
 - Health infrastructure
 - Educational Infrastructure

- COVID-19 Resilience Infrastructure
 - Any public infrastructure asset* where the purpose of the project is to build, modify and/or reconfigure the asset to respond to the COVID-19 pandemic. This includes temporary infrastructure.

- Active transportation infrastructure
 - Active transportation infrastructure, including parks, trails, foot bridges, bike lanes and multi-use paths

- Disaster mitigation and, adaptation infrastructure**
 - Any public infrastructure asset*, including natural infrastructure***, where the purpose of the project is to build, modify and, or reinforce to prevent, mitigate or protect against the impacts of climate change, disasters triggered by natural hazards, and extreme weather events.
 - Any public infrastructure asset* including natural infrastructure***, where the purpose of the project is to build, modify and, or reinforce to prevent, mitigate or protect against fires.
 - Assets associated with afforestation and reforestation

Please see Appendix A for examples of potential project types.

** For the purpose of this project category, public infrastructure asset includes not-for-profit infrastructure projects where the project is for public use and/or benefit.

* Flood mitigation excluded, as these projects will be administered separately by Emergency Management BC through the ARDM program.

*** Natural infrastructure means the use of naturally occurring resources (e.g. aquifer, wetland, forest, shoreline vegetation, etc.) or the engineered use of natural resources (e.g. green roofs, bioswales/rain gardens, tree-lined streets, etc.) to provide adaptation or mitigation services to the gradual and/or sudden impacts of climate change or natural hazards.

3.2 ELIGIBLE PROJECTS

3.2.1 All Projects

CVRIS must support public infrastructure, which is defined as “tangible capital assets in British Columbia primarily for public use or benefit, including temporary infrastructure related to pandemic response”. To be eligible for funding under all outcomes, a project must:

- a) be put forward by an applicant who demonstrates that they will be able to operate and maintain the resulting infrastructure over the long term;
- b) meet one or more of the Program outcomes (see Section 3.1);
- c) be for the construction, renewal, rehabilitation, retrofit or material enhancement of infrastructure, excluding normal maintenance or operation;
- d) be supported by all requirements outlined in Section 5 – General Requirements;
- e) include an application and supporting documents that are comprehensive, credible, and feasible;
- f) stipulate a construction completion date of no later than December 31, 2021 or for remote communities December 31, 2022;
- g) be duly authorized or endorsed by a resolution from the appropriate governing body of the applicant’s organization, including but not limited to:
 - in the case of a local government applicant, a resolution from its council/board.
 - in the case of an Indigenous Ultimate Recipient, a resolution from its appropriate council/board or band council.
 - in the case of a Not for Profit organization, a resolution from its board of directors;
- h) be for broad public use or benefit and clearly demonstrate this within the application;
- i) Meet or exceed the applicable energy efficiency standards for buildings outlined in the Pan-Canadian Framework;
- j) for publicly accessible building(s), meet or exceed the requirement of the highest published accessibility standard in a jurisdiction, defined as the requirements in the Canadian Standards Association Technical Standard Accessible Design for the Built Environment (CAN/CSA B651-12), in addition to applicable provincial building codes and relevant local government bylaws;
- k) ensure that the principles underlining the federal government’s policies to promote linguistic duality and promote the development of official language minority communities are reflected;
- l) be in the Province of British Columbia; and,
- m) meet all the Program criteria identified in this Guide.

3.3 INELIGIBLE PROJECTS

3.3.1 All projects

A project will be deemed ineligible for all outcomes submitted under the CVRIS if:

- the construction began or a tender has been awarded prior to the date of approval into the Program;
- the project will be completed after December 31, 2021 or for remote communities December 31, 2022;
- the project deals with assets owned by the Government of Canada including federal Crown Corporations;
- it does not meet the program outcomes outlined in Section 3.1;
- it involves relocation of whole communities;
- it is housing;
- it involves tourism infrastructure;
- it is a planning project;
- are costs associated with land acquisition;
- is a sports facility that serves as a home facility for a professional sport team;
- is a religious site that serves as a place of assembly for religious purposes, which includes among others, a site, church, mosque, synagogue, temple, chapel (e.g., within a convent or seminary), shrine or meeting house.

3.3.2 Disaster Mitigation and Adaptation

- is disaster response infrastructure that is focussed on Flood Disaster Mitigation and Adaptation (separate program managed by Emergency Management BC through the ARDM program).

3.3.3 Other Ineligibility Criteria Considered

The government endeavors to support projects through the program which are well planned, support local and provincial priorities, and will continue to provide community benefits over the long term supported by sustainable infrastructure management. Projects may not be funded if they present risks to program funders, for example if any of the following are deemed likely:

- a high probability of the project not being able to be completed within the program timeline;
- potential for the project to not proceed due to applicant funding difficulties;
- a high probability that the project will require a significant change in scope to proceed due to limited planning being undertaken prior to application;
- the project may not provide the level of service identified;
- the project does not have public support;

- the project has the potential to cause environmental or social issues; or,
- the applicant does not demonstrate they are able to manage, maintain and finance the project over the long term.

The applicant should clearly demonstrate within the application that risks related to the project have been considered and include mitigation measures for these.

Note: this does not preclude the consideration of innovative concepts and technology, and inclusion of these will be viewed positively where they are suitable for the purpose.

3.4 PROJECT EXAMPLES

Examples of projects which may meet the outcomes in Section 3.1 are found in Appendix A of this guide. This is not an exhaustive list and is intended as a sampling only. Projects that support the listed outcomes and align with other eligibility criteria will be considered for funding.

3.5 PROJECT SIZE AND SCOPE

Projects should provide the best value for the estimated project expenditures and be sized appropriately to their location and the directly benefitting. Projects must be able to be completed by December 31, 2021 or for remote communities by December 31, 2022

The CVRIS funding decision takes into consideration multiple factors including alignment with program criteria, funding distribution, and program oversubscription.

Appropriately sized and scoped project applications are strongly encouraged.

4. COSTS

Projects **can not** exceed \$10 million in total costs. *See Appendix C for examples of eligible and ineligible costs.*

4.1 ELIGIBLE COSTS

Eligible costs allowed for approved projects will include the following:

- a) costs incurred between the project approval date and the project completion date set out in the Shared Cost Agreement.
- b) costs considered to be direct and necessary for the successful implementation of an eligible project, in the opinion of Canada and British Columbia, excluding those identified under Section 4.2 (Ineligible Costs);

- c) the capital costs of constructing, retrofitting or renovating a tangible asset, as defined and determined according to generally accepted accounting principles in Canada;
- d) all planning (including plans and specifications), assessment and design costs specified in the agreement such as the costs of environmental planning, surveying, engineering, architectural supervision, testing and management consulting services, to a maximum of 15% of total funding award;
- e) costs related to meeting specific Program requirements;
- f) the costs of engineering and environmental reviews, including environmental assessments and follow-up, as defined in the, 2019 and the costs of remedial activities, mitigation measures and follow-up identified in any environmental assessment;
- g) the costs of Indigenous consultation, and where appropriate, accommodation (for approved projects only, costs associated with Aboriginal consultation and engagement activities, are retroactively eligible from February 15, 2018.
- h) the costs directly associated with joint federal and provincial communication activities (press releases, press conferences, translation, etc.) and with federal and provincial project signage;
- i) unless otherwise specified in the IBA, eligible expenditures may include capital costs, design and site preparation directly linked to the development of natural infrastructure.

4.2 INELIGIBLE COSTS

The following are deemed ineligible costs:

- a) costs incurred prior to the approval of the project and any and all expenditures related to contracts signed prior to project approval, with the exception for expenditures associated with Indigenous consultation and engagement activities;
- b) all capital costs, including site preparation and construction costs, are ineligible until INFC has confirmed that environment/impact assessment and Indigenous consultation obligations have been met and continue to be met;
- c) costs incurred for projects that start construction after September 30, 2021;
- d) costs incurred after the project completion date set out in the Shared Cost Agreement with the exception of expenditures related to audit and evaluation requirements pursuant to the agreement;
- e) costs incurred after December 31, 2021 for projects in non-remote locations in the provinces and costs incurred in the territories or remote locations after December 31, 2022
- f) costs related to developing a funding application and application supporting documentation;
- g) costs incurred for cancelled projects;

- h) costs of relocating entire communities;
- i) land acquisition;
- j) real estate and other fees related to purchasing land and buildings;
- k) financing charges, legal fees and interest payments on loans, including those related to easements (e.g. associated surveys);
- l) costs associated with operating expenses and regularly scheduled maintenance work;
- m) leasing land, buildings and other facilities;
- n) leasing of equipment other than equipment directly related to the construction of the project;
- o) overhead costs, including salaries and other employment benefits, direct or indirect costs associated with operating expenses, administration and regularly scheduled maintenance work, and more specifically any costs related to planning, engineering, architecture, supervision, management and other activities normally carried out by staff, except those indicated in Eligible Expenditures;
- p) costs related to furnishing and non-fixed assets which are not essential for the operation of the asset/project, with the exception of temporary infrastructure funded under the COVID-19 resilience infrastructure stream, as approved by Canada;
- q) any goods and services costs which are received through donations or in kind;
- r) taxes for which the ultimate recipient is eligible for a tax rebate and all other costs eligible for rebates;
- s) all capital costs, including site preparation, vegetation removal and construction costs, until Canada has been satisfied that the federal requirements under the Impact Assessment Act, 2019, other applicable federal environmental assessment legislation that is or may come into force during the term of the Agreement, and other applicable agreements between Canada and Indigenous groups have been met to the extent possible and continue to be met; and
- t) all capital costs, including site preparation, vegetation removal and construction costs, until Canada is satisfied that any legal duty to consult, and where appropriate, to accommodate Indigenous groups or other federal consultation requirement, has been met and continues to be met.

5. GENERAL REQUIREMENTS

5.1 REQUIRED INFORMATION

Please ensure that your application addresses the following:

- Application form and mandatory documents have been filled out in full and submitted online using the Local Government Information System (LGIS).

- Application must be submitted by an "eligible applicant" (defined in Section 2).
- Application must be for an "eligible project" (defined in Section 3).
- Application includes an authorization to proceed with the project from all appropriate approval authorities.
- Application includes a commitment to pay the applicant share of the ineligible costs and ongoing (operating and other) costs associated with the project.
- Project is consistent with applicable provincial, regional, municipal, or band plans (e.g., land-use, integrated watershed management plan, municipal official plans, Integrated Community Sustainability Plans).
- Major risks with a potential impact on the project during construction or once completed have been considered, and, where applicable, a mitigation plan developed.

5.2 FUNDING

The applicant must demonstrate that a plan is in place to cover any cost overruns beyond budgeted contingencies. Further, they must demonstrate that funds have been committed to operate, maintain and plan for replacement within the application. Also see the “Evidence of Secured Funds” and “Council/Board Resolution” sub-sections under Section 6.

Applicants must be prepared to finance project construction. Please see Section 9.7 for additional details.

5.2.1 Local Government Recipients

Local governments are eligible to receive 100% funding towards eligible costs.

A financial analysis will be completed as part of the application review. This will include a review of information submitted within the application and in addition, for local governments, a review of the periodic financial information submitted to the Ministry of Municipal Affairs (the Ministry). This required periodic financial reporting information is available on Ministry files, and thus does not need to be submitted with an application. However, local government applicants should recognize that the ranking of applications may reflect the extent to which applicants have met financial criteria such as having:

- met the deadlines for legislated financial reporting, including the financial plan, audited financial statements, Local Government Data Entry (LGDE) forms and Statement of Financial Information (SOFI);
- submitted the financial plan to the Ministry to meet requirements of s 165 of the Community Charter for municipalities and Section 374 of the [Local Government Act](#) for regional districts; and
- measures of financial stability and sustainability which include property tax structures and development costs charge structure.

Also see the “Evidence of Secured Funds”, and “Council/Board Resolution” sections under Section 6.

5.2.2 Indigenous Ultimate Recipients

Indigenous Ultimate Recipient applicants are eligible to receive 100% funding towards eligible costs.

The applicant must demonstrate that a plan is in place to cover any ineligible costs and cost overruns beyond budgeted contingencies. Further, they must demonstrate that funds have been committed to operate, maintain and plan for replacement within the application. Also see the “Evidence of Secured Funds” and “Council/Board Resolution” sections under Section 6.

5.2.3 Not-For-Profit Recipients

Not-for-Profit applicants are eligible to receive 100% funding towards eligible costs.

The applicant must demonstrate that their share of funding has been secured and that a plan is in place to cover any ineligible costs and cost overruns beyond budgeted contingencies. Further, they must demonstrate that funds have been committed to operate, maintain and plan for replacement within the application by submitting a financial statement. Also see the “Business Financial Plan”, “Evidence of Secured Funds” and “Council/Board Resolution” sections under Section 6.

5.3 SELECTION PROCESS AND CRITERIA

The Program is merit based and projects are subject to a comprehensive technical ranking assessment and internal provincial review, with a list provided to the Oversight Committee and recommendations submitted to Canada for final approval. Previous ICIP intakes have been oversubscribed, and not all good applications have been able to be awarded funding.

Applicants must ensure that their application demonstrates how the project will be eligible for funding (Section 3.2), how the project benefits align with one or more of the outcomes (Section 3.1), how the project aligns with program criteria described in the application form and in this guide, and how the project is supported by sustainable management and planning.

In addition to consideration of the required information in Section 5.1 and 5.2, projects will be evaluated regarding the degree to which they meet the following:

- represent good value for money;
- contribute to community objectives and is based on community need for services;
- enhance and protect public health;

- enhance and protect environmental health;
- support sustainability principles;
- are consistent with integrated long-term planning and management;
- demonstrate efficient use of resources throughout the life of the assets created;
- are situated within, and advances, the organization’s capital works and financial plans;
- exhibit long-term sustainability, including operational viability, asset management for sustainable service delivery, and environmental sensitivity;
- will be able to be financially supported by the organization over the life of assets created including lifecycle and renewal costs;
- are supported by a high level of planning including identifying appropriate levels of service and demand;
- contribute towards reduction in demand for natural resources;
- consider adaptation and mitigation to climate change; and
- use the best available economically feasible technology, if applicable.

Projects that support the key actions identified as part of British Columbia’s commitments under the [Pan-Canadian Framework on Clean Growth and Climate Change](#) may also be given additional priority.

The internal provincial review may include consideration of factors such as regional distribution of funding, previous funding, communities in need, and unmitigated project risks.

6. APPLICATION PROCESS

All applicants must complete and submit an online application form via the LGIS. A Business BCeID is required to set up access in LGIS; this can take up to 15 business days. New users are encouraged to start the process of requesting a Business BCeID as early as possible. See the **Accessing the Online Application document** on the [ICIP CVRIS website](#) for more details.

A statement by a Financial Approver and Project Manager certifying that the information contained in the application is correct and complete will be required as part of the online application submission.

As part of project eligibility, the following criteria will need to be confirmed as met. Documentation that is not required as a mandatory upload at submission must be available and may be requested by the Province at any time including: during the application process, approval process, construction, and on/after completion of the project.

This information includes:

- a) The project supports public infrastructure, defined as tangible capital assets, primarily for public use and/or benefit, with the possible exceptions of temporary infrastructure related to pandemic response.
- b) The completed asset will be owned and operated by the funding recipient for the duration of the Asset Disposal Period (five years after a project is complete) with the possible exceptions of temporary infrastructure related to pandemic response.
- c) Project contracts will be awarded through a public tender process in a way that is fair, transparent, competitive and consistent with value for money principles.
- d) The project will meet or exceed applicable energy efficiency standards for buildings where a building is constructed.
- e) All required permits will be obtained when necessary.
- f) The project will consider climate change in the design and will include materials that will increase energy efficiency when applicable.
- g) The project will consider climate related risks and will have mitigation measures for these risks.
- h) Does the applicant have a Council/Board/Band Council/other appropriate governing body resolution authorizing the project to proceed and committing the applicant's share? This must be available upon request.
- i) The completed works will meet or exceed any applicable energy efficiency standards for buildings outlined in the Pan-Canadian Framework on Clean Growth and Climate Change.
- j) For publicly accessible building(s), the completed works will meet or exceed the requirement of the highest published accessibility standard in a jurisdiction, defined as the requirements in the Canadian Standards Association Technical Standard Accessible Design for the Built Environment (CAN/CSA B651-12), in addition to applicable provincial building codes and relevant local government bylaws;
- k) The project will ensure that the principles underlining the federal government's policies to promote linguistic duality and promote the development of official language minority communities are reflected.

6.1 MANDATORY DOCUMENTS

Applicants are responsible for ensuring full and accurate information is submitted. Applications will not be reviewed unless all necessary information has been submitted.

The following mandatory documents (15 MB limit per document) must be clearly labeled and will be required to be uploaded at time of submission to LGIS as part of your online application. Types of mandatory documentation may vary by applicant type. The documents include, but are not limited to:

- Project Location: .KML file (see directions on the ICIP CVRIS website)
- Detailed Cost Estimate (Must use the template on the ICIP CVRIS website)
- Site Plan/Map
- Partnership/Memorandum of Understanding (MOU) agreement (if more than one entity is involved in the project)
- Hazardous Risk Vulnerability Assessment or Risk Study (for Disaster Mitigation and Adaptation projects)
- For Not-for-Profit applicants: Business financial plan including working capital and income sources

Attached supporting documents should be clearly labelled, succinct and submitted in a searchable format where possible, including where an attachment is large, ensuring specific sections are highlighted for reference.

The following documents may be used to support the application; however, the relevant information should be referenced within the application:

- Partnership agreement/Letter of Support/Memorandum of Understanding (MOU) between project partners (if applicable)
- Options Assessment
- Business Plan
- Cost Benefit Analysis or Other Study
- Design Drawings or Details
- Letters of Support*
- Asset Management Plan

*Letters of support, partnership agreements, or MOUs from the other partners are recommended for projects done in partnership with others or that will have joint ownership. Letters from health officers are useful for projects that support public health objectives.

6.2 PROJECT LOCATION - .KML FILE

The project location must be submitted in the form of a .KML file. Please see the instructions for creating a .KML file on the [ICIP CVRIS website](#).

6.3 COUNCIL/BOARD/BAND COUNCIL RESOLUTION

A resolution or bylaw endorsing the project must be approved by the appropriate authorized governing body of the applicant, such as a council, board or band/tribal council and must be submitted within one month of the program closing date. The resolution or bylaw will commit the proponent to contributing its share of the eligible costs, ineligible costs and potential over-runs related to the project. An example of the resolution can be found on the [ICIP CVRIS website](#).

The resolution/bylaw must identify the source of the proponent's share of the project costs. The resolution should show support for the project from a Municipality's Council, a regional district Board, Not-for-Profit organization's Board or an Indigenous applicant's band council (or other appropriate authorized body).

Projects not supported by an appropriate resolution will not be reviewed. In the application, you will be asked to attest that you have a resolution for your project.

6.4 DETAILED COST ESTIMATE

A Detailed Cost Estimate Template has been provided on the [ICIP CVRIS website](#) and submission of a completed cost estimate* is mandatory. Detailed costs estimates must include but are not limited to: an itemized description, cost per unit of measure, date, number of units, as well as design, engineering, contingency costs, and tax rebate breakdowns, as well as whether the costs are eligible or ineligible and to state the class of confidence level of cost estimates (e.g. class B or C**).

*The preference is that submitted projects are planned to the degree that required works are identified.

**Class C (representing +/- 25 to 40% variability in costs) or better (Class A or B).

IMPORTANT: It is necessary to provide **up-to-date, detailed, and complete cost estimates** and identify and account for inflation, increasing construction costs and possible delays in start and completion dates***. It is important to plan your project to start following final project approvals.

Projects where design remains preliminary in nature should ensure that plans are in place to cover potential cost overruns and that adequate contingencies are included within the cost estimate. Otherwise, there may be additional risk linked to the proposed project given the potential cost uncertainties.

It is important to note that projects will be reviewed in the context of the [Impact Assessment Act \(IAA\)](#), 2019 and regulations as discussed in Section 7. Where applicable, project cost estimates should include costs to conduct an Impact Assessment study.

6.5 EVIDENCE OF SECURED FUNDS

Applicants must provide how and where funding will come from to pay for any ineligible costs and overages that may occur during the project. Please answer the appropriate question in the application.

6.6 BUSINESS FINANCIAL PLAN

Not-for-Profit applicants will need to supply evidence that the it is in good financial standing by supplying a financial statement that includes working capital and income sources.

Please upload:

- An internally prepared financial statement for projects with eligible costs up to \$500,000 or,
- A statement reviewed by an independent public accountant for projects with eligible costs \$500,001 and above.

The applicant will be prompted for required documents through the LGIS online application process.

6.7 LIST OF REQUIRED LICENSES, PERMITS AND APPROVALS

All applicants are required to investigate and submit a list of licenses, permits and approvals which are required for the project to proceed and they must advise on the status of any that have been applied for. This demonstrates that a project is on track and/or that the proponent has considered and commenced applications for these required items.

6.8 HAZARDOUS RISK VULNERABILITY ASSESSMENT (DISASTER MITIGATION AND ADAPTATION PROJECTS)

Projects that are submitted to the Adaptation, Resilience and Disaster outcome require that a Hazardous Risk Vulnerability Assessment (HVRA) be completed. If you do not have one completed prior to the intake closure, please contact the Ministry. The purpose of the HVRA is to identify potential hazards to the community through an evaluation of the likelihood and severity of the potential hazard including impacts on residents, infrastructure and environment. The assessment provides information on the resiliency of the community and provides mitigation and response strategies.

For an example of a Hazardous Risk Vulnerability Assessment please see:

<https://www2.gov.bc.ca/gov/content/safety/emergency-preparedness-response-recovery/local-emergency-programs/hazard-risk-and-vulnerability-analysis>

6.9 CONTACT INFORMATION

Applications and mandatory documents will be submitted through the LGIS online application. Questions can be directed to:

Ministry of Municipal Affairs

Phone: 250-387-4060

Email: infra@gov.bc.ca

7. IMPACT ASSESSMENT ACT, 2019 Requirements

The [Impact Assessment Act](#), 2019 (the Act) and its regulations are the legislative basis for the federal practice of environmental assessment. A Federal Environmental Assessment (FEA) is a process to evaluate the environmental effects and identify measures to mitigate potential adverse effects of a proposed project. The Act ensures that the environmental effects of a project are carefully reviewed before a federal department/agency decides to allow the proposed project to proceed.

Detailed information on the [Impact Assessment Act](#), 2019 and regulations can be found at the Impact Assessment Agency's website: www.canada.ca/en/impact-assessment-agency.html.

All projects that receive funding through the Agreement must comply with the Act. However, since not all projects are on federal lands or affect the environment in a significant way, many projects may not require an environmental assessment under the Act. It is the responsibility of the Proponent to determine the FEA requirements and contact the relevant Federal departments, as indicated below.

7.1 HOW TO DETERMINE IF AN IMPACT ASSESSMENT/FEDERAL ENVIRONMENTAL ASSESSMENT (FEA) IS REQUIRED

A FEA will be required under [Impact Assessment Act](#) 2019 if the project meets the definition of a designated project and or it is located on federal lands.

7.1.1 Is it a designated project?

The Project List (Also known as the *Physical Activities Regulation*) identifies types of projects that may require an assessment under the Act: <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2012-147/page-1.html#docCont>.

Only projects on the designated project list require FEA or projects designated by the Minister due to potential for environmental effects or public concerns. Should the Project meet the definition of a designated project, proponents must provide to the Impact

Assessment Agency of Canada a description of their proposed project to initiate the process.

7.1.2 Is the project on federal lands?

Projects on federal lands are subject to an assessment of environmental effects. Information must be provided to program staff on whether the project will be located on federal lands. Proponents must engage with the federal lands' owner to establish the process and requirements to meet the [Impact Assessment Act](#), 2019. For more information refer to the Impact Assessment Process Overview available at:

<https://www.canada.ca/en/impact-assessment-agency/services/policy-guidance/impact-assessment-process-overview.html>

7.2 TIME AND COST CONSIDERATIONS

Time and Costs involved in completing the FEA and associated studies will depend on site accessibility and the availability of local expertise, the nature and complexity of the project, potential environmental implications and the level of public/Indigenous interest. When developing the project cost estimates, please consider the potential expenses involved in preparing a FEA.

7.3 DIALOGUE WITH ENVIRONMENTAL AGENCIES

For projects that require a FEA, proponents are encouraged to contact relevant federal departments or provincial ministries (e.g., Fisheries & Oceans Canada, Environment Canada - Canadian Wildlife Service or BC Ministry of Environment and Climate Change Strategy). A proactive discussion with such agencies during the project-planning phase will assist in identifying potential environmental impacts, necessary mitigation measures, and permitting requirements.

IMPORTANT NOTE:

- Where necessary, ICIP funding is conditional upon completion of an environmental assessment review of the project under the federal Impact Assessment Act with a satisfactory outcome.
- Where necessary, initiating provincial and, or federal environmental assessments early in the planning of a project will assist provincial and federal governments determine the legal duty to consult and, if appropriate, accommodate Indigenous peoples when the Crown contemplates conduct that might adversely impact established or potential Indigenous or Treaty rights.

- Successful applicants must agree to adhere to mitigation requirements as may be specified in the FEA and/or recommended by federal departments and agencies participating in the review process.
- Any changes to the scope of the project while it is underway could re-open the FEA review and cause the project to have construction delays. In addition, project scope changes need to be brought to the Ministry program staff immediately as they need the Province's approval prior to going forward with any changes to the original approved scope.

7.4 OTHER REGULATORY CONSIDERATIONS

Projects must meet all applicable federal and provincial environmental legislation and standards including consultation with Indigenous nations. Where a project is excluded from a review under federal or provincial environmental assessment legislation it may require permits or approvals from local, regional or provincial government agencies. It is the applicant's responsibility to ensure that any additional approvals and permits are obtained.

7.5 B.C. ENVIRONMENTAL ASSESSMENT PROCESS

Proposed projects or modifications to existing projects that are subject to the *British Columbia Environmental Assessment Act* (BCEAA) are specified in the Environmental Assessment Reviewable Project Regulations by project type, design capacity, and diversion or extraction rate. All applicants should review a copy of the regulations for information on projects that may be subject to the BCEAA. Information must be provided to Ministry of Municipal Affairs program staff on whether the project will be subject to BC Environmental Assessment. Refer to BC Environmental Assessment Office's website at www.eao.gov.bc.ca or contact their office at:

**2nd Floor 836 Yates Street
PO Box 9426 Stn Prov Govt
Victoria, BC V8W 9V1
Email: eaoinfo@gov.bc.ca**

8. INDIGENOUS CONSULTATION

It is the responsibility of the Proponent to determine whether the project requires consultation with Indigenous groups. Information must be provided to program staff on whether the project will be subject to Indigenous Consultation.

If required, Canada must be satisfied that for each Project:

- Indigenous groups have been notified and, if applicable, consulted;

- Where an Indigenous Ultimate Recipient is the applicant, members of the benefitting community/Nation have been notified of the project;
- If applicable, a summary of consultation or engagement activities has been provided, including a list of Indigenous groups consulted, concerns raised, and how each of the concerns have been addressed or not, with accompanying explanation;
- Accommodation measures, where appropriate, are being carried out by British Columbia or Ultimate Recipient at their own cost; and,
- Any other provided information that Canada may deem appropriate.

Please note:

No site preparation, vegetation removal or construction will occur for a Project and Canada has no obligation to pay any Eligible Expenditures that are capital costs, as determined by Canada, until Canada is satisfied that any legal duty to consult, or other federal consultation requirement, and where appropriate, to accommodate Indigenous groups has been met and continues to be met.

For more information on British Columbia's consultation resources and consultation policy:

<https://www2.gov.bc.ca/gov/content/environment/natural-resource-stewardship/consulting-with-first-nations>

<http://www2.gov.bc.ca/gov/DownloadAsset?assetId=9779EDACB673486883560B59BEBE782E>

9. APPROVED APPLICATIONS

Successful recipients will be notified in writing if their application is approved.

The Province of British Columbia will provide a Shared Cost Agreement* to those proponents approved for funding. The Shared Cost Agreement will outline the terms and conditions associated with the funding. Funding is conditional upon the recipient signing a Shared Cost Agreement with the Province.

Shared Cost Agreements will be prepared only after the requirements described in Section 5.4 have been deemed as met by Canada.

All projects will be expected to be substantially complete within the dates set out in their Shared Cost Agreement.

Shared Cost Agreement or Ultimate Recipient Agreement*
is an agreement between British Columbia and the Ultimate Recipient under the ICIP.*

***“Ultimate Recipient” is an entity identified under sections A.1 a) of Schedule A in Canada – British Columbia ICIP Integrated Bilateral Agreement and identified within this guide as an eligible applicant.*

9.1 ASSETS

9.1.1 Disposal of Assets

Within the Shared Cost Agreement, ultimate recipients will need to maintain ongoing operations and retain title to and ownership of an asset for at least five years after substantial completion, except when the asset is transferred to Canada, British Columbia or a local or regional government, and with Canada and the Province’s consent.

9.2 SHARED COST AGREEMENT

“Shared Cost Agreement” means an agreement between the Province of British Columbia and a Recipient whereby the Province agrees to contribute financially to an approved project.

9.3 CONTRACT PROCEDURES AND PROVISIONS

“Contract” means a Contract between a Recipient and a Third Party whereby the latter agrees to contribute a product or service to a project in return for financial consideration which may be claimed as an Eligible Cost.

All contracts will be awarded in a way that is fair, transparent, competitive and consistent with value for money principles.

The following objectives for procurement activity for goods, services and construction are based on the principles of fair and open public sector procurement: competition, demand aggregation, value for money, transparency and accountability:

- proponents receive the best value for money spent on contracts;
- vendors have fair access to information on procurement opportunities, processes and results;
- acquisition opportunities are competed, wherever practical;
- proponents only engage in a competitive process with the full intent to award a contract at the end of that process;
- proponents are accountable for the results of their procurement decisions and the appropriateness of the processes followed;
- the cost of the procurement process, to both vendors and proponents, is appropriate in relation to the value and complexity of each procurement;

- contracts are awarded in accordance with the Canadian Free Trade Agreement and international trade agreements if applicable; and,
- acquisitions are managed consistent with the policy of the Province of British Columbia. The Province of British Columbia's Policies can be accessed at: <https://www2.gov.bc.ca/gov/content/governments/policies-for-government/core-policy/policies/procurement>

Proponents are responsible for:

- planning, managing and fully documenting the process to acquire goods, services and construction;
- managing solicitation and contract award processes in a prudent and unbiased manner that fairly treats all potential vendors and bidders;
- ensuring that contracts for goods, services and construction are designed to provide the best value; and
- ensuring that all acquisitions are consistent with policy and applicable legislation.

It is expected that all contracts for works associated with projects that are approved for funding will be publicly tendered. Where this is not feasible or practicable, recipients must inform, in writing, the Ministry for approval before proceeding with the project.

The Province reserves the right to review a Recipient's procurement and tendering policies relating to contracts for works associated with projects funded through this program at any time from project approval to a date three years after project completion.

Two resources are available to help applicants to achieve excellence in the awarding of contracts in a way that is transparent, competitive, and consistent with value for money principles:

- 1) The Master Municipal Construction Documents Association (MMCD) provides its members with standardized contract documents and training programs to maximize the benefits of the documents. The Province of British Columbia encourages British Columbia Municipalities to use the Master Municipal Construction Documents for the construction of municipal services. Many B.C. local governments have been, and continue to, subscribe to the MMCD documents, certification, training and procedures. For further information about MMCD access its website at: <https://www.mmcd.net/>
- 2) BC Bid, the e-Procurement site of the Province of British Columbia can be accessed at: <https://www.bcbid.gov.bc.ca/open.dll/welcome>.

9.4 CHANGES OR VARIATIONS TO AN APPROVED PROJECT

Applicants need to advise the Ministry, **in writing**, of any variation from the approved project. **Before** any changes are implemented, they must be approved by the Ministry. Changes that require written approval are those that deviate from the Shared Cost Agreement, generally project description/scope or project completion date. Costs that are outside of the current terms of the contract may not be able to be reimbursed.

Program staff will adjust future claims and/or require the provincial government to be reimbursed if any costs that have been reimbursed are subsequently found to be ineligible.

9.5 COST OVERRUNS

The Program will be fully allocated and oversubscribed. Recipients of grant funding will be responsible for managing project risks, including cost increases, as the Program is not designed to deal with cost overruns. Any project cost increases will be the responsibility of the Ultimate Recipient.

9.6 REPORTING

A Periodic Progress Report will be required quarterly, and a Budget Forecast Report will be required monthly or upon request by the Province. These reports update the federal and provincial agencies regarding timelines, percentage completion, milestones, forecasting and other information regarding the project. Progress reports are required whether or not a claim is made, or whether or not construction has begun. The reports are required for the period between project approval and project completion.

These reports must be completed and submitted online using the LGIS.

Conditions will be included in the Shared Cost Agreement which will require the Ultimate Recipient of the grant to conduct activities or prepare documentation related to best practice and sustainable infrastructure management. These will be tied to the payment of interim and final claims.

Examples of condition requirements that have been included in past programs include*:

- proof of completion of Indigenous Consultation, as deemed required by Canada
- confirmation that required permits have been received and/or that the design and construction meet associated regulatory requirements;
- a list of energy efficient features and equipment used in the project;
- a summary of the state of asset management practice within the organization in reference to the Asset Management BC Roadmap and/or AssetSMART 2.0;

- confirmation that a new building exceeds the energy requirements under the National Energy Code for Buildings by at least 25%;
- an asset renewal profile for the asset group related to the project.

Applicants may be required to report on the following federal targets if applicable to the project:

- contribute to a national ten mega-tonne (10 mT) reduction of greenhouse gas emissions.
- ensure one hundred percent (100%) of federally funded public-facing infrastructure meets the highest published applicable accessibility standard in a respective jurisdiction.

A Final Report detailing project performance must be completed and submitted with the final claim upon project completion.

* This is not a comprehensive list of all potential condition requirements and others may be added or substituted at the discretion of the Province.

9.7 CLAIMS

To receive both the federal and provincial governments' contributions for approved projects, claims must be submitted for eligible costs to the Ministry. Only costs incurred, paid and consistent with and comparable to those identified in the signed shared cost agreement are eligible for reimbursement. Where multiple projects are ongoing (e.g. through different grant funding programs or through a phased approach), please ensure that claims are specific to the approved project only.

Claims must be completed and submitted online using the LGIS. The online claim form requires summary of expenditures information, including name of payee, date paid, work rendered start/end dates, invoice number, invoice date, etc. Current progress reports must be submitted online to the Ministry via LGIS and technical conditions must be met for claim reimbursement. All projects are subject to site visits and audits at any time during the project and up to the end date of the IBA for ICIP between Canada and BC or up to three years after the final settlement of accounts.

9.8 ACCOUNTING RECORDS

Applicants must maintain acceptable accounting records that clearly disclose the nature and amounts of the different items of cost pertaining to the project. These records should include both the records of original entry and supporting documents of the applicant, divisions or related parties, and any third party, named in the application or contract, as appropriate to the

project. Applicants must retain accounting records for a minimum of six years after the end date of the IBA for ICIP between Canada and BC.

Failure to keep acceptable accounting records and tender documents may result in a cessation or interruption in funding and impact future funding.

The Province can require applicants to provide details of the types and amounts of all fees for consultants and contractors.

9.9 COMMUNICATIONS

9.9.1 Procedures for Communications

An important aspect of the program is to communicate its impact in helping improve the quality of life in British Columbia communities. The purpose of joint communications activities is to provide information on the Program to the public in a well-planned, appropriate, timely and consistent manner that recognizes the benefits of the initiative and the contribution of all parties.

A communications protocol will be set out within the Shared Cost Agreement. Signage recognizing funding contributions will also be required.

9.9.2 Timeline for Public Events

Please contact the Ministry at least **15 working days** prior to any scheduled public events. The federal and provincial Ministers, or their designated representatives, regularly participate in the events, thus need time to schedule for such an occasion.

APPENDIX A – PROJECT EXAMPLES

Category 1: Retrofits, repairs and upgrades for local government and indigenous buildings, health infrastructure and education infrastructure;	
Eligible Asset Sub-Category	Examples of project types
Local and Regional Governments and Indigenous Government buildings	<ul style="list-style-type: none"> • Administrative buildings • Fire halls • Police stations • Public works buildings • Maintenance facilities • Physical Plants • Food safety infrastructure (community freezers, greenhouses etc.) • Any other municipal (local government) and indigenous government buildings that deliver or provide services or programming.
Health infrastructure	<ul style="list-style-type: none"> • Nursing homes and senior citizen homes • Long-term care facilities • Wellness centres • Paramedic Services facility • Health centres, clinics and other health care buildings • Community interest facility e.g. mental health and addiction centres • Rehabilitation centres • Youth services facilities
Educational Infrastructure	<ul style="list-style-type: none"> • Day care facilities • Adult education facilities • Playgrounds • Sports facilities • Computer labs and web infrastructure • Libraries • Performing arts centres • Research centres • Agricultural education infrastructure (barns, green houses, etc.)

Category 2: COVID-19 Resilience Infrastructure, including measures to support physical distancing;	
Eligible Asset Sub-Category	Examples of project types
Any public infrastructure asset* where the purpose of the project is to build, modify and, or reconfigure the asset to respond to the Covid-19 pandemic, this includes temporary infrastructure.	<ul style="list-style-type: none"> • Safety retrofits for public buildings • Safety retrofits for rolling stock • New builds, retrofits, repairs or rebuilds of social housing, long-term care facilities, seniors’ homes or temporary housing (shelters) to support new safety measures or physical distancing • Expand single rooms within existing hospitals • Separation infrastructure for infectious disease care from other care (e.g., COVID-19 wards and dedicated facilities) • Modular field hospitals, mobile ICU units or other equipment to facilitate rapid expansion of intensive care capacity • Renovate public facilities to serve as designated hospital overflow sites • Barriers • Passenger safety improvements • Driver safety improvements (barriers etc.) • Video screens and PA systems for announcements • Automatic vehicle location technology • Security enhancements • Food security infrastructure
Category 3: Active transportation infrastructure, including parks, trails, foot bridges, bike lanes and multi-use paths; and	
Eligible Asset Sub-Category	Examples of project types
Active transportation infrastructure	<ul style="list-style-type: none"> • Parks trails and multi-use paths • Bike and pedestrian lanes on existing or new roads or highways • Sidewalks • Footpaths and foot bridges • Active transportation support facility (e.g. bike parking/storage) • Street and park furniture (e.g. benches, shade areas, planters) • Playground infrastructure within parks (e.g., tennis courts, swimming pools)

Category 4: Disaster mitigation and adaptation infrastructure, including natural infrastructure, flood and fire mitigation, and tree planting and related infrastructure.	
Eligible Asset Sub-Category	Examples of project types
<p>Any public infrastructure asset* including natural infrastructure, where the purpose of the project is to build, modify and, or reinforce to prevent, mitigate or protect against the impacts of climate change, disasters triggered by natural hazards, and extreme weather events.</p> <ul style="list-style-type: none"> Excludes Flood Mitigation projects as these projects will be administered separately by Emergency Management BC 	<p>Natural:</p> <ul style="list-style-type: none"> Forest Firebreaks Shoreline vegetation Green Roofs Bioswales/rain gardens Aquifer Wetland restoration <p>Structural:</p> <ul style="list-style-type: none"> Man-made wetlands Retaining walls and other shoreline protection such as rock revetment Seawalls and breakwaters
<p>Any public infrastructure asset* including natural infrastructure, where the purpose of the project is to build, modify and, or reinforce to prevent, mitigate or protect against fires.</p> <ul style="list-style-type: none"> Excludes Flood Mitigation projects as these projects will be administered separately by Emergency Management BC 	<ul style="list-style-type: none"> Drainage canals Man-made wetlands Retaining walls and other shoreline protection such as rock revetment Seawalls and breakwaters Weirs
<p>Assets associated with afforestation and reforestation</p>	<ul style="list-style-type: none"> Tree planting projects Coordination or distribution centres Nurseries Greenhouses

*public infrastructure includes Not-for-Profit infrastructure projects where the project is for public use and/or benefit.

APPENDIX B - DEFINITIONS

Indigenous Governing Body– means a council, government or other entity that is authorized to act on behalf of an Indigenous group, community or people that holds rights recognized and affirmed by section 35 of the Constitution Act, 1982. “Indigenous peoples of Canada” has the meaning assigned by the definition of aboriginal peoples of Canada in subsection 35(2) of the Constitution Act, 1982.

Construction Start - means the performance of physical activities on the property which results in changes which are visible to any person inspecting the site and are recognizable as the initial steps for the preparation of the land or the installation of improvements of fixtures, unless otherwise approved by Canada.

Access – a geographical area that does not have year-round road, rail, or water connections, and relies entirely on bush aviation. If it does have access part of the year on ice roads, it can only be reached by gravel road.

Accessibility – taking appropriate measures to ensure persons with disabilities have access, on an equal basis with others, to the physical environment, to transportation, and to other facilities and services open and provided to the public.

Asset Disposal Period - unless otherwise agreed to by Canada, means the period ending five (5) years after a Project is Substantially Completed for any Asset other than land purchased or acquired, in whole or in part, by the Ultimate Recipient with contribution funding provided by Canada under the terms and conditions of this Agreement. For any Asset that is land purchased or acquired, in whole or in part, by the Ultimate Recipient with contribution funding provided by Canada under the terms and conditions of this Agreement, it means the period ending forty (40) years after a Project is Substantially Completed.

BCeID – an online user authentication services that makes it possible for you to use a single user ID and password to sign in securely to participate in BC Government Online Services. Applicants must register and obtain a Business BCeID in order to be able to log in to the Local Government Information System (LGIS) system.

Contract — a Contract between a Recipient and a Third Party whereby the latter agrees to contribute a product or service to a project in return for financial consideration which may be claimed as an Eligible Cost.

Food Security – exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food which meets their dietary needs and food preferences for an active and healthy life. Household food security is the application of this concept to the family level, with individuals within households as the focus of concern.

Impact assessment – means an assessment of the effects of a designated project that is conducted in accordance with the [Impact Assessment Act](#), 2019.

Local Government Information System (LGIS) – online tool for applicants to apply, report and submit claims for infrastructure programs within the Investing in Canada Infrastructure Program.

Mitigation measures – means measures to eliminate, reduce, control or offset the adverse effects of a project or designated project, and includes restitution for any damage caused by those effects through replacement, restoration, compensation or any other means.

Shared Cost Agreement – an agreement between the Province of British Columbia and a Recipient whereby the Province agrees to contribute financially to an approved project.

Substantial Completion or Substantially Completed - when referring to a Project, that the Project can be used for the purpose for which it was intended

Third Party – means any person or legal entity, other than a Party or Recipient, who participates in the implementation of a Project by means of a Contract.

Vulnerable Populations – families or individuals who would likely have to spend a substantially larger share of their income than average on the necessities of food, shelter and clothing and thus would be living in a difficult circumstance.

Natural Infrastructure - the use of naturally occurring resources or the engineered use of natural resources to provide adaptation or mitigation services to the gradual and/or sudden impacts of climate change or natural hazards.

Remote Community or Remote Communities - means a permanent community with a population less than 10,000 that is approximately greater than 4 hours ground travel under normal conditions from an urban service centre, with limited access, whether by road, air, or water, resulting in unreliable or lack of year-round service delivery of internet and telecommunications, grid-tied electricity or natural gas, contributing to increased costs or delay of goods and services, such as healthcare, fuel, food, and construction materials. Urban service centres include Prince George, Fort. St. John, Dawson Creek, Kamloops, Kelowna, Nanaimo, Capital Regional District, and Lower Mainland. Please contact Ministry Staff to discuss if you are a Remote Community

Regional Government - means a regional district that has been established by or under a provincial statute, or the electoral area within a regional district that:

- a) Provides local services and acts as a general local government to unincorporated communities; or,
- b) Provides regional services.

APPENDIX C – Examples of Eligible Costs and Ineligible Costs

Please note: The following are examples only and are based on staff knowledge of past federal-provincial programs and program criteria. The determination of whether costs are eligible will ultimately rest with program staff. If a cost is not listed below, contact program staff prior to undertaking associated work. (See Section 6.12 for contact information)

General

ELIGIBLE	INELIGIBLE
<ul style="list-style-type: none"> • Costs paid under contract for goods or services considered to be direct and necessary to implement the project 	<ul style="list-style-type: none"> • Any unpaid costs including invoices or holdbacks • Accrued costs • Any goods or services costs which are received through donations or in kind
<ul style="list-style-type: none"> • Costs incurred after approval and on or before the project completion date stipulated in the Shared Cost Agreement and deemed properly and reasonably incurred 	<ul style="list-style-type: none"> • Costs incurred prior to approval date and after project completion date as stipulated in the Shared Cost Agreement (with the exception of Aboriginal Consultation)
<ul style="list-style-type: none"> • Capital costs as defined by GAAP (except capital costs included in INELIGIBLE COSTS) 	<ul style="list-style-type: none"> • Services or works normally provided by the Recipient, including: <ul style="list-style-type: none"> ○ overhead costs ○ salaries and other employment benefits of any employees of the Recipient <u>unless pre-approved by the Ministry and specifically related to the project</u> ○ leasing of equipment except that directly related to the construction of the project ○ purchasing equipment ○ accounting fees incurred in the normal course of operation ○ auditing fees incurred in the normal course of operation ○ operating expenses and regularly scheduled maintenance
	<ul style="list-style-type: none"> • Land acquisition and real estate fees: <ul style="list-style-type: none"> ○ leasing land, buildings and other facilities and related costs

ELIGIBLE	INELIGIBLE
	<ul style="list-style-type: none"> Financing charges, loan interest payments legal fees (including those related to easements)
	<ul style="list-style-type: none"> Taxes for which the Recipient is eligible for a tax rebate and all other costs eligible for rebates

Impact Assessment/Indigenous Consultation Costs

ELIGIBLE	INELIGIBLE
<ul style="list-style-type: none"> Environmental reviews Environmental costs Remedial activities Mitigation measures Indigenous consultation 	

Design / Engineering Costs

ELIGIBLE	INELIGIBLE
<ul style="list-style-type: none"> Fees paid to professionals, technical personnel, consultants and contractors specifically engaged to undertake the surveying, design, and engineering of a project 	
<ul style="list-style-type: none"> Accommodation costs included in consulting fees or disbursement for out of town/province professionals 	<ul style="list-style-type: none"> Any legal fees including those for land transfers (easements, Right of Way)

Construction/Materials Costs

ELIGIBLE	INELIGIBLE
	<ul style="list-style-type: none"> • Cost of purchasing land and associated real estate and other fees • Value of donated land • Interim financing and interest costs • Appraisal fees • Land title fees • Leasing of land or facilities
	<ul style="list-style-type: none"> • Building permit charged by proponent to itself • Development cost charges
<ul style="list-style-type: none"> • Insurance related to construction 	<ul style="list-style-type: none"> • Liability insurance for directors
<ul style="list-style-type: none"> • Project management fees 	
<ul style="list-style-type: none"> • Material testing necessary to prove suitability of soils and specified structural elements 	
<ul style="list-style-type: none"> • Fencing for the construction site • Permanent fencing 	
<ul style="list-style-type: none"> • Towing heavy equipment to and from the construction site 	<ul style="list-style-type: none"> • Towing vehicles
<ul style="list-style-type: none"> • Security guard & First Aid attendant (contracted for construction project) 	<ul style="list-style-type: none"> • Ambulance for workplace accidents • First aid courses
<ul style="list-style-type: none"> • Furniture and/or equipment essential for operation of the project 	<ul style="list-style-type: none"> • Tools (e.g. hammer, saw, shovel, rakes, gloves) • Furnishing and non-fixed assets which are not essential for the operation of the asset/project
<ul style="list-style-type: none"> • Utility, electrical, sanitary sewer, and storm sewer set-up/connection services to the site property line 	<ul style="list-style-type: none"> • General repairs and maintenance of a project and related structures
<ul style="list-style-type: none"> • Safety equipment to be kept at the project site (e.g. safety goggles, beakers, eye wash bottles, latex gloves, UV lamp, vacuum hand pump, forceps, etc.) 	
<ul style="list-style-type: none"> • Fire protection equipment as required by the fire department 	
<ul style="list-style-type: none"> • Third party (contractor) rental of a trailer/site office 	
<ul style="list-style-type: none"> • Permanently installed 2-way radios, phone system for facility 	<ul style="list-style-type: none"> • Monthly bills for utilities and phone/internet
	<ul style="list-style-type: none"> • Contributions in kind
<ul style="list-style-type: none"> • Fuel costs for rental equipment 	<ul style="list-style-type: none"> • Vehicle maintenance and fuel costs

ELIGIBLE	INELIGIBLE
<ul style="list-style-type: none"> Temporary construction or permanent signage, specific to the project 	<ul style="list-style-type: none"> General construction signs (e.g. detour, street closed)
<ul style="list-style-type: none"> Relocation/renovation kiosk signs for public information 	<ul style="list-style-type: none"> Temporary “Hours of Business” signs
<ul style="list-style-type: none"> Surveys necessary to determine the site’s suitability for the intended purpose 	<ul style="list-style-type: none"> Any other surveys except to determine the site’s suitability
<ul style="list-style-type: none"> Demolition of unwanted structures from the site 	
<ul style="list-style-type: none"> Landscaping to restore construction site to original state following construction Installation of landscaping 	<ul style="list-style-type: none"> Maintaining landscaping
<ul style="list-style-type: none"> Newspaper/radio ads related to contract tenders and contract award notifications; or public safety, road closure or service interruption notices related to the project 	
<ul style="list-style-type: none"> Printing and distribution costs for public information materials regarding the project 	
<ul style="list-style-type: none"> Printing costs for preparing contract documents or tenders, blueprints, plans/drawings 	
<ul style="list-style-type: none"> Courier services, specific to project e.g. delivering drawings/designs 	
<ul style="list-style-type: none"> Paving of access and curb cuts 	

Communication Activities Costs

ELIGIBLE	INELIGIBLE
<ul style="list-style-type: none"> Any costs reasonably incurred to undertake joint federal and provincial communication activities, such as, but not limited to: <ul style="list-style-type: none"> - federal or provincial funding recognition signage - permanent commemorative plaques - A/V rental and set up costs - event equipment rental and set up costs, such as stage and podium for joint events - event photography 	<ul style="list-style-type: none"> Media consultant Event planners Gifts Hospitality costs, such as, but not limited to: <ul style="list-style-type: none"> - food/beverages - liquor - entertainment



REQUEST FOR DECISION

To: ACRD Board of Directors
From: Michael McGregor, Lands and Resources Coordinator
Meeting Date: January 13, 2020
Subject: Alberni Inlet and Lakeshore Trail License Renewal

Recommendation:

THAT the Alberni-Clayoquot Regional District Board of Directors authorize the CAO to enter into the Lakeshore and Alberni Inlet Licence agreement with Mosaic Forest Management Company.

Desired Outcome:

To maintain the current use of the Alberni Inlet Trail and Lakeshore pathways.

Summary:

In 2014, the ACRD entered into an agreement to licence Phases #1 & #2 of the Alberni Inlet Trail, commencing at the trail head parking area (junction of Ship Creek Road and Anderson Avenue) and ending near the Franklin River with Island Timberlands. In 2001 the ACRD entered into an agreement to licence Lakeshore Trails with Weyerhaeuser Company Limited. In 2011 Island Timberlands and the ACRD continued the previous licence.

The attached amendment is to extend these licences for an additional five years. The current licence expired on December 31st, 2020.

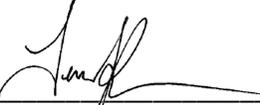
Time Requirements – Staff & Elected Officials:

Minimal staff time to liaise with Mosaic to renew the tenure.

Financial:

The ACRD will pay a one-time administration fee in the amount of \$1,000.00 to Mosaic Forest Company for the term of the licence and there will not be a annual licence fee.

Submitted by: 
Michael McGregor, Lands and Resources Coordinator

Reviewed by: 
Jenny Brunn, General Manager of Community Services

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

LICENCE AGREEMENT

THIS AGREEMENT is made as of September 01, 2020.

BETWEEN:

MOSAIC FOREST MANAGEMENT COMPANY

201 – 648 Terminal Avenue
Nanaimo, British Columbia
V9R 5E2

Email: Pam Jorgenson - pam.jorgenson@mosaicforests.com

(the "Licensor" or "Mosaic")

AND:

ALBERNI-CLAYOQUOT REGIONAL DISTRICT, having a place of business at 3008 5th Avenue, Port Alberni, British Columbia, V9Y 2E3

Email: hzenner@acrd.bc.ca

(the "Licensee")

WHEREAS:

- A. The Licensor is part of an affiliation among the Licensor, TimberWest Forest Corp. ("**TimberWest**") and Island Timberlands Limited Partnership ("**Island Timberlands**") (each an "**Affiliate**"), where the Licensor acts as timberland manager for TimberWest and Island Timberlands;
- B. Island Timberlands is the owner, or the beneficial owner, and has the right to use various roads and access certain lands shown in green on the maps attached hereto as Schedule A and as further described in Schedule B (the "**Licensed Area**");
- C. Island Timberlands by Non-Exclusive Licence dated January 01, 2014, and as amended and renewed from time to time expiring December 31, 2020 (the "**Alberni Inlet NEL**") has granted the Licensee non-exclusive and periodic use of that part of the Alberni Inlet Trail (Phases #1 & #2 of the Alberni Inlet Trail commencing at the trail head parking area (junction of Ship Creek Road and Anderson Avenue) and proceeding in a southerly direction to a parking terminus near the Franklin River) that is within the Licensed Area;
- D. Island Timberlands by Non-Exclusive Licence dated September 01, 2011, continuing the license granted by Weyerhaeuser Company Limited dated September 01, 2001, and as amended and renewed from time to time expiring August 31, 2020 (the "**Lakeshore NEL**") has granted the Licensee non-exclusive and periodic use of the Lakeshore trails within the Licensed Area;
- E. The Licensor and Licensee have agreed that this Licence Agreement dated and commencing effective August 01, 2020 (the "**Commencement Date**") terminates and replaces the Alberni Inlet NEL and the Lakeshore NEL; and
- F. The Licensee wishes to use the Licensed Area for the Purpose, as defined herein, and the Licensor has agreed to permit such use on the terms and conditions set forth in this Agreement.

NOW THEREFORE for good and valuable consideration, the receipt and sufficiency of which each Party hereby acknowledges, the Parties agree as follows:

MAIN AGREEMENT

1. **Definitions.** Any term in this Agreement, or any Schedule hereto, which is capitalized but not defined as follows will have the meaning ascribed to such term in the body of this Agreement or any Schedule hereto, as applicable.
 - (a) **"Applicable Laws"** means all statutes, laws, regulations, by-laws, building codes, orders and requirements of any federal, provincial, municipal or other public authority having jurisdiction at any time and from time to time in force;
 - (b) **"Environmental Laws"** means all Applicable Laws which impose any obligations relating to the protection, management, conservation or restoration of the natural environment or relating to Hazardous Substances or to the release of Hazardous Substances into the environment;
 - (c) **"Hazardous Substances"** means any contaminant, pollutant, dangerous or potentially dangerous or noxious or toxic good or substance, hazardous waste, special waste, flammable or explosive or radioactive material, urea formaldehyde foam insulation, asbestos, PCBs and substances or any other materials declared or defined to be hazardous, toxic, contaminants or pollutants or which at any time are prohibited, controlled or regulated for the protection, management, conservation or restoration of public health or the environment under or pursuant to any Environmental Laws;
 - (d) **"Lands"** means the lands set out in paragraph 2 of Schedule B, and as the legal description of such lands may change from time to time
 - (e) **"Licensee's Representatives"** means, individually, the Licensee's employees, agents, contractors, permittees, licensees, customers, members and invited guests;
 - (f) **"Licensor's Representatives"** means the Licensor's partners and Affiliates and its and their respective directors, officers, shareholders, employees, contractors, agents, licensees, invitees, successors and assigns.
 - (g) **"Purpose"** has the meaning set out in paragraph 1 of Schedule B to this Agreement; and
 - (h) **"Road"** means a road that is on the Licenced Area or is used by the Licensee to access the Licenced Area and to which this Licence applies, and includes all bridges and related drainage structures.

2. **Grant of Licence.** The Licensor hereby grants to the Licensee a non-exclusive and temporary licence for the Licensee and the Licensee's Representatives to use the Licenced Area, and to enter upon and use the Road as reasonably required to access the Licenced Area, provided that the Licensee's use does not interfere with the Licensor's use of the Road, upon the conditions contained herein for the Purpose and for no other purpose whatsoever, and which Purpose includes:
 - (a) constructing, installing, inspecting, cleaning, maintaining, repairing, renewing, replacing, altering, relocating and operating the Trail Works;
 - (b) bringing onto the Licenced Area all equipment, tools and materials the Licensee requires or desires in connection with the exercise of its rights hereunder;
 - (c) clearing the Licenced Area and keeping it clear of anything which, in the reasonable opinion of the Licensee constitutes or may constitute an obstruction or danger to or interference with the Trail Works (including, without limitation, the cutting of timber within the Licenced Area as contemplated in this Agreement; and
 - (d) doing all acts and things which, in the reasonable opinion of the Licensee, are necessary or incidental to the foregoing; and
 - (e) the Licensee and all of its licensees and invitees, including members of the public, all without the need for any further invitation, the non-exclusive, full, free and uninterrupted right and licence, at all times hereafter, by night and by day, to enter, use, go, return, pass and repass along, over and upon the Trail Works on foot or by bicycle only (and, for the sake of certainty, not by motorcycle or other motorized vehicle) for the purpose of obtaining access thereto and egress therefrom as a

public access trail, in common with the Licensor and all others using the Licenced Area but subject always to the terms and conditions set out herein.

3. **Licensor and Affiliate Priority.** In the event Licensor or Affiliate requires use of the Licenced Area, its use shall have priority over the Licensee's use.
4. **Term, Extension, Suspension, and Termination.** The term of this Agreement (the "**Term**") will be for approximately 5.5 years, commencing on the Commencement Date and expiring on December 31, 2025 unless extended in writing by mutual agreement or unless otherwise terminated or suspended as follows:
 - (a) Suspension. The Licensor may suspend this Agreement and the license granted herein, at any time, without penalty.
 - (b) Without Cause. Either party may terminate this Agreement upon providing 20 business days' prior written notice to the other party.
 - (i) For Cause. In addition to such other termination rights as may be set out elsewhere in this Licence, the Licensor and the Licensee agree that the Licensor may terminate this Licence immediately if the Licensee breaches or fails to comply with any of its obligations under this Licence and fails to remedy the breach or failure within thirty (30) days of receiving written notice of such breach or failure or, if such breach or failure reasonably requires more than thirty (30) days to remedy, if the Licensee has not commenced diligently remedying such breach or failure within ten days of receipt of such notice or thereafter fails to continue to diligently and expeditiously remedy such breach or failure.
 - (c) Obligations on Expiry or Termination. Upon the expiry of the Term (provided that the Term has not been renewed in accordance with this section) or other termination of this Licence, the Licensee will:
 - (ii) quit the Licenced Area peaceably and deliver up possession of the Licenced Area to the Licensor; and
 - (iii) at the Licensee's cost, demolish and remove from the Lands the Trail Works, repair any damage caused to the Licenced Area or the Lands as a result of its use of the Licenced Area or its demolition and removal of the Trail Works, and restore to the reasonable satisfaction of the Licensor the Licenced Area and the Lands as closely as is practically possible to the condition they were in prior to the construction or placement thereon of any of the Trail Works (or any improved condition which is acceptable to the Licensor).
 - (d) Survival of Obligations. Upon the expiry of the Term or other termination of this Licence, all claims, causes of action or other outstanding obligations remaining or being unfulfilled as at the date of expiry or termination and all of the provisions of this Licence relating to the obligation of either of the parties to perform actions or to account to or to indemnify the other and pay to the other any monies owing as at the date of expiry or termination in connection with this Licence will survive such expiry or termination.
5. **Licence Fee.** The Licensor will not charge the Licensee a License Fee. The Licensor reserves the right to charge a License Fee during the Term if taxes are levied in accordance with paragraph 8, and in its sole discretion, Licensor chooses to recapture that cost and any related administration costs through a License Fee.
6. **Administration Fee.** The Licensee will pay to the Licensor a one-time fee (the "**Administration Fee**") in the amount of **\$1,000.00** plus applicable taxes for the administration of this Agreement.
7. **Goods and Services Tax.** The Licensee will pay to the Licensor goods and services tax or any other tax imposed on the Licensor with respect to any amounts payable hereunder, if applicable.
8. **Levied Taxes.** The Licensee will pay to the Licensor an amount equal or approximately equal to any taxes, of any nature imposed on the Licensor as a result of the Licensee's exercise of its rights and

obligations under this Agreement including, but without limiting the generality of the foregoing, any property tax assessed as a result of any improvements made by or on behalf of the Licensee to the Licensor's lands and including Licensor's cost in determining such taxes.

9. **Payment.** All amounts payable pursuant to this Agreement will be paid as invoiced without any set-off, abatement or deduction whatsoever.

10. **Insurance.**

(a) Coverages. During the term of this Agreement, the Licensee shall procure and maintain the following insurance coverage:

- i. commercial general liability ("**CGL**") insurance in an amount not less than \$5,000,000.00 per occurrence and in the aggregate, with coverage for claims related to bodily injury or property damage occurring in connection with any exercise of the rights of the Licensee under this Agreement by the Licensee or its employees, contractors, agents, invitees or any other persons for whom the Licensee is responsible at law, or who is on the Licenced Area or adjacent lands as a result of the Licensee's use or occupancy of the Licenced Area, including the following coverages and endorsements:
 - A. broad form bodily injury and property damage;
 - B. blanket contractual liability;
 - C. non-owned automobile liability;
 - D. cross liability and severability of interest;
 - E. premises and operations liability / completed operations;
 - F. independent contractors;
 - G. forest fire fighting expense with coverage for privately held lands like the Licenced Area and with a minimum sublimit of **\$1,000,000.00**; and
- ii. automobile liability insurance in an amount not less than **\$2,000,000.00** combined single limit per occurrence, where Licenced vehicles (owned, leased, or rented) are used on the Licenced Area;
- iii. to the extent the Licensee's employees, contractors, agents or invitees operate any personal vehicles on the Licenced Area, the Licensee will also confirm a minimum of **\$2,000,000.00** auto liability insurance coverage is maintained by the owners of such vehicles; and
- iv. Such insurance will be with insurers holding an AM Best rating of A- or higher, and on such terms and conditions (including deductibles) as are acceptable to the Licensor, acting reasonably. The Licensee agrees to waive its right of subrogation with respect to the Licensor and any additional insureds, and do so on behalf of its insurer, irrespective of whether Licensee's insurance policy contains an endorsement to this effect. The Licensee agrees that its insurance coverage shall be primary to and the Licensee will not seek contribution from any other insurance available to any additional insured, irrespective of whether the Licensee's insurance policy contains an endorsement to this effect.

(b) Certificates of Insurance.

- i. Prior to accessing the Licenced Area, the Licensee shall provide one or more certificates of insurance evidencing the above insurance (the "**COI**"), and shall name the following as additional insureds on such COI with respect to the CGL policy as their interests may appear, at the address listed below:

**Mosaic Forest Management Corporation
Island Timberlands Limited Partnership
TimberWest Forest Company**

2000 – 1055 West Hastings Street
Vancouver, BC V6E 2E9

- ii. Such COI shall also include the following information:
 - A. Name of the insurer and the insureds;
 - B. Amount of insurance carried and applicable deductibles;
 - C. Coverages and endorsements provided;
 - D. Effective and expiry dates and times;
 - E. Date to which premiums have been paid, if applicable
 - F. Statement that insurer shall provide at least 30 days prior written notice to the Licensor before any cancellation of the policy or changes to the limits shown thereon.
- iii. The Licensee shall deliver a replacement certificate to the Licensor within 30 days of the expiration date of the then current certificate.

11. **Gate Key.** n/a

12. **Licensee's Covenants.** The Licensee covenants with the Licensor:

- (a) Applicable Laws. At its sole cost, to comply with all Applicable Laws (including all Environmental Laws) pertaining to the Licensee's use and occupation of the Licenced Area and the Road;
- (b) Licensor's rules. The Licensee will comply with all rules and directives of the Licensor including, without limitation, "Mosaic Safe Road Use Procedures", a current copy of which is attached to this Agreement as Schedule C (as such document may be amended during the Term on notice to the Licensee), together with any other rules concerning the Licenced Area or the Road, timber holdings of the Licensor, fire protection, safety and the environment;
- (c) Nuisance and waste. Not to do anything on the Licenced Area or the Road which is or may become a nuisance, danger or disturbance to the Licensor or to any other occupants or users of the Licenced Area or adjacent areas or to any works or structures or installations thereon; and not to commit any waste upon the Licenced Area or the Road and, in particular, not to root up, cut down or destroy any trees or bushes or commence site work without the prior written consent of the Licensor;
- (d) Maintenance. The Licensee will repair and maintain the Licenced Area and no such repair or maintenance work will be carried out without the Licensor's prior written consent unless such work is contemplated under this Agreement. If and to the extent repairs or maintenance of the Licenced Area are undertaken by or at the direction of the Licensee, the Licensee will be responsible for all costs of such work. The Licensee, at its cost, will repair any damage it causes to the Licenced Area to the sole satisfaction of Licensor. If the Licensee fails to repair any such damage to the Licenced Area or fails to maintain the Licenced Area, the Licensee will be obligated to pay Licensor a reasonable amount for such repairs and maintenance as determined by Licensor in its sole discretion.
- (e) No Improvements. The Licensee will not construct or establish on the Licenced Area any improvements without the prior written consent of Licensor;
- (f) Legal fees. To reimburse the Licensor on demand for the Licensor's legal costs incurred in respect of the enforcement or interpretation of the terms of this Agreement or any matter or thing which is the obligation of the Licensee under this Agreement;
- (g) No fires. Not to start or permit to be started any open fire or any fire menace on or near the Licenced Area or the Road at any time and to take every reasonable precaution to prevent and to extinguish, at its own cost, all fires regardless of cause or origin, and to prevent the escape of fire on or to any of the Licensor's lands and timber;

- (h) Notice of Fire. The Licensee will immediately notify Licensor and the nearest office of the Ministry of Forests, Lands, Natural Resource Operations and Rural Development by telephone upon discovery of any fire on or in the vicinity of the Licenced Area;
- (i) No camping. Not to camp overnight anywhere on the Licenced Area or the Road except within areas designated by the Licensor;
- (j) No work. Not to carry out any work or operations on the Licenced Area or the Road unless such work is permitted under this Agreement or the Licensor has consented in writing to such work;
- (k) Stand damage. Not to conduct any activities which result in flagrant crown or stem damage to live trees;
- (l) Public Highway. The Licensee will not permit public funds to be expended on the Licenced Area, and the Licensee will not do anything that will result in the Licenced Area or Road being classified as a public highway or a forest service road;
- (m) Signs. The Licensee will erect and maintain at its cost any signs that the Licensor considers necessary in conjunction with the Licensee's use of the Licenced Area; and
- (n) Clear Builders' Liens. Not to suffer or permit any builders' lien or claim of builders' lien to be filed against the Lands by reason of work, labour, services or material supplied or claimed to have been supplied to the Licensee in connection with the Licenced Area or the Lands; if any such lien or claim will at any time be filed against the Lands, the Licensee will cause a discharge of the lien or claim to be registered within 30 days after the filing of the lien or claim has come to the notice of the Licensee;
- (o) Rules and Regulations. To comply with any reasonable rules and regulations that the Licensor may impose in respect of the use, occupation and administration of the Licenced Area and the Lands and, in order to better regulate the public access trail use of the Licenced Area, to enforce any applicable Licensee bylaw, as against all persons (other than the Licensor and its employees, agents and contractors) as if the Licenced Area were the Licensee's land subject to such bylaw.
- (p) No Interference. The Licensee will ensure that the exercise of its rights under this Agreement does not interfere with the activities of the Licensor or its Affiliates on the Licenced Area or Road.

13. **Licensee's Acknowledgements.** The Licensee acknowledges and agrees that:

- (a) Safe Use. The Licensee acknowledges it is critically important to the Licensor that the Licenced Area and Road are used in a safe and professional manner at all times, and that the failure by the Licensee, any of the Licensee's employees, contractors, agents, invitees or anyone else for whom the Licensee is responsible in law or who is on the Licenced Area as a result of the Licensee's use or occupancy of the Licenced Area, to so use the Licenced Area and Road will be grounds for immediate termination of this Agreement;
- (b) Risk Assessment. Prior to entering and using the Licenced Area, the Licensee will tour the Licenced Area and the Road to conduct a risk assessment and identify any potential hazards to the Licensee's use thereof;
- (c) Medical and rescue costs. The Licensee will be responsible for any search and rescue costs or emergency medical costs charged by parties in connection with this Agreement, the Licensee's Purpose, or Licensee's use of the Licenced Area and Road;
- (d) Waiver. Intentionally deleted;
- (e) As is, where is. The Licensor has not made, and will not make, any representation or warranty as to the state of the Licenced Area or Road (including its environmental condition), its fitness for the purposes contemplated in this Agreement or any other matter in any way related to or connected with the Licenced Area, the Road or the Licensee's intended use thereof, and the

Licensee acknowledges and agrees that it has satisfied itself with respect to all such matters as it considers necessary relating to the Licenced Area, the Road and the Licensee's intended use thereof and that the Licensee is accepting the Licenced Area for such use strictly on an "as is, where is" basis;

- (f) Non-exclusive. The rights granted under this Agreement do not entitle the Licensee to exclusive possession of the Licenced Area or the Road, and the Licensor, its affiliates, or its permitted third parties may enter upon and use the Licenced Area at any time;
- (g) Licensor's interests. The Licensee's rights under this Agreement are at all times subject to the rights and interests of the Licensor as beneficial owner of the Licenced Area;
- (h) Restricted access periods. The Licensor hereby reserves to itself the right to temporarily interrupt the rights granted under this Agreement including, without limitation, the use and enjoyment of the Licenced Area or any portion thereof, if such interruption is necessary, in the Licensor's sole discretion, in connection with:
 - (i) the planned business activities of the Licensor to be carried out on the Licenced Area or lands adjacent to or in the vicinity of the Licenced Area; or
 - (ii) extreme wildfire hazards or other emergency situations prevailing on the Licenced Area or lands adjacent to or in the vicinity of the Licenced Area; and
- (i) Notice of Access. n/a; and
- (j) Third parties. The Licensor may permit third parties to use the Licenced Area and the Road for purposes associated with the Licensor's business from time to time and may grant licenses of use and occupation to third parties unrelated to the Licensor's business in respect of the Licenced Area and the Road.

14. **Risk and Limitation of Liability**. The Licensee will use the Licenced Area and the Road at its own risk. The Licensor will not be liable for, and the Licensee hereby waives, any claim, action, damage, liability, cost or expense which the Licensee may suffer, incur or be put to in connection with any occurrence on the Licenced Area or the Road or with the use and occupation of the Licenced Area or the Road by the Licensee for the Purpose. The Licensor will not be liable to the Licensee in connection with this Agreement, whether based in contract, tort (including negligence and strict liability), under warranty or otherwise, for any special, indirect, incidental or consequential loss or damage whatsoever including, without limitation, loss of use of equipment or facilities and loss of profits or revenues. The waiver set out above will be in addition to, and not in limitation or derogation of, any other waiver or release contained in this Agreement with respect to any loss of, or damage to, property of the Licensee.
15. **Indemnity**. The Licensee will indemnify the Licensor and the Licensor's Representatives and save it harmless from and against any and all claims, actions, damages, liabilities and expenses (including, without limitation, all legal fees on a solicitor and own client basis, experts fees and disbursements) in connection with (a) loss of life, personal injury and damage to property arising from or out of any occurrence in or upon the Licenced Area or the Road in any way related to the exercise by the Licensee of its rights under this Agreement, unless caused by the negligence of the Licensor, (b) any breach by the Licensee of any of the terms of this Agreement, and (c) any claim, action, damage, liability, cost or expense suffered or incurred by any of the Licensee's Representative or any other person for whom the Licensee is responsible at law for which the Licensor is held liable unless caused by the negligence of the Licensor.
16. **Hazardous Substances**.
- (a) No Hazardous Substances. During the Term, the Licensee will not bring or store or permit to be used any Hazardous Substances on the Licenced Area or the Road. The Licensee will not release nor permit the release of any Hazardous Substances into the environment or into culverts, drains or sewers. The Licensee is solely responsible for compliance with all Environmental Laws in respect of the Licensee's use of the Licenced Area.
 - (b) Removal of Hazardous Substances. On or before the expiration or sooner termination of this Agreement, the Licensee will remove all Hazardous Substances which have been brought onto

or created on or about the Licenced Area or Road during the Term by the Licensee, the Licensee's Representatives or any other persons for whom the Licensee is responsible or who is on the Licenced Area or Road as a result of the Licensee's use or occupancy of the Licenced Area or Road including, without limitation, any Hazardous Substances which may have been released into the environment.

- (c) Notice to Licensor. The Licensee will advise the Licensor forthwith of any release of any Hazardous Substances on or from the Licenced Area and will provide the Licensor with all information, notices, reports and other documents it has or receives regarding such release and the remediation steps being undertaken by the Licensee with respect to the release or as may reasonably be required by the Licensor.
- (d) Cleanup Plans. If any Hazardous Substance is released on the Licenced Area or any adjacent lands by the Licensee, the Licensee's Representatives or any other person for whom the Licensee is responsible in law or who is on the Licenced Area or Road as a result of the Licensee's use or occupancy thereof, the Licensee will, at its sole cost:
- (i) prepare all necessary studies, plans and proposals to clean up such Hazardous Substances and submit them for approval;
 - (ii) provide all bonds and other security required by any governmental body or by the Licensor;
 - (iii) carry out the work required to clean up such Hazardous Substances in such manner as is approved by the Licensor;
 - (iv) keep the Licensor fully informed regarding the contamination and remediation thereof;
 - (v) provide to the Licensee full information with respect to the proposed plans and comply with the Licensor's reasonable requirements with respect to such plans; and
 - (vi) obtain a certificate of compliance under the *Environmental Management Act* (British Columbia) in respect of such remediation, if applicable.
- (e) Clean up by the Licensor. Notwithstanding the terms of this paragraph 16, upon notice to the Licensee, the Licensor may itself undertake remediation of any contamination at the Licensee's sole cost.
- (f) Environmental Liability. The Licensee will indemnify, save harmless and defend the Licensor and the Licensor's Representatives from and against all losses, expenses (including investigation and remediation expenses), claims, demands, actions, suits or other proceedings, judgments, damages, penalties, fines, costs and liabilities including, without limitation, any reduction in the market value of the Licenced Area or Road, damages for loss or restriction in use of the Licenced Area or Road, sums paid in settlement of claims, legal fees, consultants' fees and experts' fees which arise during or after the Term and are in any manner based upon, arise out of or are connected with (a) the presence or suspected presence of any Hazardous Substance or any other contamination on the Licenced Area or Road or released from the Licenced Area or Road which has been caused by, contributed to or aggravated by the Licensee, the Licensee's Representatives or any other person for whom the Licensee is responsible in law or who is on the Licenced Area as a result of the Licensee's use or occupancy thereof; or (b) any breach by the Licensee of this Agreement. For greater certainty, this indemnity applies to expenses incurred by the Licensor to investigate and remediate contamination even if not required to do so by a governmental authority or by law.

17. **Mosaic**. The Licensee acknowledges that Mosaic is executing this Agreement as agent for and on behalf of the Licensor, as principal, and agrees that the Licensor may delegate to Mosaic any and all rights or the performance of any duties or obligations of the Licensor specified hereunder without further notice to the Licensee. Notwithstanding the foregoing, all duties, obligations and liabilities of the Licensor hereunder are solely and exclusively those of the Licensor and will not in any circumstance be deemed to be duties, obligations or liabilities of Mosaic.

18. **Schedules**. The following Schedules form part of this Agreement:

Schedule A – Licenced Area
 Schedule B – Special Terms and Conditions
 Schedule C – Safe Road & Radio Use Procedures

The provisions in the foregoing Schedules are incorporated into and form part of this Agreement as fully as if they were set forth in the body of this Agreement. Any term in any Schedule which is capitalized but not defined therein will have the meaning ascribed to such term in the body of this Agreement.

19. **Miscellaneous.**

- (a) Expropriation. If during the Term the Licenced Area, or any part thereof, is acquired or condemned by expropriation for any public or quasi-public use, then the Licensor and the Licensee may separately claim, receive and retain awards of compensation for the loss of their respective interests, but neither the Licensor nor the Licensee will have any claim against the other in respect of such loss or the unexpired Term.
- (b) Survival of obligations. Upon the expiry of the Term or other termination of this Agreement all of the Licensee's obligations and indemnities granted by the Licensee herein will survive the expiry of the Term or other termination of this Agreement.
- (c) Time. Time will be of the essence herein.
- (d) Waiver. No condoning, excusing or overlooking by the Licensor of any default, breach or non-observance by the Licensee of any covenant, proviso or condition herein contained will operate as a waiver of the Licensor's rights hereunder in respect of any continuing or subsequent default, breach or non-observance. No waiver will be inferred from or implied by anything done or omitted by the Licensor or Licensee save only an express waiver in writing.
- (e) Remedies cumulative. All rights and remedies of the Licensor in this Agreement will be cumulative and not alternative.
- (f) Amendments. No amendment of this Agreement will be binding upon the parties unless reduced to writing and signed by them.
- (g) Governing law / exclusive jurisdiction. This Agreement will be construed and governed in accordance with the laws of British Columbia, which will be deemed to be the proper law hereof, and the courts of British Columbia will have the exclusive jurisdiction to determine all claims and disputes arising out of or in any way connected with this Agreement.
- (h) No registration. This Agreement does not contain a grant in favour of the Licensee of any interest in the Licenced Area or any part of the Licenced Area or Road and, accordingly, the Licensee will not attempt to register this Agreement in any public registry.
- (i) No Asset in Bankruptcy. This Agreement will not be deemed to be an asset in bankruptcy of the Licensee.
- (j) Notices. All notices will be written and deemed duly given if delivered by hand or mailed by registered mail, postage prepaid, addressed to the Party concerned at the address first set forth in this Agreement, or at such other address as may from time to time be communicated by notice. Any notice is deemed given and received, if delivered by hand, on the day delivered, and if mailed, when it should have been received in the ordinary course of post. If there is an actual or generally anticipated disruption in postal service caused by strike, lockout, or other labour disturbance, any notice given must be delivered personally.
- (k) Employee, contractors. The Licensee will cause the Licensee's Representatives to comply with this Agreement.
- (l) No transfers. The Licensee will not assign or transfer its interest in this Agreement unless the Licensee has obtained the prior written consent of the Licensor.
- (m) Force Majeure. Where "Force Majeure" means an event beyond the control of a party and includes weather, flood, fire, explosion, war, strike, lockout, civil unrest, extraordinary breakdown, pandemic, acts of God or acts or directions of government authorities, if either

party fails to perform any term of this Agreement due to an event of Force Majeure, that failure will not be a default under this Agreement. The party affected by an event of Force Majeure will immediately notify the other party and will take all reasonable steps to minimize the extent and duration. The burden of proving that an event of Force Majeure has prevented performance of an obligation under this Agreement is upon the person claiming the benefit of this provision.

- (n) Independent Legal Advice. Each of the parties declares that they have carefully read this Agreement and that they understand and agree to its terms. Further, each of the parties acknowledges that they have executed this Agreement after receiving prior independent legal advice, or after having the opportunity to seek and obtain independent legal advice and waiving that right.
- (o) Joint and several. If the Licensee is comprised of more than one person, the covenants, agreements, representations, warranties, obligations and liabilities of the Licensee will be joint and several covenants, agreements, representations, warranties, obligations and liabilities of each person comprising the Licensee.
- (p) Counterparts. This Agreement may be executed in any number of counterparts, each of which will be deemed to be an original and all of which, taken together, will be deemed to constitute one and the same instrument.
- (q) Execution by Electronic Transmission. Delivery of an executed copy of this Agreement by any party by electronic transmission will be as effective as personal delivery of an originally executed copy of this Agreement by such party.
- (r) Entire Agreement. This Agreement sets forth all of the covenants, promises, conditions, agreements and understandings between the Licensor and the Licensee.

MOSAIC FOREST MANAGEMENT CORPORATION

ALBERNI-CLAYOQUOT REGIONAL DISTRICT



Signed: Tuesday, September 29, 2020

Authorized Signatory

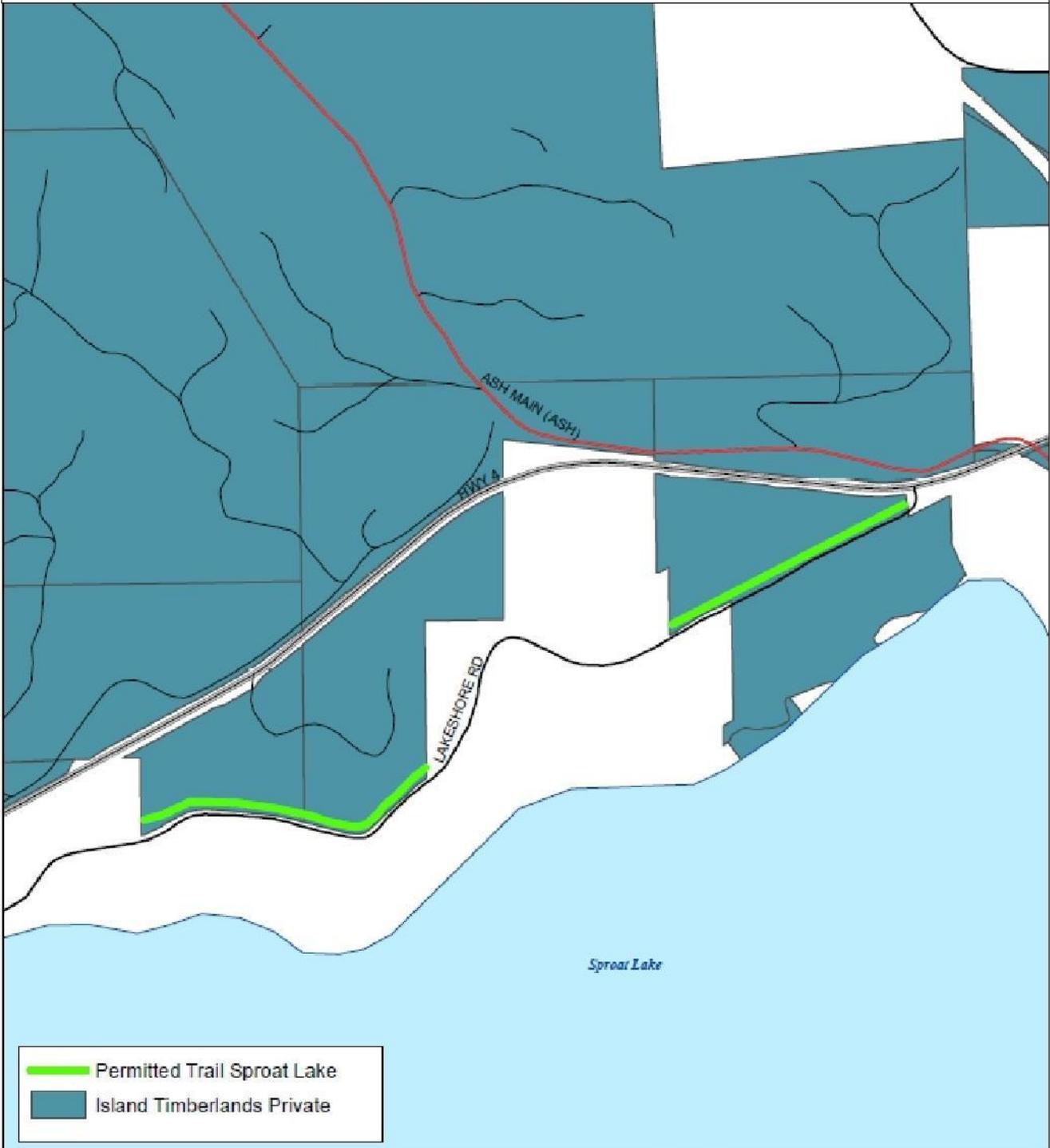
Domenico Iannidinardo, Vice President Forest Logistics
& Chief Forester

Authorized Signatory

John Jack, Alberni-Clayoquot Regional District
Chairperson

**SCHEDULE A
LICENCED AREA**

Island Timberlands - Alberni Clayoquot Regional District Schedule 'A'



— Permitted Trail Sprout Lake
 Island Timberlands Private

MOSAIC
FOREST MANAGEMENT

Timberlands Manager for **ISLAND**

Date: 8/25/2020

1:13,467

0 100 200 400 600 800
Meters

Coordinate System: NAD 1983 Albers Projection: Albers

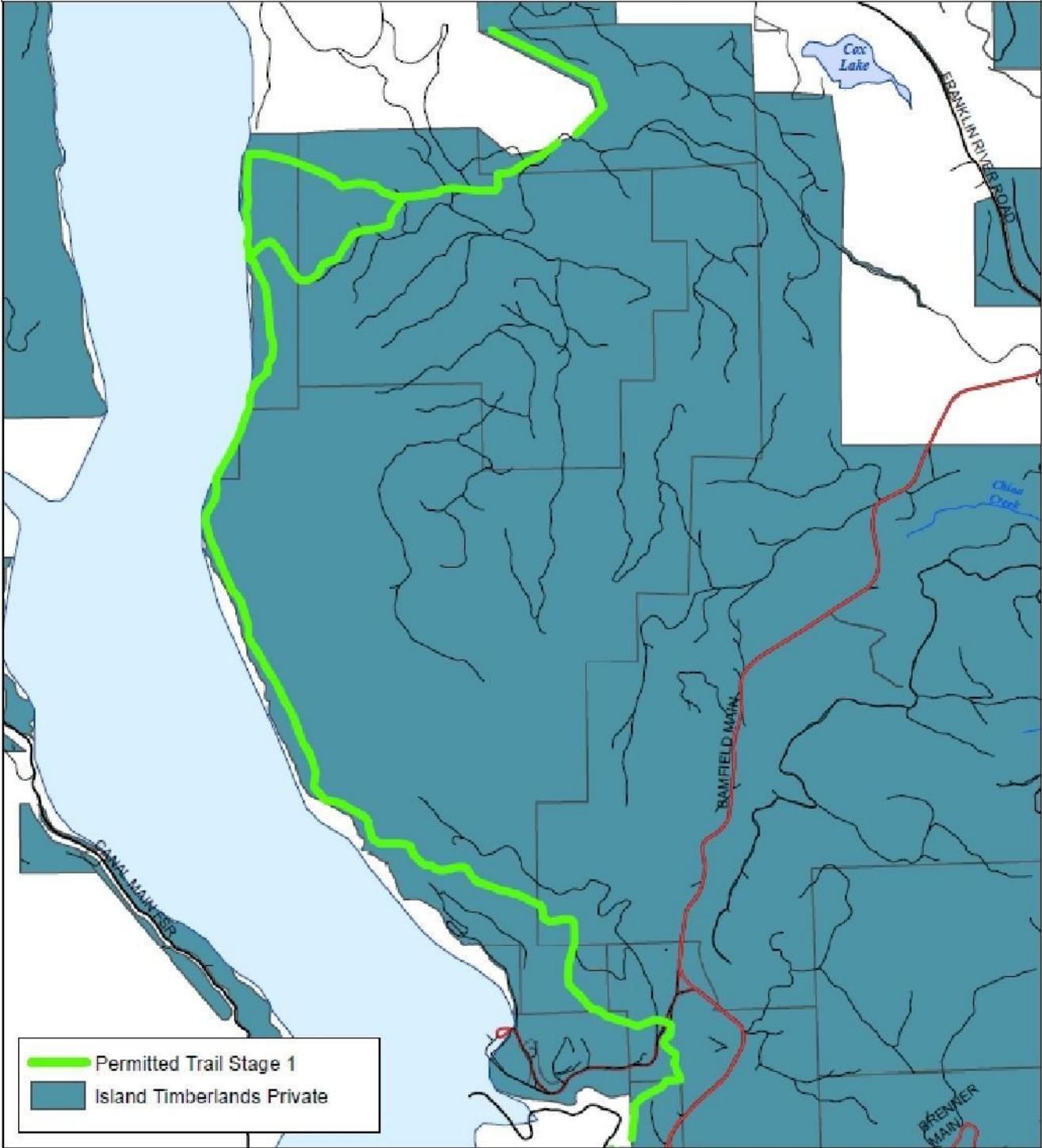
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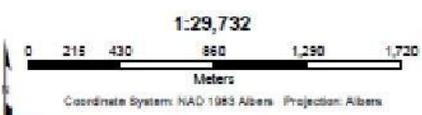
Island Timberlands - Alberni Clayoquot Regional District Schedule 'A'



— Permitted Trail Stage 1
 Island Timberlands Private

MOSAIC
 FOREST MANAGEMENT
 Timberlands Manager for **ISLAND**

Date: 8/21/2020



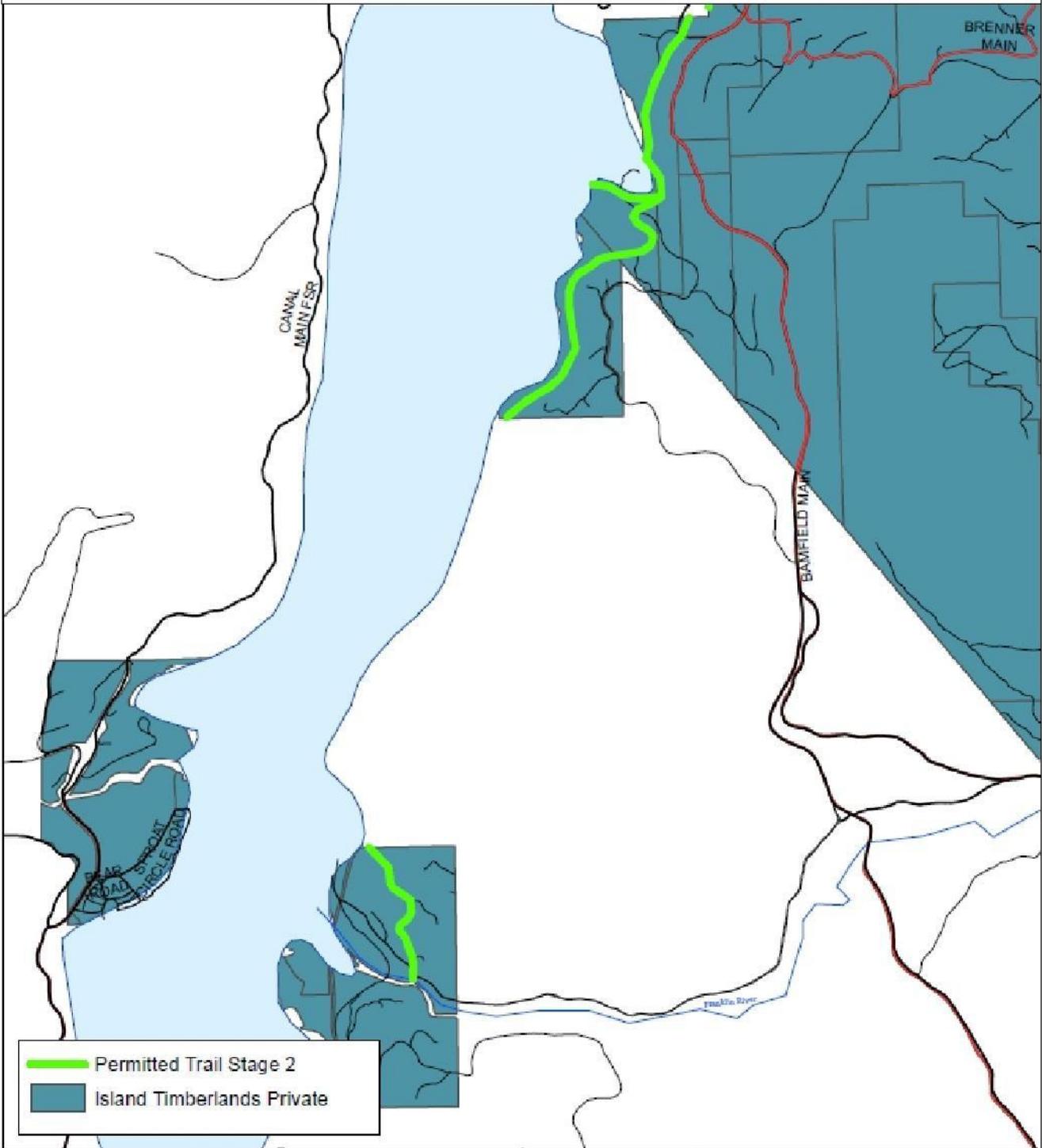
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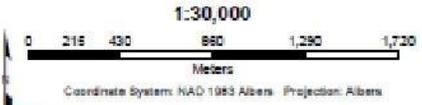
Island Timberlands - Alberni Clayoquot Regional District Schedule 'A'



— Permitted Trail Stage 2
 Island Timberlands Private

MOSAIC
FOREST MANAGEMENT

Timberlands Manager for **ISLAND**
Date: 8/21/2020



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info@mosaicforests.com

**SCHEDULE B
SPECIAL TERMS AND CONDITIONS**

GENERAL

DEFINITIONS

1. Capitalized words and phrases used in this Schedule B have the following meanings:
 - (a) "**Purpose**" means maintain and make trails available for public access trail use, where they cross Mosaic managed lands, for walking and bicycling, all without special invitation, as well as any service, activity or event for which the Licensor has provided its prior written consent. The trails are known publically as the Alberni Inlet Trail and the Lakeshore Trail.
 - (b) "**Trail Works**" means the improved public access trails and associated creek crossings constructed or to be constructed in the Licenced Area, including, without limitation: (i) all soil, dirt, fill, gravel, drains, drainage channels and all other attachments, fittings and appurtenances in connection with such public access trail.

LICENCED AREA

2. The Licenced Area is further described as the areas marked in green as outlined on Schedule A, which areas will be approximately three metres in width except for any portion of the Licenced Area which must be wider due to Trail Works requirements, which areas will be no greater than nine metres in width, and which cross the following Island Timberland Lands:

Lakeshore Trail: Parts of Lot 98, Except those Parts thereof included within the boundaries of Plans 4087, 4786 and 14235, District Lot 126, except Parcel A, (DD36697-1), approx. 1.5 km of trail, all in Alberni District.

STAGE 1	FILE NUMBER	PID	LEGAL DESCRIPTION
F-0064	F-0064	007-726-082	BLOCK 552, ALBERNI DISTRICT, CONTAINING 423 ACRES
F-0073	F-0073	008-557-748	BLOCK 677, ALBERNI DISTRICT, CONTAINING 806 ACRES
F-0080	F-0080	007-726-155	BLOCK 763, ALBERNI DISTRICT, CONTAINING 2244 ACRES
F-0323	F-0323	008-668-361	DISTRICT LOT 153, ALBERNI DISTRICT, EXCEPT PART IN PLAN 18547 (PART LOCATED OUTSIDE MFU)
F-0335	F-0335	008-569-312	LOT 181, ALBERNI DISTRICT, EXCEPT THOSE PARTS, THEREOF SHOWN COLOURED RED ON PLANS 35 R/W AND 149 R/W.
F-0369	F-0369	008-676-658	LOT 295, ALBERNI DISTRICT
F-0372	F-0372	008-558-213	LOT 298, ALBERNI DISTRICT, CONTAINING 9.5 ACRES, MORE ORLESS
F-0390	F-0390	008-697-027	BLOCK 1326, ALBERNI DISTRICT
F-4169	F-4169	024-440-418	LOT 1, BLOCK 105, ALBERNI DISTRICT, PLAN VIP68610

STAGE 2	FILE NUMBER	PID	LEGAL DESCRIPTION
F-0094	F-0094	007-725-868	BLOCK 950, ALBERNI DISTRICT, CONTAINING 197 ACRES,
F-0357	F-0357	008-558-515	DISTRICT LOT 264, ALBERNI DISTRICT, CONTAINING 60 ACRES, MORE OR LESS
F-0408	F-0408	008-454-892	DISTRICT LOT 17, BARCLAY DISTRICT, EXCEPT PART INCLUDED WITHIN THE RIGHT OF WAY OF THE CANADIAN NORTHERN PACIFIC RAILWAY AS SHOWN ON PLAN 89 RW
F-0417	F-0417	008-426-911	DISTRICT LOT 42, BARCLAY DISTRICT, EXCEPT PART SHOWN COLOURED RED ON PLAN 166 RW

ADDITIONAL LICENSEE'S COVENANTS

3. The Licensee covenants with the Licensor that:
- (a) this Agreement shall not restrict the activities of the Licensor in any way, as determined by the Licensor in its sole discretion;
 - (b) the Licensor, in its sole discretion, has the right to require the Licensee to relocate the Trail Works or portions of it, at any time, either temporarily or permanently. No compensation or damages shall be due to the Licensee in the event that relocation of all or part of the Trail Works is required by Licensor. Failure to comply with requests to relocate the Trail Works may result in termination of this Agreement and the license granted herein; and
 - (c) in addition to the non-exclusive terms set out in paragraph 13.(f) of the Main Agreement, the Licensee agrees that:
 - i. the rights granted under this Licence do not constitute any interest in land in the Licenced Area or entitle the Licensee to exclusive possession of the Licenced Area;
 - ii. the Licensee's rights under this Licence are at all times subject to the rights and interests of the Licensor as owner of the Licenced Area;
 - iii. the Licensor may enter upon and use the Licenced Area at any time for any purpose ancillary to the conduct of the Licensor's business provided that it does not unreasonably interfere with the exercise of the rights of the Licensee under this Licence or, in the case of the Bridges, cause structural damage; and
 - iv. the Licensor may permit third parties to use the Licenced Area for purposes associated with the Licensor's business from time to time and may grant licences of use and occupation to third parties unrelated to the Licensor's business in respect of the Licenced Area provided that the exercise of such rights or licences does not unreasonably interfere with the exercise of the rights of the Licensee under this Licence or, in the case of the Bridges, cause structural damage.

SIGNAGE

4. The Licensee is responsible for the ongoing maintenance, placement and replacement of trail head and parking signs, public safety notices, evacuation signs, and directional signage. Licensor may require the Licensee to place additional permanent signage to ensure both operational and public safety requirements are maintained. The Licensee will post and maintain conspicuous signage acknowledging

the Licensor's participation in facilitating the Trail Works, the content and locations of such signage to be approved by the Licensor, acting reasonably.

PARKING

5. The Licensee will provide such parking areas and facilities as may be required in connection with the use of the Trail Works. Without limiting the generality of the foregoing, the Licensee acknowledges and agrees that the Licensor will not be responsible for providing or maintaining any such parking areas or facilities and that the indemnity contained in paragraph 15 of the Main Agreement will be deemed to cover any loss, cost, damage or injury to persons or property arising in any such parking area or facility.

TRAIL WORKS AND TIMBER

6. **Alterations to Trail Works.** At any time after the Commencement Date, the Licensee may, at its expense, make any such minor alterations, additions, expansions and improvements to the Licenced Area as will better adapt the Licenced Area for the Purpose for which the Licenced Area is permitted to be used under this Licence. Such work will be carried out in a good and workmanlike manner and in accordance with all Applicable Laws. Notwithstanding any rule of law or equity, as between the Licensor and the Licensee the Trail Works will remain throughout the Term of this Licence the property of the Licensee, notwithstanding that the same may be annexed or affixed to the freehold, and will at any time and from time to time be removable in whole or in part by the Licensee.

For greater certainty, the Licensee agrees that it will be solely responsible for and liable for any damages or costs in any way related to any work carried out by or on behalf of the Licensee on the Licenced Area or the Lands (including, without limitation, any costs or loss in fair market value related to the destruction of any timber by fire or otherwise) and that the indemnity contained in paragraph 15 of the Main Agreement includes an indemnity in favour of the Licensor in respect of any claims, actions, damages, liabilities and expenses (including, without limitation, all legal fees on a solicitor and own client basis, expert fees and disbursements) suffered or incurred by the Licensor in any way related to the work carried out by or on behalf of the Licensee on the Licenced Area or the Lands.

7. **Timber Removal.** The parties hereby agree as follows concerning the cutting and removal of timber from the Lands:
 - (a) in connection with the clearing of the Licenced Area as contemplated for Trail Works, the Licensee may trim or fell any trees or growth in the Licenced Area which in the reasonable opinion of the Licensee constitutes or may constitute an obstruction or danger to or interference with the Trail Works;
 - (b) in connection with its maintenance of the Trail Works, the Licensee may trim or fell all or any trees or growth now or hereafter situated within the Licenced Area as required by the Licensee, acting reasonably;
 - (c) the Licensee will not trim or fell any trees situated on the Lands which are not situated within the Licenced Area without obtaining the prior written consent of the Licensor, such consent not to be unreasonably withheld; and
 - (d) title to all timber cut within the Lands by the Licensee will vest in the Licensor. If the Licensor does not wish to remove any such cut timber from the Lands it will so advise the Licensee and the Licensee will thereafter have the right, but not the obligation, to make use of any such cut timber for trail edging or structural purposes in connection with the Trail Works.

PARAMOUNTCY

8. If and to the extent any term or condition in this Schedule B conflicts with a term or condition in any other part of this Agreement, the term or condition in this Schedule B will prevail.

SCHEDULE C SAFE ROAD & RADIO USE PROCEDURES

The following procedures apply to all Mosaic Forest Management Corporation (“**Mosaic**”) managed resource roads. All users must be familiar with these procedures to ensure safe traveling conditions. Any vehicles failing to follow the Mosaic Safe Road & Radio Use Procedures should be reported to the appropriate supervisor or Mosaic representative. Use of seatbelts is always mandatory.

Remember, roads are radio assisted – not radio controlled, drive accordingly, always expect the unexpected around every corner.

All vehicles:

- All road users must be fully Licenced with correct endorsements, adequately insured for the vehicles intended use and follow all applicable driving legislation.
- All vehicles and drivers must comply with applicable rules, laws and regulations like WorkSafe, DOT, National Safety Code, *Motor Vehicle Act*, etc. This is to ensure proper driving, loading, securing, inspection and maintenance of all industrial road users.
- All vehicles must have Mosaic designated haul road frequencies for the operating area they are working or traveling in. Any cell phone use is not permitted on Mosaic resource radio roads, drivers need to pay attention to driving and listen to the radio traffic for safety.
- **All heavy industrial vehicles have the right-of-way at all times.**
- Heavy industrial vehicles have little opportunity to move off the center of the road grade, ensure you quickly find a turnout that enables adequate clearance for safe passage.
- Light vehicles must yield to heavy industrial traffic at all times. Light vehicles will always drive on the right side of the road and be ready to pull over as required.
- Observe and obey all posted signage. Do not proceed into an active area without proper clearance. No vehicles should be parked where they encroach or obstruct an active road.
- Check with the local Mosaic office to ensure you have contact information for the designated Prime Contractor if required. Road users must have a radio and know the current status of log hauling and other industrial use on the desired roads of travel.
- **Maximum vehicle speed is 65 Km/hr** (unless otherwise posted). Road and weather conditions may warrant a slower speed, posted speed limits should never be exceeded. Ambulances and emergency vehicles will comply with speed limits.
- Drive by the road conditions, sight lines, dust or weather related visibility. Maintain safe distances when following other vehicles. Use caution when passing slower vehicles, never pass on a corner or until given clearance verbally or visually from logging trucks, low beds, graders, etc. Be aware that long loads of logs can sweep a vehicle off the road on corners.
- Vehicles must use headlights while travelling on logging roads year round.
- Report all road hazards immediately to the Prime Contractor or Mosaic representative.

Bridges:

- All bridges are one lane only. All heavy industrial vehicles will have the right of way over light vehicle traffic on bridges. Know where you are and pull over.
- Mosaic bridge inventory is managed to support industrial traffic. When in doubt ask.

Note: Notify Mosaic representative prior to walking (**point loading**) across structures with equipment 35 tonnes or greater to ensure structure can safely support the weight.

RADIO USE PROCEDURES:**Known Hazards**

1. Losing track of your location	5. Unnecessary radio chatter
2. Losing track of other vehicles location	6. Using the wrong frequency
3. Meeting oncoming vehicles without a radio	7. "Walking over" other calls
4. Not following calling procedures	8. Being distracted (i.e. phones, music, passengers)

Minimum guidelines are stated below for all traffic, it is very noteworthy that some road headings require more communication, narrow winding roads that are busy may require users to call more frequently, be Safe and consistent when conditions change.

- Note the standard radio call sequence is: **road name => km => direction => vehicle type** as noted below other than logging trucks.
- **All heavy industrial vehicles must call when entering a new road heading**, and at a minimum frequency of **every 2 km's loaded or empty** or when resuming along a road after having been stopped for an extended period of time.
- **Heavy industrial vehicles** will use the terms "**loaded**" when km's are decreasing and "**empty**" when km's are increasing. For example: "**Buckley 6km loaded**".
- **Heavy industrial vehicles** other than log trucks will identify themselves. For example: "Buckley 4km loaded gravel truck" or "Chemainus 2km empty grader".
- **Low beds will identify themselves** when calling, for example when increasing km's with a machine on deck low beds will call "**Holt 6km empty Low bed, machine on**".
- **Heavy industrial vehicles**, in some rare cases log trucks may be loaded while increasing km's, in this event trucks will call for example "**Road name 6km empty trailer down**".
- **Light Vehicles must call when entering a new road heading**, and at a minimum frequency of every 5 km's or when resuming along a road after having been stopped for an extended period of time. As noted above this may need to increase on busy roads.
- **Light vehicle traffic** will use the terms "**down**" when km's are decreasing and "**up**" when kms are increasing. For example: "**Buckley 6km down**".
- **Some locations have Radio Control Points (RCP's)**. RCP's will be established for high risk road sections and will be marked as RCP's on the signage, these are must call points.



REQUEST FOR DECISION

To: ACRD Board of Directors

From: Wendy Thomson, General Manager of Administrative Services

Meeting Date: January 13, 2021

Subject: Resolutions for Consideration at the AVICC Virtual Convention 2021

Recommendation:

THAT the Alberni-Clayoquot Regional District Board of Directors submit possible ideas for resolutions for consideration at the 2021 Association of Vancouver Island and Coastal Communities Convention to the General Manager of Administrative Services no later than January 26, 2021, AND FURTHER Regional District staff be instructed to bring back drafted resolutions and background materials for consideration of endorsement by the ACRD Board of Directors at the regular Board of Directors meeting on February 10, 2021.

Desired Outcome:

To consider resolutions for submission to the 2021 Association of Vancouver Island and Coastal Communities (AVICC) Convention.

Summary:

AVICC is a body formed for the purpose of representing in one organization the various municipalities, regional districts and other local governments of Vancouver Island, Sunshine Coast, qathet/Powell River, the North Coast and the Central Coast.

The objectives of the Association are to secure united action among its members to promote greater autonomy within local government in co-operation with the Union of British Columbia Municipalities and other associations of municipalities and regional districts in British Columbia for the advancement of the principles of local government.

Background:

The AVICC Executive is calling for resolutions to be considered at the 2021 virtual convention. AVICC member local governments may now submit board endorsed resolutions following the requirements outlined in the attached call for resolutions.

Members are responsible for submitting accurate resolutions. Resolutions must be relevant to other local governments within AVICC rather than specific to a single member government.

The Executive is currently reviewing options for the format and timing of the 2021 Annual General Meeting and Convention and will advise members as details are confirmed. AVICC has advised that the usual resolutions procedures followed at the in-person convention may need to be adapted with the move to a virtual format. Changes to these procedures will be communicated to the members prior to the convention.

Staff request ACRD Directors to submit their desired resolution topics no later than January 26th in order to give staff time to develop the resolutions and required background information for consideration of endorsement by the ACRD Board of Directors at the February 10th Board meeting. The deadline to submit resolutions to AVICC is **February 26, 2021**.

Time Requirements – Staff & Elected Officials:

Staff time required to research and draft the resolutions and background materials.

Financial:

Associated costs covered through General Government Services.

Strategic Plan Implications:

n/a

Policy or Legislation:

AVICC policies and procedures apply.

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

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



2021 VIRTUAL AGM & CONVENTION

RESOLUTIONS NOTICE REQUEST FOR SUBMISSIONS

The AVICC Executive is calling for resolutions to be considered at the 2021 virtual convention. The Executive is considering options for the 2021 convention's format and timing. The usual resolutions procedures followed at the convention may need to be adapted with the move to a virtual format. Pending finalization of the procedures, members are now asked to submit resolutions with the requirements outlined in the following pages.

DEADLINE FOR RESOLUTIONS

All resolutions must be received in the AVICC office by: **Friday, February 26, 2021**

It is uncertain whether late resolutions or off-the-floor resolutions can be accommodated at the virtual convention. Members are strongly encouraged to submit resolutions by the deadline so they may be considered. Resolutions that emerge after Friday, February 26th may need to be submitted directly to UBCM.

IMPORTANT SUBMISSION REQUIREMENTS

To submit a resolution to the AVICC for consideration please send:

1. One copy as a **word document** by email to avicc@ubcm.ca by the deadline; AND
2. One copy of the resolution by regular mail that may be received after the deadline to:
AVICC, 525 Government Street, Victoria, BC V8V 0A8

Detailed guidelines for preparing a resolution follow, but the basic requirements are:

- Resolutions are only accepted from AVICC member local governments, and must have been endorsed by the board or council.
- Members are responsible for submitting accurate resolutions. AVICC recommends that local government staff assist in drafting the resolutions, check the accuracy of legislative references, and be able to answer questions from AVICC & UBCM about each resolution. Contact AVICC & UBCM for assistance.
- Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a single resolution. Do not submit backgrounders for multiple resolutions. The backgrounder may include links to other information sources and reports.
- Sponsors should be prepared to speak to their resolutions.
- Resolutions must be relevant to other local governments within AVICC rather than specific to a single member government.
- The resolution must have at least one "whereas" clause and should not contain more than two "whereas" clauses. Each whereas clause must only have **one sentence**.

AVICC GOLD STAR RESOLUTIONS

The AVICC Executive will recognize members who submit the best resolutions with an award for Gold Star or Honourable Mention status. The goal of the awards is to encourage excellence in resolutions drafting. Resolutions should provide clear policy direction so that AVICC and UBCM can advocate effectively on the policy priorities of our members with the provincial and federal governments.

To be recognized for an award, a resolution must meet the standards of excellence established in the Gold Star Resolutions Criteria:

1. Resolution must be properly titled.
2. Resolution must employ clear, simple language.
3. Resolution must clearly identify problem, reason and solution.
4. Resolution must have two or fewer recital (WHEREAS) clauses.
5. Resolution must have a short, clear, stand-alone enactment (THEREFORE) clause.

UBCM RESOLUTION PROCEDURES

UBCM urges members to submit resolutions to Area Associations for consideration. Resolutions endorsed at Area Association annual meetings are submitted automatically to UBCM for consideration and do not need to be re-submitted to UBCM by the sponsor.

UBCM and its member local governments have observed that submitting resolutions first to Area Associations results in better quality resolutions overall. If absolutely necessary, however, local governments may submit council or board endorsed resolutions directly to UBCM prior to June 30. Should this be necessary, detailed instructions are available on the UBCM website.

UBCM RESOLUTIONS PROCESS

1. Members submit resolutions to their Area Association for debate.
2. The Area Association submits resolutions endorsed at its Convention to UBCM.
3. The UBCM Resolutions Committee reviews the resolutions for submission to its Convention.
4. Resolutions endorsed at the UBCM Convention are submitted to the appropriate level of government for response.
5. UBCM will forward the response to the resolution sponsor for review.

UBCM RESOLUTIONS GUIDELINES

The Construction of a Resolution:

All resolutions contain a preamble – the whereas clause(s) – and an enactment clause. The preamble describes **the issue** and the enactment clause outlines **the action** being requested of AVICC and/or UBCM. A resolution should answer the following three questions:

- a) **What is the problem?**
- b) **What is causing the problem?**
- c) **What is the best way to solve the problem?**

Preamble:

The preamble begins with "WHEREAS", and is a concise paragraph about the nature of the problem or the reason for the request. It answers questions (a) and (b) above, stating the problem and its cause, and should explain, clearly and briefly, the reasons for the resolution.

The preamble should contain no more than two "WHEREAS" clauses. Supporting background documents can describe the problem more fully if necessary. Do not add extra clauses.

Only one sentence per WHEREAS clause.

Enactment Clause:

The enactment clause begins with the phrase "Therefore be it resolved", and is a concise sentence that answers question (c) above, suggesting the best way to solve the problem. **The enactment should propose a specific action by AVICC and/or UBCM.**

Keep the enactment clause as short as possible, and clearly describe the action being requested. The wording should leave no doubt about the proposed action.

HOW TO DRAFT A RESOLUTION

1. Address one specific subject in the text of the resolution.

Since your community seeks to influence attitudes and inspire action, limit the scope of a resolution to one specific subject or issue. Delegates will not support a resolution if it is unclear or too complex for them to understand quickly. If there are multiple topics in a resolution, the resolution may be sent back to the sponsor to rework and resubmit, and may end up as a Late Resolution not admitted for debate.

2. For resolutions to be debated at UBCM, focus on issues that are province-wide.

The issue identified in the resolution should be relevant to other local governments across BC. This will support productive debate and assist UBCM to represent your concern effectively to the provincial or federal government on behalf of all BC municipalities and regional districts. Regionally specific resolutions may be referred back to the AVICC, and may not be entered for debate during the UBCM Convention.

3. Use simple, action-oriented language and avoid ambiguous terms.

Explain the background briefly and state the desired action clearly. Delegates can then debate the resolution without having to try to interpret complicated text or vague concepts.

4. Check legislative references for accuracy.

Research the legislation on the subject so the resolution is accurate. Where necessary, identify:

- the correct jurisdictional responsibility (responsible ministry or department, and whether provincial or federal government); and
- the correct legislation, including the title of the act or regulation.

5. Provide factual background information.

Even a carefully written resolution may not be able to convey the full scope of the problem or the action being requested. Provide factual background information to ensure that the resolution is understood fully so that members understand what they are debating and UBCM can advocate effectively with other levels of government and agencies.

Each resolution **must include a separate background** that is a maximum of 3 pages and specific to a single resolution. Do not submit backgrounders that relate to multiple resolutions. The backgrounder may include links to other information sources and reports.

The backgrounder should outline what led to the presentation and adoption of the resolution by the local government, and can link to the report presented to the council or board along with the resolution. Resolutions submitted without background information **will not be considered** until the sponsor has provided adequate background information. This could result in the resolution being returned and having to be resubmitted as a late resolution.

6. Construct a brief, descriptive title.

A title identifies the intent of the resolution and helps eliminate the possibility of misinterpretation. It is usually drawn from the "enactment clause" of the resolution. For ease of printing in the Annual Report and Resolutions Book and for clarity, a title should be no more than three or four words.

TEMPLATE FOR A RESOLUTION

Whereas << *this is the area to include an issue statement that outlines the nature of the problem or the reason for the request* >> ;

And whereas << *if more information is useful to answer the questions - what is the problem? what is causing the problem?>> :*

Therefore be it resolved that AVICC & UBCM << *specify here the action(s) that AVICC & UBCM are being asked to take on, and what government agency the associations should be contacting to solve the problem identified in the whereas clauses* >>.

If absolutely necessary, there can be a second enactment clause (the “therefore” clause that specifies the action requested) with the following format:

And be it further resolved that << *specify any additional actions needed to address the problem identified in the whereas clauses* >>.



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: Alex Dyer, Planner
Meeting Date: January 13, 2021
Subject: TUP20003 – John & Rose Lane – 212 Albion Crescent, Millstream

Recommendation

THAT the Board of Directors issue Temporary Use Permit TUP20003.

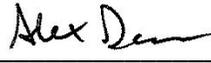
Background

On November 25, 2020, the Board considered an application for a Temporary Use Permit for the property described as LOT 4, DISTRICT LOT 469, CLAYOQUOT DISTRICT, PLAN 28781, located at 212 Albion Crescent in the Millstream area in Long Beach.

The Board resolved to proceed to the next stage of the Temporary Use Permit process. Public notification involved publishing a notice in the January 6, 2021 issues of the Westerly and Alberni Valley News, mailing a notice to all owners of properties, and hand delivering to residents of properties, within 100 metres of the subject property. Notices were mailed on December 16, 2020.

One (1) letter of correspondence has been received from the public to date. The letter received on January 3, 2021 and attached to the memo as Appendix 'A', is from the applicants who also own and reside upon the adjacent property to the north east addressed as 208 Albion Crescent. If any additional correspondence is received prior to the January 13, 2021 Board meeting, staff will inform the Board.

If approved, the permit would allow the applicant to continue use of the single family dwelling for the operation of a three bedroom short term vacation rental.

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

TUP20003

Members: City of Port Alberni, District of Ucluelet, District of Tofino, Yuułu?if?ath Government, Huu-ay-aht First Nations, Uchucklesaht Tribe, Toquaht Nation
Electoral Areas "A" (Bamfield), "B" (Beaufort), "C" (Long Beach), "D" (Sproat Lake), "E" (Beaver Creek) and "F" (Cherry Creek)

From: [John Lane](#)
To: [Planning Shared](#)
Subject: TUP 20003 212 Albion Crescent, Ucluelet.
Date: January 3, 2021 6:39:56 PM

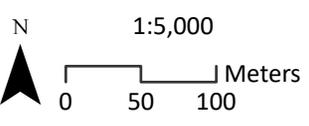
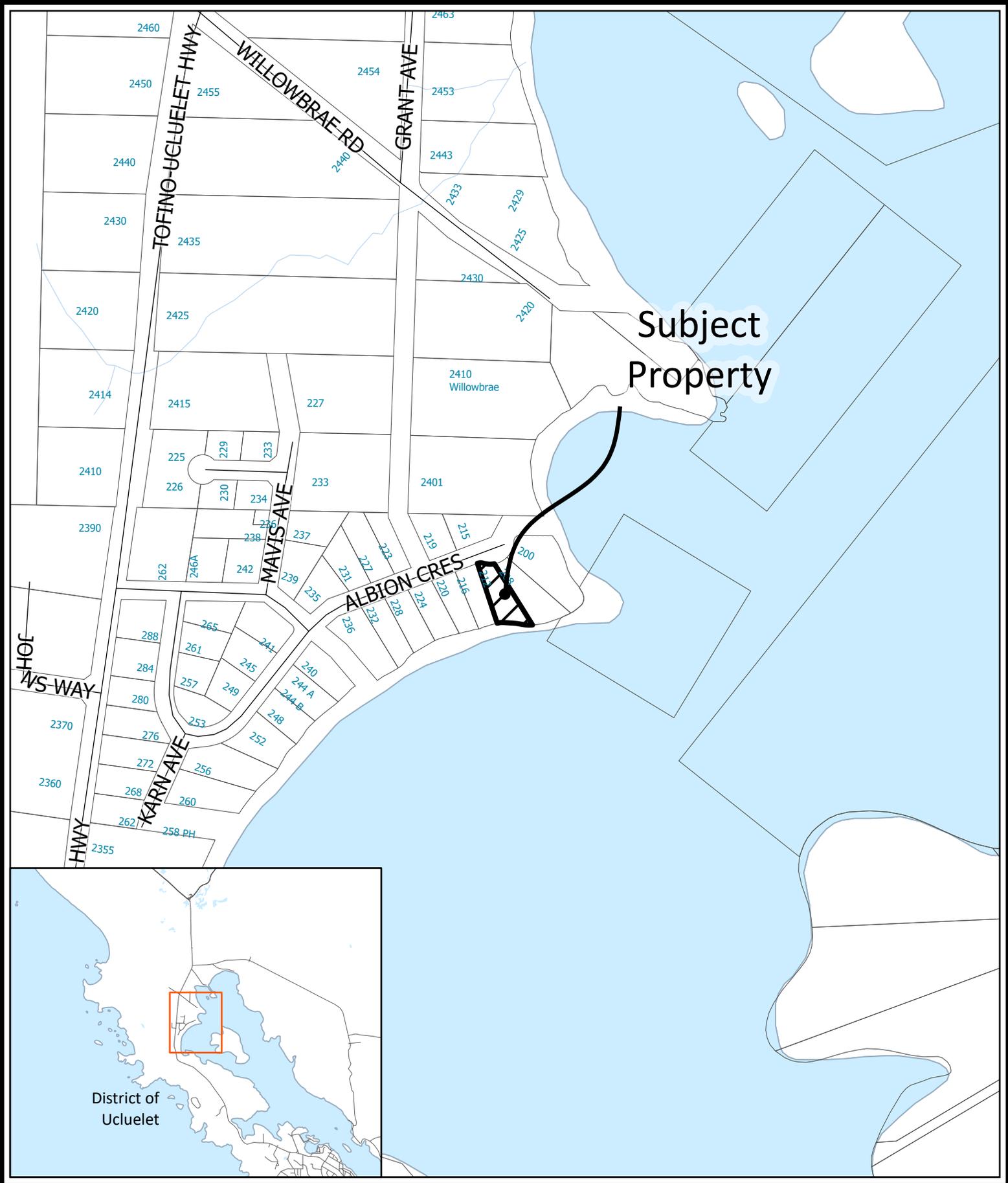
Dear Planning Department.

We are the residents of 208 Albion Crescent and would like to support our application for a TUP at 212 Albion Crescent in Millstream.

We have operated a short term vacation rental at 212 Albion Crescent since 2003 and have used the income to supplement our pension. Living next door, we have also been able to respond to, and look after our guests very quickly.

Rose Marie and I have lived in this area for 31 years and look forward to many more years here. Many of our guests have returned annually and have very positive memories of the area.

All the best
John and Rose Marie Lane
Pacific Rose Cottage
250-726-8998



Legal Description: LOT 4, DISTRICT LOT 469, CLAYOQUOT DISTRICT, PLAN 28781



ALBERNI-CLAYOQUOT REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni BC, CANADA V9Y 2E3 Telephone (250) 720-2700 Fax (250) 723-1327

TEMPORARY USE PERMIT NO. TUP20003

Whereas, pursuant to Section 493 of the *Local Government Act*, a local government may by resolution, on application of a property owner, issue a temporary use permit;

A Temporary Use Permit is hereby issued to:

Name: John and Rose Lane

Address: 212 Albion Crescent, Ucluelet

With respect to:

Legal Description: LOT 4, DISTRICT LOT 469, CLAYOQUOT DISTRICT, PLAN 28781

PID: 001-474-642

Civic Address: 212 Albion Crescent, Millstream

The Regional District of Alberni-Clayoquot hereby issues a Temporary Use Permit to John and Rose Lane with respect to property legally described as LOT 4, DISTRICT LOT 469, CLAYOQUOT DISTRICT, PLAN 28781 subject to the conditions as follows:

1. This permit is issued for the operation of a three (3) bedroom short term vacation rental (STR) unit at the subject property.
2. A maximum of two (2) persons shall be permitted per bedroom when the dwelling unit is being occupied as an STR.
3. The rental unit is limited to the single family dwelling on the subject property.
4. The rental use of the property shall not change the residential appearance of the single family dwelling.
5. The owner or a caretaker must live on-site or be available within 20 minutes.
6. Contact information for the owner or caretaker and a copy of the TUP must be visible in a public location.
7. This permit is valid for two (2) years from the date of execution.
8. At the time this permit expires, the property owner may apply to the Regional District to have it re-issued for a period of up to two (2) years or return the property to the original use permitted under the current zoning.
9. The operation of the STR must be in compliance with all Provincial Health Officer orders.
10. If the conditions of this permit are not met or if there is a change of ownership of the property, the ACRD may rescind or terminate the TUP.

At the time this permit expires, the property owner may apply to the Regional District to have it re-issued or the property owner must return the property to the original use permitted under the current zoning by way of ceasing any short term vacation rental use or rezone the property.

In accordance with the provision of Section 493 of the *Local Government Act*, approval of this permit was given by resolution of the Regional District of Alberni-Clayoquot Board of Directors on _____, 2021.

This permit was issued under the seal of the Regional District of Alberni-Clayoquot on _____, 2021.

Douglas Holmes, BBA, CPA, CA
Chief Administrative Officer

Chair of the Regional Board

TUP20003

Members: City of Port Alberni, District of Ucluelet, District of Tofino, Yuułu?iit?ath Government, Huu-ay-aht First Nations, Uchucklesaht Tribe, Toquaht Nation
Electoral Areas "A" (Bamfield), "B" (Beaufort), "C" (Long Beach), "D" (Sproat Lake), "E" (Beaver Creek) and "F" (Cherry Creek)



INFORMATION REPORT

To: Alberni-Clayoquot Regional District Board of Directors

From: Heather Zenner, Protective Services Manager

Meeting Date: January 13, 2021

Subject: Launch of Voyent Alert – Emergency Notifications in the Alberni Valley & Bamfield

Report:

On January 18th, the Alberni-Clayoquot Regional District is launching Voyent Alert, an emergency notification system in the Alberni Valley and Bamfield areas. Voyent Alert will alert residents of major emergencies such as tsunami, earthquake, wildfire, dam breach, boil water advisory, chemical spill, and major flooding. Residents will choose how they receive alerts including via phone call, text message, email, or directly through the Voyent Alert app. Notifications will be sent from the Emergency Operations Centre (EOC), at no cost to residents. Six staff members from the City of Port Alberni and ACRD have been trained to send emergency alerts.

Residents of the City of Port Alberni, Beaufort, Sproat Lake, Cherry Creek, Beaver Creek and Bamfield will be able to register for the program starting on January 18th. ACRD staff have proposed Memorandum of Understanding (MOU) agreements to Tseshaht First Nation, Hupacasath First Nation, Uchucklesaht Tribe, and Huu-ay-aht First Nations that would allow ACRD to send alerts to residents that live in those communities. Until the MOU's are considered by each First Nation, ACRD will not be sending emergency alerts areas to First Nation communities. This does not preclude anyone from registering the program; however, the emergency alerts will be targeted to lands under ACRD jurisdiction.

A media release will be issued on January 18th to advise of the Voyent Alert rollout. Advertising of the program is being conducted by a contractor, funded through the UBCM – Emergency Operations Centre and Training grant. Various methods of advertising will be used to encourage residents in the Alberni Valley and Bamfield to register for the program. Residents that require support to register for the program can call ACRD staff for assistance. Voyent Alert will also be used to notify EOC staff and elected officials of an emergency.

Submitted by: _____
Heather Zenner, MA, RPF, Protective Services Manager

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

**REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT BUILDING INSPECTOR'S REPORT
DECEMBER, 2020**

BUILDING TYPE	BAMFIELD		BEAUFORT		LONG BEACH		SPROAT LAKE		BEAVER CREEK		CHERRY CREEK		TOTALS	
	#	VALUE	#	VALUE	#	VALUE	#	VALUE	#	VALUE	#	VALUE	#	VALUE
Single Family					1	169,039			1	247,991	1	170,000	3	587,030
Mobile Homes									1	8,600			1	8,600
Multi-Family													0	0
Adds&Rens													0	0
Commercial													0	0
Institutional													0	0
Industrial													0	0
Miscellaneous							1	21,775					1	21,775
Totals	0	0	0	0	1	169,039	1	21,775	2	256,591	1	170,000	5	617,405

	BAMFIELD	BEAUFORT/ BEAVER CREEK	LONG BEACH	SPROAT LAKE	CHERRY CREEK	TOTAL	YTD TOTAL
WOODSTOVE INSPECTIONS						0	10

**REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT BUILDING INSPECTOR'S REPORT
DECEMBER, 2020 TO DATE**

BUILDING TYPE	BAMFIELD		BEAUFORT		LONG BEACH		SPROAT LAKE		BEAVER CREEK		CHERRY CREEK		TOTALS	
	#	VALUE	#	VALUE	#	VALUE	#	VALUE	#	VALUE	#	VALUE	#	VALUE
Single Family	0	0	1	5,000	4	497,013	8	2,513,195	12	3,297,110	4	1,491,389	29	7,803,707
Mobile Homes	0	0	1	6,363	0	0	7	330,645	6	91,853	3	209,935	17	638,795
Multi-Family	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Adds&Rens	0	0	3	228,955	1	45,000	9	1,356,452	10	485,459	0	0	23	2,115,866
Commercial	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Institutional	0	0	0	0	1	50,594	0	0	1	2,000,000	0	0	2	2,050,594
Industrial	0	0	0	0	0	0	3	1,724,066	0	0	0	0	3	1,724,066
Miscellaneous	2	26,000	2	149,491	6	247,700	11	166,636	18	737,058	8	459,360	47	1,786,246
Totals	2	26,000	7	389,809	12	840,307	38	6,090,994	47	6,611,480	15	2,160,684	121	16,119,274

	YEAR TO DATE		TOTAL YEAR			YEAR TO DATE		TOTAL YEAR	
2019	109	14,925,682	109	14,925,682					
2018	104	12,305,797	104	12,305,797					
2017	103	12,826,449	103	12,826,449					
2016	82	10,545,063	82	10,545,063					
2015	89	8,577,170	89	8,577,170					
2014	73	7,121,200	73	7,121,200					
2013	81	8,208,948	81	8,208,948					
2012	92	9,011,700	92	9,011,700					
2011	120	9,221,498	120	9,221,498					
2010	149	21,524,170	149	21,524,170					
2009	123	11,302,380	123	11,302,380	1999	80	3,348,092	80	3,348,092
2008	147	22,682,130	147	22,682,130	1998	75	3,320,890	75	3,320,890
2007	163	15,007,877	163	15,007,877	1997	104	10,025,166	104	10,025,166
2006	161	15,909,705	161	15,909,705	1996	128	9,050,554	128	9,050,554
2005	138	12,962,379	138	12,962,379	1995	116	9,641,300	116	9,641,300
2004	133	11,036,854	133	11,036,854	1994	151	7,915,500	151	7,915,500
2003	97	6,925,356	97	6,925,356	1993	167	10,864,000	167	10,864,000
2002	76	2,986,134	76	2,986,134	1992	173	11,192,500	173	11,192,500
2001	89	5,790,126	89	5,790,126	1991	126	7,155,120	126	7,155,120
2000	88	4,095,339	88	4,095,339	1990	118	6,323,900	118	6,323,900