



Alberni-Clayoquot Regional District

COMMITTEE-OF-THE-WHOLE MEETING
WEDNESDAY, AUGUST 25, 2021, 10:00 AM

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/25-8-2021/>

Public Attendance: the public are welcome to attend the meeting via Zoom Webinar by registering at: https://portalberni.zoom.us/webinar/register/WN_1ae-j46uSpaa37e8fcCCng

Click here to view the [2021 – 2024 ACRD Strategic Plan](#)

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>MINUTES</u>	
a. Committee-of-the-Whole Meeting – May 26, 2021	3-5
<i>THAT the minutes of the Committee-of-the-Whole meeting held on May 26, 2021 be received.</i>	
4. <u>REQUEST FOR DECISIONS</u>	
a. REQUEST FOR DECISION	
Parks Asset Management Plan Version 1, including a presentation by Acting CFO – T. Bryant	6-52
<i>THAT the Committee of the Whole recommend the Alberni-Clayoquot Regional District Board of Directors adopt the Parks Asset Management Plan Version 1.</i>	



Alberni-Clayoquot Regional District

MINUTES OF THE COMMITTEE-OF-THE-WHOLE MEETING

HELD ON WEDNESDAY, MAY 26, 2021, 10:00 AM

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

DIRECTORS

John Jack, Chairperson, Huu-ay-aht First Nation

PRESENT:

John McNabb, Vice-Chairperson, 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)

Debbie Haggard, Alternate Director, City of Port Alberni

Ron Paulson, Councillor, City of Port Alberni

Rachelle Cole, District of Ucluelet

Tom Stere, Councillor, District of Tofino

REGRETS:

Alan McCarthy, Member of Legislature, Yuułu?it?ath Government

Kirsten Johnsen, Member of Council, Toquaht Nation

Wilfred Cootes, Councillor, Uchucklesaht Tribe Government

STAFF PRESENT:

Douglas Holmes, Chief Administrative Officer

Mike Irg, General Manager of Planning and Development

Alex Dyer, Planner

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/26-5-2021/>

1. CALL TO ORDER

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

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

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

The Chairperson welcomed members of the Agricultural Development Committee and Agricultural Advisory Committee.

2. APPROVAL OF AGENDA

MOVED: Director Roberts
SECONDED: Director McNabb

THAT the agenda be approved as circulated.

CARRIED

3. PETITIONS, DELEGATIONS & PRESENTATIONS

a. Heather Shobe, ACRD Agricultural Support Worker, Re: System Change Grant and Other Agricultural Initiatives

The consultant provided a power point presentation on the System Change – A Shifting Focus: Expanding the Influence of Regional Agricultural Support project. The Regional District has received \$300,000 grant funding from the Vancouver Foundation for this project, \$100,000 per year for three years. Ms. Shobe outlined how the funds will be distributed and utilized. Other agricultural initiatives were outlined including: armyworm monitoring, coastal community gardens initiative and annual agricultural events.

4. REQUEST FOR DECISIONS

a. Request for Decision regarding Agricultural Strategic Plan Objectives

MOVED: Director Shannon
SECONDED: Director Cote

THAT the Committee of the Whole support the presented focus areas for agricultural development included in the 2021-2025 Financial Plan as supported by the ACRD Strategic Plan section 1.4 (Enhance Agricultural Development)

CARRIED

5. REPORTS

Round Table Discussion – Agricultural Initiatives/Issues

- Insurance issues & working towards solutions including system changes, policies
- AVICC – Climate Change/Climate Leadership Plan – food security and policies and practices.
- Watershed management
- Supply change management
- Community gardens
- Food Hub Tours

Director Beckett left the meeting at 11:30 am

6. **LATE BUSINESS**

7. **QUESTION PERIOD**

Questions/Comments from the public. The Corporate Officer advised there were no questions or comments from the public respecting an agenda topic or submissions received by email at responses@acrd.bc.ca.

8. **ADJOURN**

MOVED: Director Shannon

SECONDED: Director Roberts

THAT this meeting be adjourned at 11:38 am

CARRIED

Certified Correct:



John Jack,
Chairperson



Wendy Thomson,
General Manager of Administrative Services



REQUEST FOR DECISION

To: Alberni-Clayoquot Regional District Committee of the Whole

From: Tricia Bryant, CPA, CGA, Acting Chief Financial Officer

Meeting Date: August 25, 2021

Subject: Parks Asset Management Plan Version 1

Recommendation:

That the Committee of the Whole recommend the Alberni-Clayoquot Regional District Board of Directors adopt the Parks Asset Management Plan Version 1.

Desired Outcome:

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

Summary:

The Parks AMP is the thirteenth plan created by the ACRD with the assistance of site reports, the General Manager of Community Services, staff, and valuable volunteer groups. The purpose of the AMP is to better guide the Board, management and staff in decision-making, sustainable service delivery, and proactivity versus reactivity. It is also a communication tool for public awareness. The AMP will provide significant value by utilizing existing data to identify areas and projects that require attention in the budgeting and long-term financial planning process. This AMP utilizes data from the adopted Parks Levels of Service and Maintenance Standards, Asset Management Policy, and Asset Management Strategy, and will influence future individual Parks Maintenance Plans and Long-Term Financial Plans. This AMP can also be used to identify necessary adjustments to taxation rates. This version of the AMP will be dated with the date of adoption.

Prior to the AMP's creation, an Asset Registry was created in which component valuations, approximate expiration dates, and condition assessments were used to calculate required annual financial contribution from requisition and parcel tax in order to maintain desired levels of service.

AMPs identify any financial gaps that potentially could be filled with grants or that may require additional funding or maintenance; they are also a requirement for grant applications as well as accurate and reliable Long-Term Financial Plans.

Time Requirements – Staff & Elected Officials:

Most AMP can take a significant amount of time to compile necessary information, analyze and present it in a way that provides value to staff, management, the Board and users of the service. Additionally, time must be taken to properly include the information in AMPs in the 5-year financial plan and any other relevant documents of the Regional District.

Submitted by: 
Tricia Bryant, CPA, CGA, Acting Chief Financial Officer

Approved by: 
Teri Fong, CPA, CGA, Acting Chief Administration Officer



ALBERNI-CLAYOQUOT
REGIONAL DISTRICT

PARKS

Asset Management Plan
Version 1

DATE OF ADOPTION: TBD



Parks Asset Management Plan

CONTENTS

EXECUTIVE SUMMARY	3
1.1 PURPOSE OF THE PLAN	4
1.2 ASSET SERVICE AREAS	4
1.3 LEVELS OF SERVICE.....	4
1.4 FUTURE DEMAND.....	5
1.5 LIFECYCLE MANAGEMENT PLAN	6
1.6 FINANCIAL SUMMARY	6
1.7 ASSET MANAGEMENT PRACTICES	8
1.8 MONITORING AND IMPROVEMENT PROGRAM.....	8
INTRODUCTION	9
2.1 BACKGROUND.....	10
2.2 ASSET INVENTORY	11
2.3 NATURAL ASSETS & CLIMATE CHANGE	1
2.4 LEVELS OF SERVICE.....	2
2.5 EMERGENCY PREPAREDNESS.....	5
CURRENT STATE OF PARKS INFRASTRUCTURE	6
3.1 INVENTORY	7
3.2 REPLACEMENT COSTS AND DATES.....	9
3.3 CONDITION ASSESSMENTS.....	11
3.4 CURRENT OPERATIONS AND MAINTENANCE COSTS.....	12
3.5 RISK MANAGEMENT PLAN.....	12
ASSET MANAGEMENT IMPROVEMENT PLAN	14
4.1 INFRASTRUCTURE PRIORITY RANKING	15
4.2 IMPROVEMENT PLAN	17
APPENDIX A	21
APPENDIX B	26
REFERENCES	34



EXECUTIVE SUMMARY



Parks Asset Management Plan

1.1 Purpose of the Plan

The Parks Asset Management Plan (AMP) is part of the Alberni-Clayoquot Regional District (ACRD) Asset Management program to facilitate informed decision-making and effective allocation of resources for infrastructure. The purpose of an AMP is to deliver sustainable, cost effective services to ACRD communities in a socially, economically, and environmentally responsible manner, while providing the Level of Service agreed upon by the Board. This AMP follows the guidelines of the ACRD’s Asset Management Policy and Strategy and will inform operations and maintenance procedures, the 5-year Financial Plan and Long-Term Financial Plan.

1.2 Asset Service Areas

The Parks assets included in this plan are located in Regional Parks or Community Parks. The Parks included in this AMP and the service areas in which they belong are presented in Table 1.1.

Table 1.1 – Service Areas and related Parks

Service Area	Park
Bamfield Community Parks	Eileen Scott Centennial Park
Bamfield Community Parks	West Park
Beaver Creek Parks	Evergreen Park
Beaver Creek Parks	Nordstrom Park
Cherry Creek Community Park	Maplehurst Park
Cherry Creek Community Park	Cherry Creek Trail
Regional Parks	Alberni Inlet Trail
Regional Parks	China Creek Park
Regional Parks	Log Train Trail
Regional Parks	Mouth Arrowsmith Regional Park
Regional Parks	West Coast Multi-Use Path
South Long Beach Multi-Purpose Path	South Long Beach Multi-Purpose Path
Sproat Lake Community Parks	Cougar Smith Park
Sproat Lake Community Parks	Faber (Dickson) Park
Sproat Lake Community Parks	Faber Road Trail
Sproat Lake Community Parks	Great Central Lake Boat Launch
Sproat Lake Community Parks	Lakeshore Road Trail

1.3 Levels of Service

Levels of Service is the convergence of physical performance, customer expectation, and available funding to operate and maintain the asset(s). On March 24, 2021, the Board of Directors adopted the Parks Levels of Service and Maintenance Standards which influenced the information within this AMP.



Parks Asset Management Plan

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

1.4 Future Demand

Increases in future demand will be managed through a combination of maintaining and upgrading existing assets and providing new assets to meet demand. Other practices to accommodate future demand changes also include non-asset solutions such as changes in bylaws and regulations, insuring against risks, and mitigating potential failures.

The main demands for new services are created by:

- Board of Directors and resident level of service expectations
- Legislative regulations
- Education and programs
- Change in community needs or vision
- Population growth

Aerial View of China Creek Campground & Alberni Inlet





Parks Asset Management Plan

1.5 Lifecycle Management Plan

Asset Management (AM) assists in conscious and calculated decisions for all assets covered in AMPs from acquisition, operation, maintenance, disposal and renewal or upgrade. During the course of an asset's life, the future replacement value is estimated based on current or historical costs plus inflation as well as estimated date of replacement based on age and condition, if applicable. Required annual contributions are calculated for each component within the AMP to measure the funding gap between current and desired Levels of Service in order to align funding and service expectations. The AM Program, adopted by the ACRD in 2018, achieves responsible and reliable lifecycle management practices.

The ACRD AM Committee has created the Parks AMP with the assistance of the Department Managers and operational staff. AM systems will continue to be maintained by the Asset Management & Grant Coordinator and staff prior to the creation of subsequent AMPs.

End-of-life replacement costs of the infrastructure were determined using historical data and industry standards. Replacement dates were determined using industry and/or safety standards with adjustments made in estimated service life based on condition assessments. While this is a relatively reliable measure for predicting replacement timelines, it is recognized that assets may exceed estimated service lives. Every effort will be made to extend service lives to the fullest extent though maintenance programs and balancing risks with available resources. Management staff provided risk assessments and goals used within risk registers and matrices intended to identify and mitigate unacceptable threats to ACRD assets and their users.

Land associated with Parks will be maintained to the standards outlined in the Parks Levels of Service and Maintenance Standards through volunteer groups and contracted services, as required. Rejuvenation of land will be recommended at such time that the current level fall below the prescribed standards or the natural assets within those lands are compromised.

1.6 Financial Summary

The Parks infrastructure has a total current replacement value of \$4.05 million. This does not include a contingency for construction, engineering, financial, legal or administration costs. With an estimated inflation rate of 1.5%, estimated future replacement costs are \$4.44 million for current infrastructure at the end of the components estimated service life.

Funding for the Parks within this AMP is provided by varying tax bases and areas. A summary by service area is presented in Figure 1.2; a summary by asset type is presented in Figure 1.3. A detailed analysis of funding requirements by tax base is included in Section 3.2 Replacement Costs and Dates.



Parks Asset Management Plan

Figure 1.2 - Current and Future Replacement Costs by Service Area (in Millions)

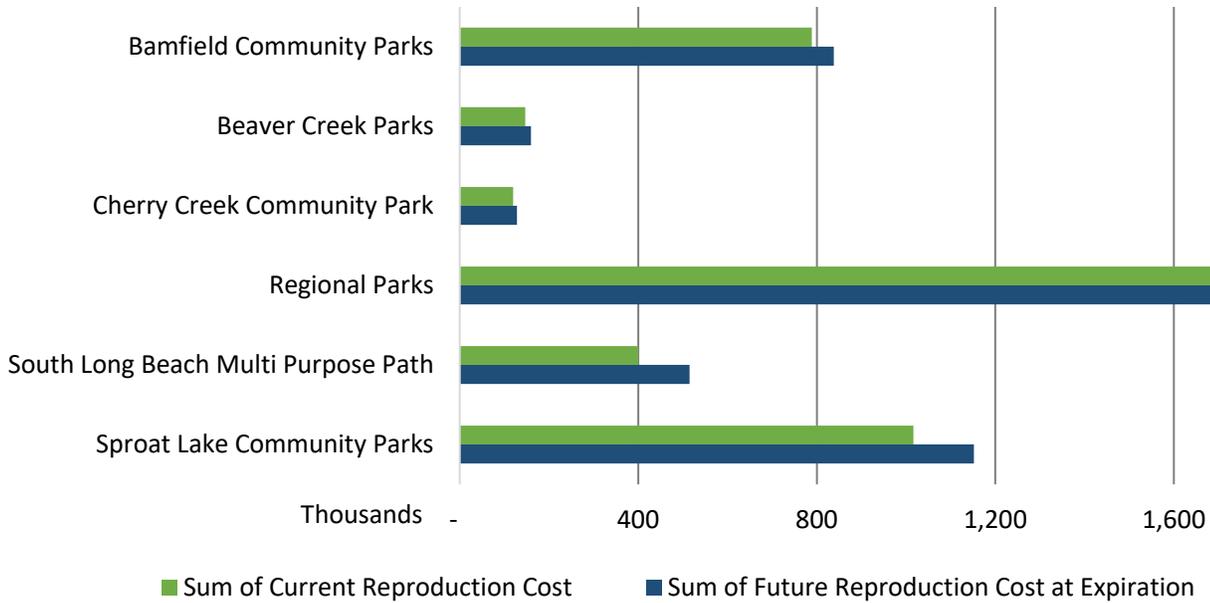
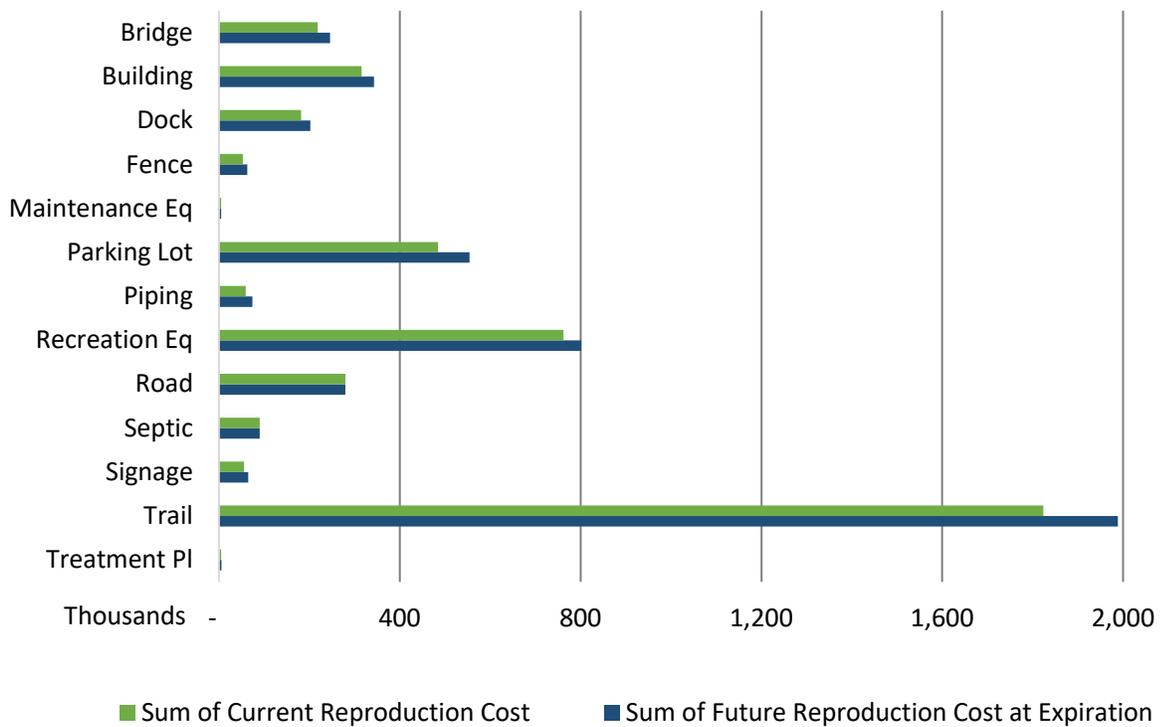


Figure 1.3 - Current and Future Replacement Costs by Asset Type (in Millions)





Parks Asset Management Plan

1.7 Asset Management Practices

Assets are managed using a combination of Microsoft Office and iCity/Vadim. The ACRD currently utilizes GIS within the Planning Department and will soon expand to service more departments including the creation of asset databases to aid in the management of existing assets. A dedicated Asset Management Software solution has not been considered at this time but will be reviewed in the future as demands and processes evolve. Registries and AMPs will be reviewed and updated on an annual basis prior to the release of the following version.

1.8 Monitoring and Improvement Program

An Improvement Plan is included within Section 4.2 detailing tasks to improve Asset Management practices within Parks services and the Asset Management Program as a whole. Included in Improvement Plans are suggested changes or additions to documented inspections and condition assessments, monitoring of asset-specific operational and maintenance procedures and assigning present risks a numerical rating in order to measure mitigation success.

Bamfield Parks - Smiley Rink





INTRODUCTION



Parks Asset Management Plan

2.1 Background

The Alberni-Clayoquot Regional District is situated in the heart of Vancouver Island with one of the most dramatic and majestic landscapes. The Alberni-Clayoquot Regional District is a federation consisting of member Municipalities, First Nations, and six electoral areas. The Alberni-Clayoquot Regional District is within the traditional territory of ten First Nations.

A range of parks and trails currently exist within the ACRD that are situated within the Regional Parks Service; the Inlet Trail, Mount Arrowsmith Regional Park, China Creek Park, and the Log Train Trail. Community parks are specific to electoral areas and include Eileen Scott Centennial Park, Brady's Beach trail, Cougar Smith Park, Faber (Dickson) Park, Nordstrom Park, Evergreen Park, South Long Beach Multi-Purpose Path, and several other parks and trails, some of which are undeveloped and do not receive maintenance. The ACRD also has partnership agreements in place permitting legal park or trail use and access on properties that are owned by other jurisdictions. Assets located on lands not owned by the ACRD are not included in this AMP.

This AMP encompasses all Parks owned assets, excluding natural assets; however, the ACRD recognizes that natural assets provide critical resources and services to the community. The delicate nature of managing natural assets is being approached systematically and methodically through training programs and collaboration between departments with complementary backgrounds. As resources allow, natural assets will be included in subsequent AMPs.

Natural assets support the delivery of core local government services, while doing so much more. The functions that nature provides to communities beyond core services, such as recreation, climate regulation, clean air, habitat, and biodiversity are invaluable to the overall health and well-being of a community.

- Asset Management BC

The purpose of the AMP is to facilitate the strategic management of the system infrastructure and the services provided by it, giving guidance on new and existing infrastructure to maximize use of financial resources long term, reduce risk and provide a prioritized view for service continuity and improvements over a 20-year planning period and beyond.



Parks Asset Management Plan

The ACRD AM Program follows the advice of the Asset Management BC Framework; Plans are designed to be living documents that change with the organization to reflect progress made while continuously striving for sustainable service delivery. Consideration of various community priorities and an understanding of trade-offs between resources and desired services is the foundation of sound AM practices. The AMBC Roadmap guides organizations through basic, intermediate and advanced Asset Management Practices. It is the goal of the ACRD to achieve a basic to intermediate level of understanding.

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

- Annual strategic priorities
- Short-term and long-term financial plans
- Grant applications and funding
- Parks Levels of Service and Maintenance Standards

Asset Management Plans are designed for several reasons: to guide Management and the Board in planning and decision-making, to aid in the creation of short-term and long-term financial plans as well as operational plans, and to spark community engagement for the service. As the ACRD moves through the AM implementation process, knowledge and understanding of the AM program increases and it is expected that this plan evolve further, solidifying assumptions made and filling in any present information gaps where further research or information is required.

2.2 Asset Inventory

The Parks assets consist of many components including:

- Bridges
- Buildings
- Docks
- Fencing
- Maintenance Equipment
- Parking Lots
- Recreation Equipment
- Bike Skills Park
- Septic Systems
- Signage
- Trails
- Small-Scale Water Treatment and Distribution Infrastructure



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

2.3 Natural Assets & Climate Change

The process of identifying natural assets within the ACRD has begun; however, no progress has yet been made regarding the management of these assets in terms of planning, engineering, operations, and maintenance. Achieving sustainable service delivery is only attainable by adequately managing all engineered and natural assets.

Some services may receive benefits from natural assets that are not on ACRD-owned lands, this may include aquifers, storm water management, climate regulation, and flood protection. In these instances, it is recommended that the ACRD advocate for the protection of these assets through shared interests and the safety and well-being of residents. The loss of a natural asset will likely result in the need for man-made engineered assets that are more costly to create, maintain, and replace.

The effects of climate change are more evident year over year and proactive natural asset management is crucial to ensure minimal impact from floods, fires, droughts, and other extreme weather events. Subsequent versions of this AMP will include natural asset valuations, recommended maintenance procedures, forecasted climate change impacts, and funding requirements to achieve true sustainable service delivery.

Sproat Lake - Dog Mountain Fire (2015)





Parks Asset Management Plan

Faber (Dickson) Park Flooding (2019)



2.4 Levels of Service

Levels of Service (LOS) are measures of fact related to the service delivery outcome intended to demonstrate effective performance. LOS measure how the customer receives the service, the value provided by the service, and performance related to allocation of resources to service activities to best achieve the desired outcomes. Other services within the ACRD will typically have LOS separated by both how the customer perceives the service and how the service can be delivered effectively, giving consideration to resources and capacity.

On March 24, 2021, the ACRD Board of Directors adopted the Parks Levels of Service and Maintenance Standards ([Appendix A](#)) which established a minimum acceptable LOS framework for each Park based upon natural characteristics, current assets, and current use; the Advisory Committees that support the services within this AMP and their volunteer support influenced the recommendations within the document. The Lands & Resources Coordinator will be developing a Parks Management Plan that will outline the maintenance resources required to reach or maintain the desired LOS outlined within the Parks Levels of Service and Maintenance Standards report.



Parks Asset Management Plan

The established LOS are broken into four levels:

- **Level 1** – Highest level of maintenance. Use: highly visible, high profile parks and trails with intensive public use.
- **Level 2** – Medium to moderate level of maintenance. Use: medium to high level of intensive public use.
- **Level 3** – Low to medium level of maintenance. Use: intended to be a natural park space or low to medium use of constructed trail.
- **Level 4** – No routine maintenance. Use: inactive park with no infrastructure.

Table 2.1 - Levels of Service

ACRD Park or Trail Name	Current LOS	Desired LOS	Comments on Current LOS	Additional Requirements to Achieve Desired LOS
West Coast Multi-Use Path	N/A	2	Under development.	N/A
Alberni Inlet Trail	3	3	Volunteer maintenance. Anticipated increase in public use.	Estimated \$40,000 required for bridge replacements. Increase in annual capital contributions required.
Log Train Trail	4	2/3	Different sections hold different levels. High use levels to be improved to level 2. Volunteer maintenance.	Bridge replacements totalling \$40,000 - Included within 2021-2025 Financial Plan. Increase in annual capital contributions and maintenance required.
China Creek Regional Park ¹	2	2	Operated by Port Alberni Port Authority.	None.
Mount Arrowsmith Regional Park	3	3	Anticipated increase in public use. Backcountry use.	Improved signage required. General clean-up required. Increase in annual capital contributions required.
South Long Beach Multi-Purpose Path	2	2	Maintenance performed by District of Ucluelet.	None.
Parkland Dedications	4	4	N/A	N/A

¹ China Creek Regional Park is owned by the ACRD and is currently leased to the Port Alberni Port Authority (PAPA). The PAPA owns and maintains all buildings within the park. Upon the termination of this lease, buildings, structures and any improvements constructed on these lands will become the property of the ACRD, at no cost to the ACRD.



Parks Asset Management Plan

ACRD Park or Trail Name	Current LOS	Desired LOS	Comments on Current LOS	Additional Requirements to Achieve Desired LOS
Cherry Creek Roadside Trail	3	3	Brush cutting performed by Beaver Creek Water staff	None.
Eileen Scott Centennial Park	2	2	Regular maintenance performed. Updated condition assessments required.	Aging infrastructure. Increase in annual capital contributions required.
West Park	3	2	Regular volunteer maintenance. Anticipated increase in public use.	Development and added assets require increase in maintenance.
Cougar Smith Park	2	2	Regular maintenance performed. Anticipated increase in public use. Updated condition assessments required.	Paving project to be completed in 2021.
Great Central Lake boat launch	3	3	Anticipated increase in public use.	Infrastructure requires upgrades.
Faber Road Trail	2	2	Regular maintenance performed.	None.
Lakeshore Road Trail	2	2	Regular maintenance performed.	None.
Maplehurst Park and Trails	3	2	Anticipated increase in public use.	Infrastructure upgrades required to accommodate increased use. Increase in annual capital contributions required.
Evergreen Park	3	3	Regular volunteer maintenance. Updated condition assessments required.	Budgeted \$25,000 culvert and bridge replacement. Increase in annual capital contributions required.
Nordstrom Park	3	3	Lawn care performed by Beaver Creek Water staff.	None.

For the purposes of this AMP, LOS expectations are set upon the annual adoption of the Financial Plan and Strategic Priorities as it is a reflection of the values, policies, and priorities of the Board of Directors with input from volunteer groups and public engagement sessions. This will assist the ACRD's Board of



Parks Asset Management Plan

Directors, stakeholders, and rights holders in matching the service goals, risks and consequences with the community's ability and willingness to pay for the service.

It is important to monitor the service levels provided regularly as these will change as regulations and expectations change. Review and establishment of the agreed position that achieves the best balance between service, risk and cost is essential.

2.5 Emergency Preparedness

The parks and trails within this AMP are encompassed by the Alberni Valley Emergency Plan (2014) with the exception of the West Coast Multi-Use Path and South Long Beach Multi-Purpose Path. Infrastructure is inspected for condition and risk assessments and proactive or reactive measures will take place accordingly. The ACRD ensures that Resident safety is first and foremost though Maintenance Standards. In the event that resources do not allow for adequate risk prevention, parks and trails may be closed for public access; examples include health and safety reasons including communicable diseases, extreme wildfire risks, or infrastructure failure.

Clockwise, starting at Left: Faber (Dickson) Park dock, Lakeshore Road Trail, Faber Road Trail





CURRENT STATE OF PARKS INFRASTRUCTURE



Parks Asset Management Plan

3.1 Inventory

Table 3.1 - Assets covered by this Plan

Asset Category	Current Replacement Value
<i>Bamfield Community Parks</i>	
Building	\$ 233,500
Dock	145,000
Parking Lot	40,000
Recreation Equipment	305,400
Septic	65,000
Bamfield Community Parks Total	\$ 788,900
<i>Beaver Creek Parks</i>	
Bridge	\$ 25,000
Fencing	33,000
Parking Lots	50,000
Recreation Equipment	24,000
Signage	15,000
Beaver Creek Parks Total	\$ 147,000
<i>Cherry Creek Community Park</i>	
Bridge	\$ 2,850
Trails	116,910
Cherry Creek Community Park Total	\$ 119,760
<i>Regional Parks</i>	
Bridge	\$ 190,000
Fencing	10,000
Parking Lots	200,000
Signage	40,500
Trails	1,142,100
Regional Parks Total	\$ 1,582,600
<i>South Long Beach Multi-Purpose Path</i>	
Trails	\$ 400,000
South Long Beach Multi-Purpose Path Total	\$ 400,000
<i>Sproat Lake Community Parks</i>	
Bridge	\$ 750
Building	82,000
Dock	37,000



Parks Asset Management Plan

Asset Category	Current Replacement Value
Fencing	10,000
Maintenance Equipment	5,000
Parking Lot	195,000
Piping	59,400
Recreation Equipment	432,750
Septic	25,000
Trails	164,700
Water Treatment Infrastructure	5,000
Sproat Lake Community Parks Total	\$ 1,016,600
Total Parks Assets	\$ 4,054,860

Natural Assets have not been included in this inventory as the ACRD is still in the development stage of identifying and managing these assets. As resources allow, natural assets will be included in subsequent versions of this AMP.

Clockwise, Starting at Left: Bamfield Parcel A, Log Train Trail, and Maplehurst Trail





Parks Asset Management Plan

3.2 Replacement Costs and Dates

This AMP uses current market replacement values, inflation, estimated service life, condition assessments, and annual capital investments required to determine replacement costs and dates. The ACRD’s 5-Year Financial Plan and Tangible Capital Asset registry utilizes historical costs per Public Sector Accounting Board’s (PSAB) PS 3150 (Tangible Capital Assets); however, this does not account for market changes or inflation.

Nearly half of Parks assets are overdue for replacement based on estimated service life and condition. This creates a considerable funding gap that is unlikely to be satisfied in the short-term. A modified, long-term approach was applied to the current capital funding gap with intentions to eliminate the funding shortfall within 10 years, provided there are no unexpected costs. Table 3.2 summarizes the current and recommended residential tax rates to adequately fund the operations, maintenance, and renewal or replacement of assets.



Table 3.2 – Current and Recommended Residential Tax Rates

Service Area	Current Requisition	Current Residential Tax Rate	Recommended Requisition	Recommended Residential Tax Rate ²	% Increase
Bamfield Community Parks	\$ 8,144	\$ 0.074	\$ 79,000	\$ 0.717	869%
Beaver Creek Parks	26,897	0.048	33,426	0.050	5%
Cherry Creek Community Park	5,195	0.009	5,606	0.017	93%
Regional Parks	88,722	0.010	165,726	0.021	111%
South Long Beach Multi-Purpose Path	7,000	71.43 (per parcel)	13,553	138.29 (per parcel)	94%
Sproat Lake Community Parks	116,505	0.101	119,986	0.108	7%

² Residential Tax Rates are determined based on the assessed value of a residence while Parcel Tax is charged per parcel of land and does not change based on assessed value.

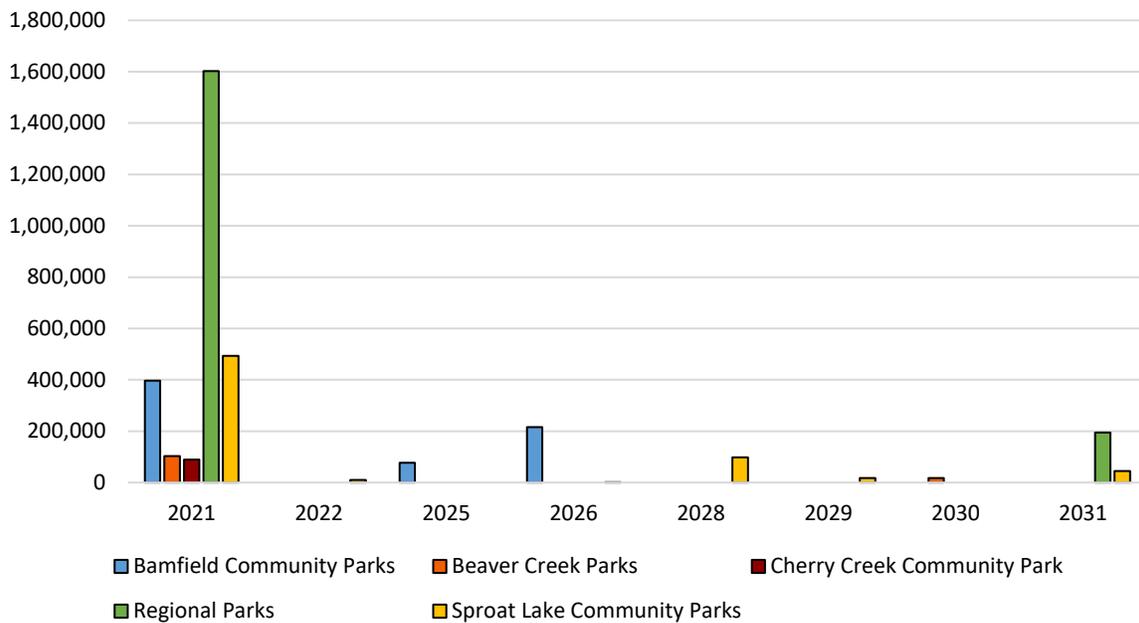


Parks Asset Management Plan

The most notable recommended increase is in the Bamfield Community Parks service. This is due to long-term low residential tax rates that are fully exhausted through routine annual operations and maintenance costs. This information will be taken to the respective Parks Commissions and Advisory Committees for consideration following the adoption of this AMP.

Figure 3.3 summarizes suggested infrastructure replacement dates and estimated costs by year until 2031. Assets that are beyond their service lives or have been given a “Very Poor” condition rating are indicated for replacement in 2021.

Figure 3.3 - Projected Timing for Capital Renewal – 10-Year Timeline



The combined tax requisition for all service areas contributed \$252,000 in 2021 while the combined recommended tax requisition is \$450,000 based on a conservative long-term approach with consideration for current reserve balances. Combined operations and maintenance costs average \$97,000 annually, leaving \$155,000 of the current requisition for capital renewals and replacements. In reality, renewal of system components will occur in cycles based on asset life, completion of major improvements and according to their condition and use.

The majority of the capital renewal requirements within Regional Parks are associated with the Log Train Trail and undersized or deteriorated bridges. Onsite Engineering Ltd. completed a review of Log Train Trail bridges and that report is included in [Appendix B](#).

The ACRD is pursuing grant and Community Works Funds for the West Coast Multi-Use Path project, noted in Table 3.4, and staff are hopeful that this project will be successful in upcoming intakes; project costs have been revised since the completion of the Financial Plan to \$1,494,425. All relevant capital projects included in the current Financial Plan are included in Table 3.4.



Parks Asset Management Plan

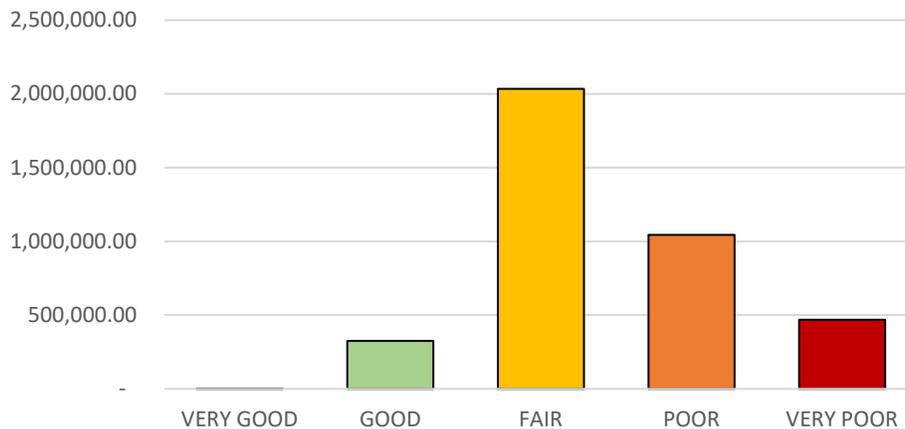
Table 3.4 Current Capital Projects included in 2021-2025 Financial Plan

Year	Service	Description	Amount
2021	Regional Parks	Log Train Trail bridges	\$ 50,000
2021	Regional Parks	West Coast Multi-Use Path	1,370,000
2021	Sproat Lake Community Parks	Cougar Smith Park parking lot	85,000
2021	Sproat Lake Community Parks	Trail upgrades	150,000
2021	Beaver Creek Parks	Evergreen Park pedestrian bridge	25,000
2022	Sproat Lake Community Parks	Cougar Smith Park upgrades	10,000
2022	Regional Parks	Log Train Trail bridges	10,000
2022	Sproat Lake Community Parks	Trail upgrades	40,000
2023	Regional Parks	Log Train Trail bridges	10,000
2023	Sproat Lake Community Parks	Trail upgrades	40,000
2024	Regional Parks	Log Train Trail bridges	10,000
2024	Sproat Lake Community Parks	Trail upgrades	40,000
2025	Regional Parks	Log Train Trail bridges	10,000
2025	Sproat Lake Community Parks	Trail upgrades	40,000
Total Budgeted Capital Expenditures per 2021-2025 Financial Plan			\$ 1,890,000

3.3 Condition Assessments

Several condition assessments used in this AMP were completed by various volunteer groups that maintain the parks and trail system. Condition assessments are calculated on each asset and are combined with estimated service life remaining to determine the overall condition rating of the asset. Regular condition assessments are part of the improvement works outlined in this AMP for specific assets. Based on available data, 39% of Parks assets assessed have a “poor” to “very poor” physical condition. Figure 3.5 shows the current cost to replace assets based on the percentage of estimated useful service life remaining.

Figure 3.5 – Current Replacement Cost by Condition Assessment



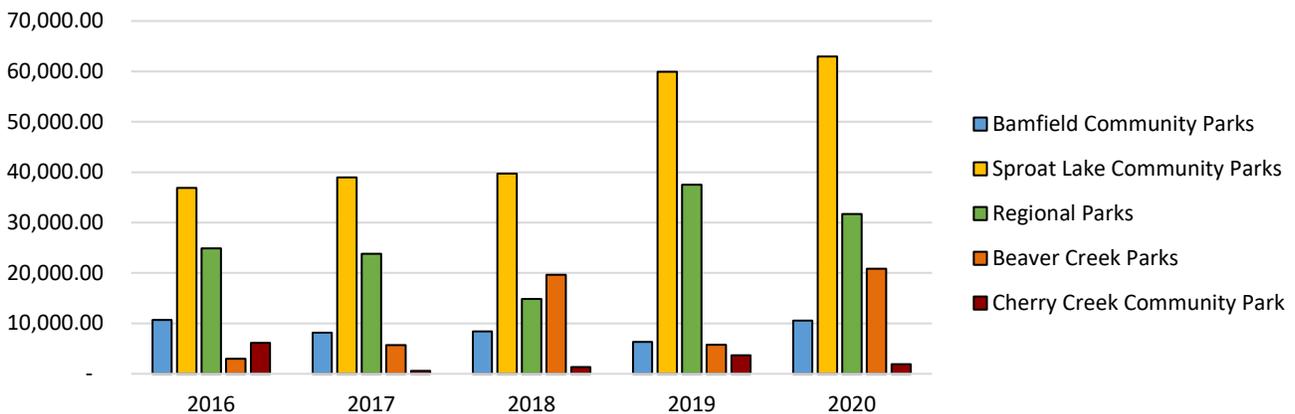


Parks Asset Management Plan

3.4 Current Operations and Maintenance Costs

Operations, maintenance, and salary costs have been tracked for each year and service. Increases in operational or maintenance costs may be a result of aligning maintenance procedures with the adopted Maintenance Standards or may indicate impending asset failures. Included within the Improvement Plan section of this AMP is cost tracking at the asset level rather than service level as well as required maintenance costs. This will allow for more detailed analysis of repair versus replacement costs to identify cost saving opportunities and will ensure financial projections include maintenance costs that align with our standards. Figure 3.6 shows the year over year total operations, maintenance, and salary costs since 2016. Services not included did not incur these costs during this time.

Table 3.6 – Operations and Maintenance Cost Trends



Sproat Lake Parks observed the most notable increase in operations and maintenance costs due to trail maintenance on the newly created Faber Road and Lakeshore Road trails.

Volunteers, including those on Advisory Committees, provide vital services to the Parks services, including regular maintenance and data collection for this AMP. Their assistance saves taxpayers within the ACRD thousands annually through their contributions and efforts. Without them, the viability of Parks functions would be uncertain.

3.5 Risk Management Plan

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

The goal in adopting a framework is to have a consistent accurate understanding of the state of the Parks infrastructure. The framework includes a standardized grading system that is easily repeatable and



Parks Asset Management Plan

enables comparison of the status of infrastructure condition over time and across municipalities for comparison.

Eileen Scott Centennial Park Playground Equipment



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

According to the Land and Resources Coordinator and Asset Management & Grant Coordinator, the following are current credible high risks:

- Natural disaster such as flooding or fire. Consider hiring contractor to address ladder and understory fuel loads.
- Less available volunteer resources. Forecast potential increase in contractor expenses.
- Safety incident in which the ACRD is found liable. Consider developing minimum infrastructure, inspection, and maintenance standards.

There are areas within Parks services that include infrastructure that has not been included within this AMP; examples include user-built foot paths and remaining infrastructure from previous structures that are considered for replacement. Infrastructure that requires removal only are encompassed within PSAB's PS 3280, Asset Retirement Obligations, and the liabilities for such obligations will be included in the annual Financial Statements.



ASSET MANAGEMENT IMPROVEMENT PLAN



Parks Asset Management Plan

4.1 Infrastructure Priority Ranking

Table 4.1 lists the components within Parks in order of their required estimated replacement based on risk. This information can be used to aid in creating a Long-Term Financial Plan for this class of assets. When budgeting for future projects, it is recommended that a 30% general contingency be added to total project costs. Many factors can change the costs of materials required for projects and while the actual costs may differ, only the most current and available costs are used. Table 4.1 is not exhaustive and includes only infrastructure that requires replacement during the 2021-2025 Financial Plan period.

Table 4.1 – Infrastructure Priority Ranking

Service	Component	Current Cost Estimate	Included in 2021-2025 Financial Plan
<i>High Risk Replacements Required</i>			
Bamfield Community Parks	Gazebos	\$ 50,000	X
Bamfield Community Parks	Metal storage shed	2,500	X
Bamfield Community Parks	Storage shed by dock	6,000	X
Bamfield Community Parks	Dock decking, piling & floats	85,000	X
Bamfield Community Parks	Playground equipment	100,000	X
Beaver Creek Parks	Evergreen Park signage	10,000	X
Beaver Creek Parks	Evergreen Park culvert/crossing	25,000	✓
Beaver Creek Parks	Evergreen Park horse stable	10,000	X
Regional Parks	Log Train Trail 3.9 km bridge	40,000	✓
Regional Parks	Inlet Trail wooden bridges	40,000	X
Sproat Lake Community Parks	Cougar Smith Park asphalt replacement	85,000	✓
Sproat Lake Community Parks	Cougar Smith Park basketball court	12,000	X
Sproat Lake Community Parks	Cougar Smith Park tennis nets & fence	14,000	X
Total High Risk Replacements		\$ 359,500	
<i>Medium Risk Replacements Required</i>			
Sproat Lake Community Parks	Cougar Smith Park lawnmower	5,000	X
Sproat Lake Community Parks	Great Central Lake boat launch	40,000	X
Total Medium Risk Replacements		\$ 45,000	
<i>Low Risk Replacements Required</i>			
Bamfield Community Parks	Smiley Rink boards	8,200	X
Regional Parks	Log Train Trail 6.5km bridge	10,000	✓
Cherry Creek Community Park	Maplehurst Park boardwalk bridges	2,850	X
Total Low Risk Replacements		\$ 26,050	
Total Short-Term Replacements Required		\$ 474,600	



Parks Asset Management Plan

Cougar Smith Park asphalt replacement – Project is currently in progress



Evergreen Park Crossing – Project is budgeted for 2021





Parks Asset Management Plan

4.2 Desired Asset Additions

Future additions to the asset inventory will be included in subsequent AMPs and financial projections. With each new asset addition to a service should be an increase in tax requisition in order to fund the operations, maintenance, and eventual replacement of the asset. Without an increase in requisition funds, the service will be faced with a larger funding gap and compromises will need to be made between residential tax requisitions and the existing services; in fact, adding new assets to a service without an adequate increase in funding can lower the LOS of a service area.

Table 4.3 outlines the desired asset additions that have been discussed for the Parks services as well as the implications to the current tax requisition levels for consideration during the budgeting process.

Table 4.3 – Desired Asset Additions

Service	Desired Addition	Estimated Project Cost	Required Increase in Residential Tax Rate
Beaver Creek Parks	Nordstrom Park playground	\$ 100,000	\$ 0.010
Sproat Lake Community Parks	Faber Road & Lakeshore Road trail extensions	450,000	0.013
Regional Parks	Alberni Inlet Trail Stage 3	180,000	0.001
Regional Parks	Log Train Trail parking lot (Maebelle Rd)	30,000	0.0002
Cherry Creek Community Park	Maplehurst Park alternative access/ trail expansion	85,000	0.009
Cherry Creek Community Park	Maplehurst Park parking lot	30,000	0.002

Alberni Inlet Trail Stage 2 Grand Opening





Parks Asset Management Plan

4.3 Improvement Plan

The AMBC Framework in Figure 4.2 provides guidance for local governments to advance asset management practices. The circular shape represents the continuous improvement cycle required to achieve sustainable service delivery. Through the creation of this AMP, we have assessed our asset management practices, assessed the current state of assets, and created the AMP under the guidance of the existing AM Policy and Strategy. Future plans include the creation and of a Long-Term Financial Plan and the implementation of the practices identified within the following Improvement Plan. Prior to the creation of subsequent AMP's, we will measure and report on our progress and once again assess our practices and current state of assets.

Figure 4.2 – Asset Management BC Framework





Parks Asset Management Plan

Table 4.4 achieves the goals of the Implementation process identified in the AMBC Framework by outlining tasks required to achieve AM objectives, manage risks, and close the gap between the current and targeted LOS.

Table 4.4 – Improvement Plan

Task#	Task	Responsibility	Timeline
1	Develop a plan to execute the required repairs outlined in Onsite Engineering Ltd.'s Review of Log Train Trail Bridges	General Manager of Community Services, Lands & Resources Coordinator	Fall 2021
2	Confirm asset inventory with District of Ucluelet regarding South Long Beach Multi-Purpose Path	Lands & Resources Coordinator	Fall 2021
3	Confirm capital funding availability for Bamfield Parks with Bamfield Parks Committee	Asset Management & Grant Coordinator	Fall 2021
4	Create individual Parks Management Plans to define steps and estimated maintenance costs to achieve desired standards	Lands & Resources Coordinator	Spring 2022
5	Gather natural asset data to include comprehensive recommendations in subsequent Asset Management Plans	Asset Management & Grant Coordinator	Spring 2022
6	Implement regular documented playground inspections	Lands & Resources Coordinator	Spring 2022
7	Begin annual graded condition assessments on critical assets	Lands & Resources Coordinator	Spring 2022
8	Coordinate recommendations and funding levels with upcoming Parks Management Plan with Asset Management Plan	Lands & Resources Coordinator	Fall 2022
9	Determine the state and financial requirements of China Creek assets for forecasting purposes	Community Services Department	Fall 2022
10	Financial budgets consider required works identified in Asset Management Plan	Finance Department	Ongoing
11	Annually review Risk Framework for changes	Lands & Resources Coordinator, Asset Management & Grant Coordinator	Ongoing
12	Aging infrastructure is identified and slated for replacement or renewal	General Manager of Community Services, Lands & Resources Coordinator	Ongoing
13	Update and monitor asset specific operations and maintenance costs	Finance Department	Ongoing
14	Update inventory for additions, disposals and changes in useful life	Asset Management & Grant Coordinator	Ongoing



Parks Asset Management Plan

15	Identification for funding for capital projects	Lands & Resources Coordinator, Asset Management & Grant Coordinator	Ongoing
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Clockwise from top: Cougar Smith Park – Bike Skills Park, Nordstrom Park Signage, Eileen Scott Centennial Park Signage





Parks Asset Management Plan

APPENDIX A



ALBERNI-CLAYOQUOT
REGIONAL DISTRICT

3008 Fifth Avenue, Port Alberni, B.C. CANADA V9Y 2E3

Telephone (250) 720-2700 FAX: (250) 723-1327

REQUEST FOR DECISION

To: Committee of the Whole
From: Michael McGregor, Lands and Resources Coordinator
Meeting Date: March 10, 2021
Subject: Parks Level of Service Review

Recommendation:

THAT the Committee of the Whole recommend that the ACRD Board of Directors direct staff to utilize the Proposed Levels of Service and Maintenance Standards as presented for the development of the ACRD Parks Asset Management Plan.

Desired Outcome:

To adopt minimum service levels and maintenance standards for ACRD owned and operated parks.

Background:

The ACRD is the quintessential west coast outdoor playground. With oceans, rivers and mountains running from peak to sea, there are amazing recreational opportunities for everyone.

The ACRD established its Regional Parks function in 1970. Regional Parks can have a variety of roles, but their focus is on meeting the outdoor recreation needs of the region, as well as contribute to attracting tourism as a regional destination. Community parks are provided through localized park functions of individual electoral areas or municipalities which focus on providing the local area outdoor recreation opportunities and promote a sense of community. The ACRD currently owns and/or operates 5 Regional Parks and 24 Community Parks.

In 2006, an Alberni Valley Trails Planning Study was completed and, in 2008, the ACRD completed a Regional Parks & Trails Policy Report. The policy report identified a need for an overall plan for regional parks and trails. In 2015, the ACRD Parks & Trails Strategic Plan was completed to guide park and trail development.

In the report that went to the Committee of the Whole (COW) on December 11th 2019, staff stated that:

The Regional Parks service has been operated at an unsustainable low level of funding for a number of years but, as the infrastructure ages and the risks associated with these parks and trails increases, more funding is required to support these services. This low level of service has been supplemented by volunteer work and grants which will continue to be pursued but cannot be relied on to address all maintenance and risks. For example, the type of maintenance work that is currently required mostly relates to bridges and culverts which is specialized work that cannot normally be completed by volunteers. Overall, the level of service for Regional Parks needs to support the intended purpose of the asset which, in this case, is to provide recreation opportunities to residents and visitors in a safe, reliable, and cost-effective manner.

In 2020, the ACRD Board developed a strategic plan that identified the desired areas of focus. One of the areas that received significant attention was parks and trails, which was included in the adopted strategic plan under strategy 1.3 Parks and Trails Service Levels, with the objective to review Levels of Service for Parks and Trails to maximize their wellness values and benefits to economic development and COVID-19 recovery.

Discussion:

The ACRD is fortunate to have a wide range of opportunities found through both Parks and Trails. Presently, the ACRD owns several properties throughout the Regional District that have park zoning. Some of these parcels are undeveloped

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Parks Asset Management Plan

vacant lands that are unused and do not receive maintenance while others function as heavily used parkland or other uses. The Regional District also has partnership agreements in place permitting legal park or trail use and access on properties that are owned by other jurisdictions.

To achieve sustainable service delivery and ACRD strategic objectives within Parks services, it is important to understand what the current Level of Service (LOS) is and how it is achieved. There are a number of factors that contribute to the LOS delivery for a Parks service. When establishing the Parks LOS, it's best to look at the ACRD policy objectives, community expectations, legislative requirements and resource constraints. Some of these factors are continuously evolving but we can take the information available to focus on two main terms:

Customer LOS: measures how the customer receives the service and measure of value we provide.

Technical LOS: measures of performance relating to the allocation of resources to service activities to best achieve the desired outcomes and demonstrate effective performance.

The ACRD is in a unique position where the current budget does not necessarily determine the Technical LOS because it receives a substantial boost of resources from community volunteers. For many of the Parks services, the Technical LOS is determined by the local group of community volunteers as they are the ones who dedicate the time to perform the regular maintenance and routine upgrades. This is a great benefit which helps lower requisitions for these services but it also exposes the ACRD to some risk as the Technical LOS is established based on volunteer hours which can fluctuate greatly from year to year and is generally not under direct supervision of the ACRD.

Staff polled current volunteers from the Bamfield Parks Commission, Sproat Lake Parks Commission, Alberni Valley Outdoor Club and the Alpine Club of Canada - Vancouver Island Section. These organizations were asked to provide a brief description of volunteer contributions within ACRD Parks as well as estimate total volunteer hours, donated materials, equipment hours and supplies. Through these discussions it is estimated that, in 2020, roughly 4,500 hours of volunteer labour by over 50 volunteers were dedicated to the operations and maintenance of parks and trails owned or operated by the ACRD. It is a challenge to place a dollar value and account for the true benefits the ACRD parks services and its communities receive from volunteers. Of note: each volunteer organization expressed the concern that the average age of volunteers is high and rising. Without an influx of additional volunteers from a younger generation, there is a risk that many of the current volunteers will age out of their programs soon resulting in these organizations dedicating less time spent performing the operations and maintenance of ACRD Parks and Trails. This would result in lowered Technical and Customer LOS.

To achieve sustainable service delivery, it is important to establish a minimum acceptable level of service for each park based upon natural characteristics, current assets and current use developing a framework for establishing LOS for ACRD Parks.

The following are proposed park minimum service levels:

PROPOSED LEVEL OF SERVICE CATEGORIES		
LEVEL	STANDARD	USE
LEVEL 1 – HIGHEST LEVEL OF MAINTENANCE	<ul style="list-style-type: none"> - The park or trail is maintained for first-class appearance. - Generally, impeccably clean and well-groomed. - Maintenance and monitoring performed weekly to multiple times a week. - Infrastructure is designed to highest standard and inspected regularly to ensure maintained public safety and high functionality. - Vegetation including trees, shrubs and grasses are kept pruned and manicured to be in exceptional condition and aesthetically pleasing. 	Highly visible, high profile parks and trails with intensive public use.

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LEVEL 2 – MEDIUM TO MODERATE LEVEL OF MAINTENANCE	<ul style="list-style-type: none"> - No accumulated debris or litter onsite. - Parks and trails are kept neat, order and groomed but not to the same standard as Level 1. - There is tolerance to the effects of “wear and tear”, moderate traffic and natural processes. - Maintenance and monitoring preformed bi-monthly to weekly. - Infrastructure is designed to safely accommodate current level of use and is routinely inspected to ensure public safety. - Vegetation including trees, shrubs and grasses are kept pruned and maintained to accommodate current park use. - Little to no accumulated debris or litter. 	Medium to high level of intensive public use.
LEVEL 3 – LOW TO MEDIUM LEVEL OF MAINTENANCE	<ul style="list-style-type: none"> - Natural park space. - Maintenance and monitoring preformed monthly or in response to public complaints. - Limited and low maintenance infrastructure designed for less intensive uses. - Vegetation pruned or maintained in the event of a safety concern. - Debris or litter cleaned up in response to a public complaint. 	Intended to be a natural park space or low to medium use of constructed trail.
LEVEL 4 – NO ROUTINE MAINTENANCE	<ul style="list-style-type: none"> - Natural park space. - No scheduled routine maintenance or monitoring. - No assets onsite. - Vegetation management, debris or litter clean up occurs in response to public complaint. 	Inactive park with no infrastructure.

After initial review of current operational practices, staff have determined where each park can potentially be classified under current Technical LOS within the above proposed maintenance standards. Based on observed use and predicted Customer LOS, staff assigned a recommended maintenance standard as well.

PROPOSED ACRD PARK AND TRAIL MAINTENANCE SERVICE LEVELS			
ACRD PARK OR TRAIL NAME	CURRENT SERVICE LEVEL	RECOMMENDED SERVICE LEVEL	COMMENTS
ACRD REGIONAL PARKS SERVICE			
West Coast Multi-Use Pathway	Design Phase	Level 2	- under development
Alberni Inlet Trail (License Agreement)	Level 3	Level 3	-Regular Volunteer maintenance -Increased investment for asset renewal required -Increased public use anticipated
China Creek Regional Park	Level 2	Level 2	-Operated by the Port Alberni Port Authority
Log Train Trail (Lease Agreement)	Level 3/4	Level 2/3	-Sections of trail hold different levels of use and require different levels of maintenance -Recommended high use areas be improved to service level 2 -Regular Volunteer maintenance

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Parks Asset Management Plan

			-Increased investment for asset renewal required -Increased public use anticipated
Mount Arrowsmith Regional Park	Level 3	Level 3	-Backcountry use -Increased public use anticipated -Improved public access may increase Customer LOS
LONG BEACH COMMUNITY PARK SERVICE			
Willowbrae Park	Level 4	Level 4	
South Long Beach Multi-Purpose Path	Level 2	Level 2	-Maintenance performed by District of Ucluelet -Increased investment for asset renewal required
Salmon Beach Public Square -Permit Agreement	Level 2	Level 2	-Regular maintenance preformed -Updated condition assessments required
BAMFIELD COMMUNITY PARK SERVICE			
Eileen Scott (Centennial Park)	Level 2	Level 2	-Regular maintenance preformed -Updated condition assessments required -Increased investment for asset renewal required
Waterfront Parcel A	Level 3	Level 3	
Waterfront Parcel B	Level 3	Level 3	
West Park (West Bamfield)	Level 3	Level 2	-Regular Volunteer maintenance -Increased public use anticipated -Development and added assets require maintenance to be increased.
South Bamfield Subdivision (Parkland Dedication)	Level 4	Level 4	
SPROAT LAKE COMMUNITY PARK SERVICE			
Cougar Smith Park	Level 2	Level 2	-Regular maintenance preformed -Increased public use anticipated -Updated condition assessments required
Faber Park	Level 2	Level 2	-Regular maintenance preformed -Increased public use anticipated -Updated condition assessments required
Boat Launch Great Central Lake	Level 3	Level 3	-Increased public use anticipated -Infrastructure upgrades required
Faber Road Trail	Level 2	Level 2	-Regular maintenance preformed
Lakeshore Road Trail	Level 2	Level 2	-Regular maintenance preformed
Parkland at Great Central Lake (West of Trestle)	Level 4	Level 4	
Sander Subdivision (Parkland Dedication)	Level 4	level 4	
10210 Bishop Dr Subdivision (Parkland Dedication)	Level 4	Level 4	
10193 Klitsa Dr Subdivision (Parkland Dedication)	Level 4	Level 4	
CHERRY CREEK COMMUNITY PARK SERVICE			
Maplehurst Park and Trails	Level 3	Level 2	-Increased public use anticipated -Infrastructure upgrades to accommodate

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			increased use required (parking, park access) -Updated condition assessments required
Cherry Creek Roadside Trail	Level 3	Level 3	
BEAVER CREEK COMMUNITY PARK SERVICE			
Evergreen Park	Level 3	Level 3	-Regular Volunteer maintenance -Updated condition assessments required
Nordstrom Park	Level 3	Level 3	
Darnley/Highland Subdivision (Parkland Dedication)	Level 4	Level 4	
Karen Place Subdivision (Parkland Dedication)	Level 4	Level 4	
Chase Subdivision (Parkland Dedication)	Level 4	Level 4	

Financial:

In the case of a discrepancy from the current and recommended maintenance standard there are many options to explore to improve operations, such as; increased funding for infrastructure improvements, increased funding for paid services that are not currently being fulfilled and increased staff engagement with volunteers to achieve specific outcomes. If the Board approves the recommendations, staff will move forward with developing a Parks Improvement Plan which will provide relative costs and options for sustainably achieving these service levels.

Time Requirements – Staff & Elected Officials:

A significant amount of staff time has been involved in developing these options and will be required to develop and implement specific park improvement plans. Staff time has also been dedicated to preparing grant applications to fund improvements and coordinate with volunteers.

Strategic Plan Implications:

The 2021-2024 strategic plan identified the following:

1.5 Parks and Trails Service Levels – Review service levels for parks and trails to maximize their wellness values and benefits to economic development and COVID-19 recovery.

Submitted by: 
 Michael McGregor, Lands and Resources Coordinator

Reviewed by: 
 Jenny Brunn, GM of Community Services

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

Members: City of Port Alberni, District of Ucluelet, District of Tofino, Yuułuʔiłʔatḥ Government, Huu-ay-aht First Nations, Uchucklesaht Tribe and Toquaht Nation
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Parks Asset Management Plan

APPENDIX B

ONSITE Engineering Ltd.

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Port Alberni Office
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Port Alberni, BC
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Coastal Operations
1040 Cedar Street
Campbell River, BC
V9W 7E2
Tel: 250-287-9174
Fax: 1-866-235-6943

Northern Operations
#1A – 1750 Quinn St.
Prince George, BC
V2N 1X3
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Fax: 1-866-235-6943

July 23, 2019

Heather Zenner, RPF
Lands and Resource Coordinator
Alberni-Clayoquot Regional District
3008 5th Avenue
Port Alberni, BC V9Y 2E3

Re: Review of Log Train Trail Bridges

Introduction

Onsite Engineering Ltd. (OEL) has been retained by you, representing the Alberni-Clayoquot Regional District (ACRD) to complete routine bridge inspections on the four trail bridges located on the Log Train Trail between Desmond Road and McLean's Mill. The bridge inspections were completed on July 22, 2019 by Michael Foster, P.Eng. representing OEL. The sites were accessed by mountain bike from the trail connection at Desmond Road and site equipment included a digital camera, hammer and steel tape measure.

The bridges were assessed for load capacity, flood capacity, and overall safety. This is not to be considered a full record of each of the crossings. The bridges are numbered in the order they were crossed from Desmond Road towards McLean's Mill

Trail Bridge Inspections

Bridge 1

The trail bridge appears to have been recently worked on and is constructed from 3 main Douglas-fir stringers (300 x 355mm), a layer of 100x300mm cross ties and a layer of 100x300 mm running planks centered on the main wheel paths. The overall length of the bridge is 3.9m with an overall deck width of 3.68m. See Photo Plates 1-3 for views of the existing structure.

Overall the bridge is in fair condition but unfortunately, the 100x300 cross ties are rotten and require replacement. It is recommended to remove all decking and replace with treated cross ties, decking, and guardrails. Additionally, it is recommended to install a layer of waterproofing above the Douglas-fir beams to extend their life. A general arrangement drawing has been prepared. The trail bridge is safe for use in the short term by ATV and horseback but it is not recommended for pickups to use the structure until the deck is replaced.

Bridge 2

The trail bridge is constructed from used railway steel as the main beams and has an overall length of 4.7m. The deck is made from 150x200mm creosoted timbers and has an overall width of 2.36m.

The creosote treated timbers appear to be in fair condition with some surface rot evident on the McLean's Mill end of the bridge with holes filled in with dirt. Consideration should be made to installed a curb log to the downstream side to match the upstream side of the structure to block the drop off into the stream. See Photo Plates 4-6 for views of the existing structure.



Parks Asset Management Plan

Bridge 3

The third trail bridge is constructed from two c-channel structures (4 c-channels total) that resemble light vehicle frames with a single layer of 75x200mm untreated timber decking. The bridge has an overall length of 2.7m and a deck width of 3.0m.

Overall the bridge is in fair-poor condition. A single deck board has failed under load through both atv wheel paths. Adjacent timbers also feel soft although no surface indicators of rot are visible.

It is recommended to replace the deck with treated cross ties and deck planks with guard rails. A general arrangement drawing has been prepared. The trail bridge is considered unsafe in its current condition for horseback riders due to their highly concentrated loads but it is considered safe for ATV use. See Photo Plates 7-10 for views of the existing structure.

Bridge 4

The trail bridge is constructed from used railway steel as the main beams and has an overall length of 3.5m. The deck is made from 75x200 untreated timbers and has an overall width of 3.0m.

Overall the structure is in fair condition with no rot evident. For long term use it is recommended to replace the untreated timbers with treated wood with typical cross ties, running planks, and guard rails. Routine maintenance should try to keep the wood surface free of dirt and debris to avoid wet/dry events which can cause rot. See Photo Plates 11-12 for views of the existing structure.

Closure

This assessment has been carried out in accordance with generally accepted engineering and geoscientific practice for the area. We trust that this report satisfies your present requirements. Should you have any questions or comments, please contact our office at your convenience.

Sincerely,

Onsite Engineering Ltd.

Prepared by:

Michael Foster, P.Eng.
Supervising Engineer

Attach: Photo Plates



Parks Asset Management Plan

Log Train Trail Bridge Inspections

OEL Project 1107-3



Photo Plate 1.
View of Bridge 1 looking towards Desmond Road



Photo Plate 2.
Profile view of Bridge 2 looking upstream



Parks Asset Management Plan

Log Train Trail Bridge Inspections

OEL Project 1107-3



Photo Plate 3.
View rotten timbers on Bridge 1



Photo Plate 4.
View of Bridge 2 looking towards Desmond Road



Parks Asset Management Plan

Log Train Trail Bridge Inspections

OEL Project 1107-3



Photo Plate 5.
View of Bridge 2 from upstream



Photo Plate 6.
View of surface rot on decking at Bridge 2



Parks Asset Management Plan



Photo Plate 7.
View of Bridge 3 from Desmond Road side looking towards McLean's Mill



Photo Plate 8.
View of Bridge 3 from upstream side



Parks Asset Management Plan

Log Train Trail Bridge Inspections

OEL Project 1107-3



Photo Plate
9.
View of
broken deck
timber on
Bridge 3.



Photo Plate
10.
View of
broken deck
timber on
Bridge 3.



Parks Asset Management Plan

Log Train Trail Bridge Inspections

OEL Project 1107-3



Photo Plate 11.
View of Bridge 4 looking towards McLean's Mill.



Photo Plate 12.
Side view of Bridge 4 looking downstream



Parks Asset Management Plan

REFERENCES

Asset Management BC

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REQUEST FOR DECISION

To: Committee of the Whole
From: Michael McGregor, Lands and Resources Coordinator
Meeting Date: August 25, 2021
Subject: Park and Playground Inspection and Maintenance Policy

Recommendation:

THAT the Committee of the Whole recommend that the ACRD Board of Directors adopt the 'Park and Playground Inspection and Maintenance Policy' dated August 25, 2021.

Desired Outcome:

To adopt a parks maintenance policy that sets minimum levels of inspection and maintenance standards for ACRD owned and operated parks (including trails and playgrounds) to reduce liability and exposure to risk.

Summary:

Recognizing that park operations and public use of Alberni-Clayoquot Regional District (ACRD) parks have evolved over time, staff recommend a policy be adopted to maximize the amount of liability protection through policy. The Municipal Insurance Association (MIA) highly recommends that local government park services outline the type of inspection protocols they use and have it defined and endorsed by the board. Inspection policies can vary from "no inspections at all and only respond to complaints" to "strictly scheduled and routine." Regardless of the type of inspections that are performed, this should be identified by policy to reduce risk to the ACRD from potential claims. The type of inspection program developed is determined by the service's means and ability to conduct them annually. Large, highly staffed municipalities can conduct inspections to a different standard than small Regional Districts and this is recognized by the MIA, who represents the ACRD.

MIA has reviewed, commented on and supports the new policy presented at this time for Board consideration.

Highlights of the Proposed Policy:

- All new Playground structures meet current Canadian Standards Association guidelines for child safety.
- All ACRD playgrounds are inspected twice per year.
- All ACRD Parks general infrastructure is inspected by staff conducting routine maintenance and repairs and does not follow a set schedule.
- Staff and/or contractors conducting Playground inspections are certified through the British Columbia Recreation and Parks Association.

Primarily an administrative function, this policy will establish formality around Parks and Playground inspection procedures and frequency. If the board chooses to formally endorse this policy it would provide legal protection from potential claims.

Time Requirements – Staff & Elected Officials:

Staff time required to fulfil this policy will be dependent on the amount of infrastructure within each park service and the age of the infrastructure. As infrastructure ages and additional infrastructure is added to parks services, staff time to preform inspections and oversee maintenance in accordance to this policy will increase.

Financial:

Any necessary increase in staff time required to implement this policy is expected to be minimal and will be reflected in the wage section for the appropriate parks service in the 2022-2025 financial plan.

Strategic Plan Implications:

The 2021-2024 strategic plan identified the following:

1.5 Parks and Trails Service Levels – Review service levels for parks and trails to maximize their wellness values and benefits to economic development and COVID-19 recovery.

Option:

Decline to adopt Park and Playground inspection and maintenance standards. Staff will adjust parks levels of service to reflect the absence of this policy.

Submitted by: Michael McGregor
Michael McGregor, Lands and Resources Coordinator

Reviewed by: Jenny Brunn
Jenny Brunn, General Manager of Community Services

Approved by: Teri Fong
Teri Fong, CPA, CGA, Acting Chief Administrative Officer



Alberni-Clayoquot Regional District

Park, Trail and Playground Inspection and Maintenance Policy for ACRD Properties

Policy Issued by: Board of Directors
Date Adopted: xxx xx, 2021
Date(s) Amended:

1. POLICY

The Alberni Clayoquot Regional District (ACRD) will make every reasonable effort to inspect and maintain properties owned, leased, or otherwise maintained by the ACRD.

The ACRD is committed to providing and maintaining safe environments for users and employees on ACRD properties.

It is recognized that budget constraints may affect the level of remediation and the response time. Hazards may be dealt with in order of their severity and not necessarily the order in which they were identified.

2. PURPOSE

To establish a policy for the inspection and documentation of ACRD owned or operated parks, Playgrounds, and recreational trails for the purposes of increasing public safety by ensuring parks, trails and Playgrounds are safe for play, recreation, and passive use.

3. SCOPE

This policy applies to all properties owned, leased, or otherwise maintained by ACRD within Regional and Community Parks services.

4. DEFINITIONS

“**CSA**” - Canadian Standards Association.

“**Manager**” - wherever the term Manager is used, it is intended to mean the General Manager of Community Services or designate.

“**Parkland**” - Includes all parks and recreational trails within the Regional District’s inventory. Also includes sites that may or may not be owned by the Regional District where the Regional District has a management responsibility for an amenity on that site. For example: a pedestrian bridge that makes up part of a recreational trail system, constructed by the Regional District but located on Crown Land.

“**Parkland Assets**” - A structure or constructed item for which the Regional District has some form of management responsibility; whether it be for its maintenance, replacement, or inclusion under ACRD liability insurance coverage.

“**Playground(s)**” - an area containing Playground Equipment, Play Structure(s), protective surfacing

and similar items, structures, and equipment that is intended for the use of children between the ages of 18 months and 12 years.

“Playground Equipment” - a Play Structure anchored to the ground, or having natural stability, and not intended to be moved and is for use in play areas of parks or open space lands.

“Play Structure” - a free-standing structure with one or more components and their supporting members.

“Preventative Maintenance and Repairs” - those activities conducted regularly to ensure that Parkland Assets remain in good condition.

“Routine Maintenance” - scheduled cleaning, repairs, and inspections to identify hazards, wear and tear, debris, faulty equipment, breakage, and vandalism, to ensure safe, clean and operable Parkland Assets.

“Reactive inspections” - inspections undertaken based on complaints, requests and reports received by the ACRD.

5. RESPONSIBILITY

The General Manager of Community Services is responsible for communicating this policy to employees. The Manager must also ensure terms and conditions and general procedures required by this policy are completed.

The General Manager of Community Services is responsible for the following:

- The ongoing maintenance of ACRD owned or operated parks, trails and Playgrounds.
- Provide for staff training or certification related to park and Playground inspection, repair, and maintenance.
- The maintenance and updating of the Parks and Playground Inspection Policy.

Employees will take every step reasonable to respond to the public or employees’ concerns to correct any unsafe situation.

Employees must report any concerns they have regarding health and safety, to their supervisor.

6. Playground Guidelines

At the time of installation, newly installed, ACRD owned or operated Playgrounds, Playground Equipment and Play Structures, will comply with the most recent CSA published standard for ‘Children’s Play Spaces and Equipment’ or the intent of the CSA intended standard.

ACRD owned or operated Playgrounds will be subject to biannual, comprehensive inspections by a certified Playground inspector. The extent to which the inspections are completed is per the most recent comprehensive checklist provided by the Canadian Playground Safety Institute.

Preventative Maintenance and Repair to Playgrounds will occur in conjunction with routine inspections or as soon as practicable following an inspection cycle. Damaged or worn parts deemed a hazard to the public are removed or flagged as ‘closed’.

Reactive Inspections will be validated, and repairs performed as required. Upon receipt of a public repair request the inspections are completed with 48 hours.

Any Playground with a serious hazard that cannot be immediately mitigated will be fenced and closed to the public until repairs are completed. Serious hazards can be defined as worn or broken parts that immanently put the user in significant risk of injury.

The retention schedule for Playground inspection and maintenance records will be determined by the LGMA Records Management Policy.

7. General Park Guidelines

Non Playground Parkland Assets are installed or constructed in compliance with local building code or generally accepted standard construction practices.

Non Playground Parkland Assets have no set regular inspection schedule but are inspected by staff as they are conducting their regular scheduled maintenance tasks or when prompted by public complaint or Reactive Inspections. Parkland Assets are subject to seasonal use and as such inspections will be conducted as the maintenance visits increase and decrease based on seasonal use.

This policy is to be used in conjunction with the Tree Policy for ACRD Properties.

The goal of park inspections is to identify potential risk situations or hazards that are present so that staff may take preventative or remedial action as appropriate to reduce the hazards. Where a hazard cannot be removed or dealt with immediately, the hazard is documented so that it may receive attention or remediation at the earliest possible date.

It is recognized that budget constraints may affect the level of remediation and the response time. Hazards may be dealt with in order of their severity and not necessarily the order in which they were identified.



REQUEST FOR DECISION

To: Committee of the Whole
From: Michael McGregor, Lands and Resources Coordinator
Meeting Date: August 25th, 2021
Subject: Parks Improvement Plan

Recommendation:

THAT the Committee of the Whole recommend that the ACRD Board of Directors support in principle the development of the following documents and direct staff to include the projects in the 2022-2026 Draft Financial Plan for discussion:

- 1. ACRD Parks and Trails Design and Construction Guidelines***
- 2. ACRD Parks and Trails Signage Strategy***
- 3. Individual Management plans for ACRD Parks and Trails***

Desired Outcome:

To outline the next steps in the development of ACRD Parks and Trails.

Background:

The ACRD established its Regional Parks function in 1970. Regional Parks can have a variety of roles, but their focus is to meet the outdoor recreation needs of the region, as well as contribute to attracting tourism as a regional destination. Community parks are provided through localized park functions of individual electoral areas or municipalities which focus on providing the local area outdoor recreation opportunities and promote a sense of community. The ACRD currently owns and/or operates 5 Regional Parks and 24 Community Parks.

In 2006, an Alberni Valley Trails Planning Study was completed and, in 2008, the ACRD completed a Regional Parks & Trails Policy Report. The policy report identified a need for an overall plan for regional parks and trails. In 2015, the ACRD Parks & Trails Strategic Plan was completed to guide park and trail development.

In 2020, the ACRD Board developed an overall strategic plan that identified desired areas of focus for 2021-2024. One of the areas that received significant attention was parks and trails, which was included in the adopted strategic plan under strategy 1.3 Parks and Trails Service Levels, with the objective to review Levels of Service for Parks and Trails to maximize their wellness values and benefits to economic development and COVID-19 recovery.

On March 10th, 2021, the ACRD Committee of the Whole supported proposed levels of service and Maintenance Standards for the Parks Asset Management Plan and directed staff to develop an ACRD Parks Improvement Plan based on the Levels of Service.

Discussion:

Utilizing the approved parks levels of service, staff have identified three priority projects that will be foundational to the development of ACRD parks services;

- creation of guidelines for sustainable design and construction practices,
- production of a standardized signage strategy, and
- development of individualized management plans based off a supplied prioritized list.

In conjunction with the ACRD parks asset management plan and the approved levels of service, these documents will act as resources for staff, consultants, contractors and volunteers to formalize the process while undertaking park planning

Members: City of Port Alberni, District of Ucluelet, District of Tofino, Yuułu?i?ath Government, Huu-ay-aht First Nations, Uchucklesaht Tribe and Toquaht Nation
Electoral Areas "A" (Bamfield), "B" (Beaufort), "C" (Long Beach), "D" (Sproat Lake), "E" (Beaver Creek) and "F" (Cherry Creek)

and development.

Guidelines for Sustainable Design and Construction Practices

To help guide the sustainable development of parks and trails tailored to ACRD parks as well as the needs and wants of its population, the adoption of guidelines for sustainable design and construction practices is a valuable building block of a parks system. This will act as a baseline document that would aid ACRD staff, consultants, contractors, and volunteers in the design and planning process for the development of new and updated park infrastructure. The establishment of park and trails design and construction guidelines ensures that ACRD parks utilize industry best management practices addressing liability concerns, keeping maintenance costs low, and ensuring quality and safe infrastructure for park users.

Standardized Signage Strategy

Another identified need for ACRD parks is to establish a ACRD standardized parks Signage Strategy. Currently parks signage has been designed and installed as needed sign by sign, this has resulted in a wide array of sizes, shapes, colours and information provided. Consistent signage within ACRD parks provides clear information in a user friendly format for park users that can be used for internal staff when installing new signage within parks such as; identifying ACRD parks, regulatory signage, directional signage, and interpretive signage. There is currently an opportunity for the ACRD to partner with the City of Port Alberni for this signage design project as they are also in need of such a document. The benefits of a partnership with the City of Port Alberni are: share costs for a consultant to develop the design, standardized style and information provided on signage in parks throughout the Alberni Valley reduces confusion as ACRD parks and City parks share the majority of the same users.

Individual Park Management Plans

Staff have identified a prioritized list of ACRD owned and managed Parks and Trails which would benefit from the development of individual management plans. A management plan is a document that outlines the vision and direction for a park area. It summarizes the history of the park including how the historical use has evolved over time. It provides a snapshot of the current park infrastructure through the asset management plan and identifies priority asset renewal. A management plan compares the intended use against the observed current use, how the park is managed and potential management issues. It then engages in public and stakeholder consultation and prepares a summary of priorities, future management options, actions, and associated costs.

PROPOSED ACRD PARK AND TRAIL PRIORTIZED MANAGEMENT PLANS			
ACRD PARK OR TRAIL NAME	SERVICE LEVEL	BUDGET YEAR	BENEFITS OF MANAGEMENT PLAN
Priority 1			
Log Train Trail (Lease Agreement) (Current Grant application in progress)	Level 2/3	2022	<ul style="list-style-type: none"> - Sections of trail hold different levels/type of use and require individualized management - Current use does not match intended use i.e. motorized/nonmotorized - Public engagement required to better understand current public use and priorities to guide development - Condition assessments and future asset renewal to be prioritized - Management plan to accommodate increased public use
Maplehurst Park and Trails (grant funded)	Level 3	2021/2022	<ul style="list-style-type: none"> - Public engagement required to better understand current public use and priorities to guide development - Updated condition assessments and asset renewal required - Identify potential for trail expansion

			- Management plan to accommodate increased public use
Priority 2			
Boat Launch Great Central Lake	Level 3	2023	- Public engagement required to better understand public use and priorities to guide development - Management plan to accommodate increased public use
Alberni Inlet Trail (License Agreement)	Level 3	2022	- Management plan to accommodate increased public use - Updated condition assessments and asset renewal required - Identify potential for trail expansion and linkages
Mount Arrowsmith Regional Park	Level 3	2023	- Park not managed for current use or level of risk - Increased public use anticipated as this type of recreation becomes more popular and access issues addressed
Priority 3			
West Coast Multi-Use Path	Level 2	2025	- Once new section of path is constructed priority will increase to address governance - Increased investment for asset renewal required
Bamfield Parks	Level 2/3	2024	- Investment for asset renewal required - Management plan to accommodate increased public use
Sproat Lake Parks and Trails	Level 2/3	2024	- Management plan to accommodate increased public use - public engagement to guide development and address security concerns - Updated condition assessments and asset renewal required
Beaver Creek Parks	Level 3	2025	- Public engagement to guide development - Management plan to accommodate increased public use - Increased investment for asset renewal required

Staff have identified the top priority park for a management plan is the Log Train Trail. The ACRD holds a non-exclusive lease agreement with the Ministry of Transportation and Infrastructure for a roughly 17 km section of the Log Train Trail. The current uses are pedestrian, equestrian, cycling, and motorized vehicles including ATV, dirtbike and forestry crossings. With such a wide variety of user groups and stakeholders there are management challenges which other ACRD parks do not hold. Staff foresee great value in a public conversation with these stakeholders to develop a vision for the trail, how the ACRD can better manage it to ensure safe public use for our intended users, and the associated costs with various management options. The ACRD has applied for a grant through the Healthy Canada Communities Initiative which could fund the development of this plan, anticipated award is in the fall of 2021.

The remaining identified park management plans are prioritized based off current needs and the benefits a management plan can provide to on the ground decision making to guide development and manage challenges with public use, and required infrastructure needs. Priority 2 parks have pressing infrastructure needs as well as increasing public demand for elevated services. Priority 3 parks are well used by the public and although they will benefit from a management plan, they have less of a pressing need for one. The goal is to establish a continuous process of preparing and updating management plans to address the current needs of the applicable parks services.

Time Requirements – Staff & Elected Officials:

A significant amount of staff time will be required to develop, implement, and update the guidelines and management plans. Staff time will also be dedicated to preparing grant applications to help fund this process.

Financial:

Guidelines for Sustainable Design and Construction Practices

Members: City of Port Alberni, District of Ucluelet, District of Tofino, Yuułu?ii?ath Government, Huu-ay-aht First Nations, Uchucklesaht Tribe and Toquaht Nation
Electoral Areas "A" (Bamfield), "B" (Beaufort), "C" (Long Beach), "D" (Sproat Lake), "E" (Beaver Creek) and "F" (Cherry Creek)

It is estimated that a consultant would be able to produce this set of standards for roughly \$20,000 – \$25,000. A proposal would be included in budget deliberations for the 2022-2026 financial plan.

Standardized Signage Strategy

If the ACRD and City of Port Alberni are able to cost share consultant fees, it’s estimated that this program will require roughly \$10,000. A proposal would be included in budget deliberations for the 2022-2026 financial plan.

Park Management Plans

Budgeting for each plan will be dependent on the complexity for each park and trail and its unique needs. The goal would be to create a program working towards completing a plan roughly every 6 months with an estimate of \$10,000-\$20,000 for each plan. There are routinely grant funds available for these types of plans and applying for grant assistance to offset a portion of the anticipated costs would be part of the program. The ACRD has allocated funds from COVID Restart Funding to complete the Maplehurst Park management plan which is in the early stages of development. The ACRD has also applied to the Healthy Canada Community Initiative to fund a Log Train Trail Management plan. During budget deliberations for the 2022-2026 financial plan an annual allocation to fund this program will be proposed.

Strategic Plan Implications:

The 2021-2024 strategic plan identified the following:

1.5 Parks and Trails Service Levels – Review service levels for parks and trails to maximize their wellness values and benefits to economic development and COVID-19 recovery.

Submitted by: 

Michael McGregor, Lands and Resources Coordinator

Reviewed by: 

Jenny Brunn, GM of Community Services

Approved by: 

Teri Fong, CPA, CGA, Acting Chief Administrative Officer