
AGENDA - REGULAR MEETING OF COUNCIL

Monday, June 27, 2022 @ 2:00 PM

In the City Hall Council Chambers – 4850 Argyle Street, Port Alberni, BC

The following pages list all agenda items received by the deadline [12:00 noon on the Wednesday before the scheduled meeting]. A sample resolution is provided for most items in italics for the consideration of Council. For a complete copy of the agenda including all correspondence and reports please refer to the City's website portalberni.ca or contact the Director of Corporate Services at 250.720.2823 or by email twyla_slonski@portalberni.ca or the Deputy City Clerk at 250.720.2822 or by email sara_darling@portalberni.ca

A. CALL TO ORDER & APPROVAL OF THE AGENDA

1. Recognition of unceded Traditional Territories.
2. Late items identified by Councillors.
3. Late items identified by the Corporate Officer.
4. Notice of Video Recording (live-streaming and recorded/broadcast on YouTube)

That the agenda be approved as circulated.

B. ADOPTION OF MINUTES - Page 7

1. Special meeting held at 10:00 am and Regular Council meeting held at 2:00 pm on June 13, 2022.

C. PUBLIC INPUT PERIOD

An opportunity for the public to address Council on topics relevant to City Council. A maximum of four [4] speakers for no more than three [3] minutes each will be accommodated.

D. DELEGATIONS

1. **Fire Smart Coordinator – Alberni Clayoquot Regional District** - Page 14
Randy Thoen, Fire Smart Coordinator in attendance to present on the Fire Smart Program.

E. UNFINISHED BUSINESS

Includes items carried forward from previous Council meetings.

F. STAFF REPORTS

Members of the public may be recognized by Council to speak to a report if the report is a response to their correspondence or an application.

1. Accounts

THAT the certification of the Director of Finance dated June 27, 2022, be received and the cheques numbered _____ to _____ inclusive, in payment of accounts totalling \$ _____, be approved.

2. Director of Finance – Draft Procurement Policy - Page 15

Report dated June 20, 2022 from the Director of Finance requesting Council approval of the Procurement Policy.

a. THAT Council approve City of Port Alberni Procurement Policy No. 3009-1.

b. THAT Council rescind the following policies:

- *“Purchasing – Capital Expenditures” dated June 25, 2013*
- *“Purchasing – Capital Purchases and Projects” dated January 13, 2003*
- *“Capital Budget – Project Cost Variance Policy” dated March 10, 2014*
- *“Purchasing Procedure” dated March 10, 2014*
- *“Purchasing – Professional Services (Consultants)” dated May 12, 2014*

3. Manager of Planning – Temporary Use Permit TUP22-02 | Transition House Use - Page 47

Report dated June 16, 2022 from the Manager of Planning providing Council with information regarding an application for a Temporary Use Permit for transition house use at 3130 3rd Avenue [Bread of Life Centre].

This report is being provided for Council’s information and to provide an opportunity for discussion and/or inquiries surrounding Temporary Use Permits generally and in particular TUP22-02 – Transition House Use in advance of notice being provided.

4. Deputy Director of Finance – Strategic Asset Management Plan | Policy & Framework - Page 60

Report dated June 20, 2022 from the Deputy Director of Finance requesting Council approval of the Strategic Asset Management Plan and Policy No. 3000-1.

THAT Council approve the Strategic Asset Management Plan dated February 2022 and Asset Management Policy No. 3000-1, including Appendix ‘A’ Asset Management Framework as presented.

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5. **Manager of Planning – Official Community Plan | Communications Strategy Update -**
Page 111
Report dated June 17, 2022 from the Manager of Planning providing a communications strategy update in relation to the review and update of the Official Community Plan.
- a. *THAT in relation to the review and update of the City of Port Alberni Official Community Plan, Bylaw No. 4602 Council will provide the following opportunities it considers appropriate for consultation with persons, organizations, or authorities it considers will be affected in the early stages of the OCP update:*
 - i. *Hupačasath First Nation;*
 - ii. *Tseshah First Nation; and*
 - iii. *Other stakeholders as listed in the Engagement and Communication Strategy prepared by FRANK Planning Collaborative June 20, 2022.*
 - b. *THAT Council endorse the Engagement and Communication Strategy for the Vision and Guiding Principles prepared by FRANK Planning Collaborative and dated June 20, 2022.*
6. **Director of Corporate Services – Funding Opportunities | Strategic Priorities Fund -**
Page 146
Report dated June 21, 2022 from the Director of Corporate Services requesting Council approval to submit funding applications to the Canada Community-Building | Strategic Priorities Fund.
- a. *THAT Council authorize staff to submit an application to the 2022 Strategic Priorities Fund | Capital Infrastructure Stream titled “Sustainable Environmental Infrastructure Upgrade – Phase 1” and in advance of the deadline date of June 30, 2022.*
 - b. *THAT Council authorize staff to submit an application to the 2022 Strategic Priorities Fund | Capacity Building Stream titled “Digital Asset Management & GIS Strategy” and in advance of the deadline date of June 30, 2022.*
7. **Economic Development Manager – Local Food Infrastructure Fund -** Page 149
Report dated June 20, 2022 from the Economic Development Manager requesting Council approval to submit a funding application to the Local Food Infrastructure Fund.
- a. *THAT Council reaffirm the City’s endorsement of the Alberni Valley Food Charter [2012] and direct staff to apply to the Government of Canada’s ‘Local Food Infrastructure Fund’ to receive and manage grant funding on behalf of the Port Alberni Port Authority, Agriculture Development Committee, Alberni Valley Food Security Group and the Alberni Valley Farmers Institute for infrastructure to expand food systems and in advance of the deadline date of July 15, 2022.*
 - b. *FURTHER, THAT Council authorize the allocation of \$2,500 of Economic Development funds towards the project pending a successful grant application.*

8. **Director of Corporate Services – Presentation of the Annual Report** - Page 156
The 2021 Annual Report is available to the public on the City's website at <https://www.portalberni.ca/annual-reports> or via City Hall in hardcopy.

1) Questions and Comments from the Council

THAT Council for the City of Port Alberni endorse the Annual Report for the year ended December 31, 2021 as presented.

G. BYLAWS

Bylaws are required for the adoption of regulations, financial plans, changes to land use policy and to approve borrowing. A bylaw requires four separate resolutions to be adopted and must be considered over a minimum of two [2] Council meetings. Each reading enables Council to reflect on the bylaw before proceeding further.

1. **"City of Port Alberni Election and Assent Voting Bylaw No. 5054, 2022"** - Page 207

THAT "City of Port Alberni Election and Assent Voting Bylaw No. 5054, 2022" be now finally adopted, signed by the Mayor and Corporate Officer and numbered 5054.

2. **"City of Port Alberni Freedom of Information and Protection of Privacy Bylaw No. 5050, 2022"** - Page 217

THAT "City of Port Alberni Freedom of Information and Protection of Privacy Bylaw No. 5050, 2022" be now finally adopted, signed by the Mayor and Corporate Officer and numbered 5050.

3. **Director of Development Services/Deputy CAO – Proposed Official Community Plan and Zoning Bylaw Amendments | 4210 Cedarwood Street** - Page 219

Report dated June 1, 2022 from the Director of Development Services/Deputy CAO requesting Council's consideration of third reading of the proposed bylaws.

- a. *THAT "Official Community Plan Amendment No. 38 (4210 Cedarwood Street – Citaapi Mahtii Housing Society), Bylaw No. 5051 be read a third time.*
- b. *THAT "Zoning Map Amendment No. 49 (4210 Cedarwood Street – Citaapi Mahtii Housing Society), Bylaw No. 5052" be read a third time.*

4. **Development Planner – Proposed Zoning Bylaw Amendment | 4925 Leslie Avenue**
- Page 231

Report dated June 20, 2022 from the Development Planner requesting Council consideration of first and second reading of the proposed bylaw and waiving of the Public Hearing.

- a. *THAT “Zoning Map Amendment No. 53 (4925 Leslie Avenue – Needham), Bylaw No. 5059 by now introduced and read a first time.*
- b. *THAT “Zoning Map Amendment No. 53 (4925 Leslie Avenue – Needham), Bylaw No. 5059 be read a second time.*
- c. *THAT Council waive the public hearing for “Zoning Map Amendment No. 53 (4925 Leslie Avenue – Needham), Bylaw No. 5059” in accordance with section 464 (2) of the Local Government Act, as the proposed amendment aligns with the Official Community Plan designations, and direct staff to provide public notice in accordance with section 467 of the Local Government Act prior to consideration of further readings of the Bylaw.*

5. **Director of Finance – City of Port Alberni Wastewater Treatment Facility Upgrade Loan Authorization Bylaw No. 5038, 2021 | Adoption - Page 249**

Report dated June 21, 2022 from the Director of Finance requesting Council consideration of final adoption of the proposed bylaw.

THAT “City of Port Alberni Wastewater Treatment Facility Upgrade Loan Authorization Bylaw No. 5038, 2021” be now finally adopted, signed by the Mayor and Corporate Officer and numbered 5038.

H. CORRESPONDENCE FOR ACTION

Correspondence addressed to the Mayor and Council by an identifiable citizen included on an agenda is correspondence asking for a specific request of Council and the letter writers will be provided a response. Correspondence regarding personnel matters, legal action and/or items of a confidential nature will not be included.

1. **Uptown Merchants Association | Uptown Market - Page 257**

Email dated June 10, 2022 from the Uptown Merchants Association requesting Council authorization for temporary road closures for the purpose of holding a ‘Uptown Market’.

THAT Council authorize the temporary road closures of 3rd Avenue from Argyle Street to Mar Street as requested by the Uptown Merchant’s Association for the purpose of holding a market every Wednesday evening from 4:00 pm – 8:00 pm starting on July 6, 2022 to August 31, 2022 subject to:

- *the notification of emergency services and BC transit*
- *consultation with all affected businesses/residents*
- *implementation of a Traffic Plan / Traffic Control*
- *provision of standard liability insurance in the amount of \$5M [minimum]*

I. PROCLAMATIONS

J. CORRESPONDENCE FOR INFORMATION

Correspondence found here provides information to Council. It may also include correspondence that may not be relevant to City services and responsibilities. Correspondence regarding personnel matters, legal action and/or items of a confidential nature will not be included.

1. **Correspondence Summary** - Page 258
 - a. Ministry of Forests | Reply to City of Port Alberni letter dated March 10, 2022 regarding the Old Growth Deferral process.

K. REPORT FROM IN-CAMERA

L. COUNCIL REPORTS

1. **Council and Regional District Reports** - Page 261

M. NEW BUSINESS

An opportunity for Council to raise issues as a result of the business of the meeting or to identify new items for subsequent meetings by way of a 'Notice of Motion'.

N. QUESTION PERIOD

An opportunity for the public to ask questions of Council.

O. ADJOURNMENT

That the meeting adjourn at PM

MINUTES OF THE SPECIAL MEETING OF COUNCIL
FOR THE PURPOSE OF ESTABLISHING AN IN-CAMERA MEETING
MONDAY, JUNE 13, 2022 @ 10:00 AM
In City Hall Committee Room | 4850 Argyle Street, Port Alberni

PRESENT: Mayor S. Minions
Councillor R. Corbeil
Councillor D. Haggard
Councillor R. Paulson
Councillor H. Poon
Councillor C. Solda
Councillor D. Washington

Staff: A. McGifford, Director of Finance
T. Slonski, Director of Corporate Services

Call to order: @ 10:00 am

MOVED and SECONDED, THAT Council conduct a Special Council meeting closed to the public on the basis that one or more matters covered under Section 90 of the Community Charter will be considered, specifically outlined as follows:

Section 90 (1)(e) *the acquisition, disposition or expropriation of land or improvements and where the council considers that disclosure could reasonably be expected to harm the interests of the municipality.*

Section 90 (1)(l) *discussions with municipal officers and employees respecting municipal objectives, measures and progress reports.*

CARRIED

The meeting was terminated at 12:20 pm

CERTIFIED CORRECT

Mayor

Corporate Officer

MINUTES OF THE REGULAR MEETING OF COUNCIL

Monday, June 13, 2022 @ 2:00 PM

In the City Hall Council Chambers – 4850 Argyle Street, Port Alberni, BC

PRESENT: Mayor S. Minions
Councillor R. Corbeil
Councillor D. Haggard
Councillor R. Paulson
Councillor H. Poon
Councillor C. Solda
Councillor D. Washington

A. CALL TO ORDER & APPROVAL OF THE AGENDA

The meeting was called to order at 2:00 PM.

MOVED AND SECONDED, THAT the agenda be adopted as printed and circulated.
CARRIED

B. ADOPTION OF MINUTES

1. *MOVED AND SECONDED, THAT the minutes of the Special meeting held at 1:00 pm and Regular Council meeting held at 2:00 pm on May 24, 2022 and Special meeting held at 10:00 am on June 6, 2022 be adopted.*
CARRIED

C. PUBLIC INPUT PERIOD

Richard Andrew commented about the lack of progress made at property located on 7th Avenue, specifically, construction work that has not transpired although a permit had been issued for the works approximately two years ago.

D. DELEGATIONS

E. UNFINISHED BUSINESS

F. STAFF REPORTS

1. **Accounts**
MOVED AND SECONDED, THAT the certification of the Director of Finance dated June 13, 2022, be received and the cheques numbered 150601 to 150704 inclusive, in payment of accounts totalling \$1,352,633.79, be approved.
CARRIED
2. **Director of Engineering and Public Works – Award of General Municipal Engineering Services**
MOVED AND SECONDED, THAT Council award RFP No. 005-22 General Municipal Engineering Services to Koers & Associates Engineering Ltd. for a term of three years commencing June 1, 2022 through to May 31, 2025.
CARRIED | Res. No. 22-118

3. **Director of Engineering and Public Works – Financial Plan Amendment and Award of Proposal | Argyle Sewer Forcemain**
MOVED AND SECONDED, THAT Council direct staff to amend the “City of Port Alberni 2022-2026 Financial Plan Bylaw No. 5045, 2022” as follows:
- i. *Delay the Harbour Road Trunk Sewer Replacement Project expenditure of \$300,000 in 2022 and \$300,000 in 2023, to 2024 [\$600,000 plus inflationary provisions] and reallocate \$600,000 to the Argyle Sewer Forcemain Project [Somass River Crossing] in 2022.*
 - ii. *Reallocate \$437,930 of underspent funding from Phase 3 and 4 of the Coal Creek Sewer Separation Project [Project No.’s 20090, 21038, 21037, and 21044] to the Argyle Sewer Forcemain Project [Somass River Crossing] in 2022.*
 - iii. *Provide \$732,070 from the Water Infrastructure Reserve Fund to the Argyle Sewer Forcemain Project [Somass River Crossing] in the year 2022.*
- CARRIED | Res. No. 22-119**
- MOVED AND SECONDED, THAT Council award RFP No. 006-22 Argyle Sanitary Forcemain Somass River Crossing to Industra Construction Corp. in the amount of \$2,922,483.77 excluding GST.*
- CARRIED | Res. No. 22-120**
4. **Director of Finance – Statement of Financial Information**
MOVED AND SECONDED, THAT Council approve the statements and schedules included in the Statement of Financial Information for 2021, prepared to comply with the Financial Information Act, as outlined in the report from the Director of Finance dated June 6, 2022.
- CARRIED | Res. No. 22-121**
5. **Director of Finance – 2021 Development Cost Charges**
MOVED AND SECONDED, THAT Council receive the report of the Director of Finance dated June 6, 2022 and titled “2021 Development Cost Charges”.
- CARRIED | Res. No. 22-122**

G. BYLAWS

1. **Manager of Planning – Proposed Zoning Bylaw Amendment | 5450 Greenard Street**
MOVED AND SECONDED, THAT “Zoning Map Amendment No. 51 (5450 Greenard Street – Hopkins), Bylaw No. 5056” be now introduced and read for a first time.
- CARRIED | Res. No. 22-123**
- MOVED AND SECONDED, THAT “Zoning Map Amendment No. 51 (5450 Greenard Street - Hopkins), Bylaw No. 5056” be read a second time.*
- CARRIED | Res. No. 22-124**
- MOVED AND SECONDED, THAT Council waive the public hearing for proposed “Zoning Map Amendment No. 51 (5450 Greenard Street - Hopkins), Bylaw No. 5056” in accordance with section 464 (2) of the Local Government Act [LGA], as the proposed amendment aligns with the Official Community Plan designations, and direct staff to provide public notice in accordance with section 467 of the LGA prior to consideration of further readings of the Bylaw.*
- CARRIED | Res. No. 22-125**

2. Development Planner – Proposed OCP & Zoning Bylaw Amendments | 4738 Athol Street

MOVED AND SECONDED, THAT "Official Community Plan Amendment No. 37 (4738 Athol Street - Rai), Bylaw No. 5046" be now introduced and read a first time.

CARRIED | Res. No. 22-126

MOVED AND SECONDED, THAT "Zoning Text Amendment No. T31 (CD2 – Comprehensive Development – Multi-Family Residential Infill – 4738 Athol Street), Bylaw No. 5047" be now introduced and read a first time.

CARRIED | Res. No. 22-127

MOVED AND SECONDED, THAT "Zoning Map Amendment No.48 (4738 Athol Street - Rai), Bylaw No. 5048" be now introduced and read a first time.

CARRIED | Res. No. 22-128

MOVED AND SECONDED, THAT "Official Community Plan Amendment No. 37 (4738 Athol Street - Rai), Bylaw No. 5046" be read a second time.

CARRIED | Res. No. 22-129

MOVED AND SECONDED, THAT "Zoning Text Amendment No. T31 (CD2 – Comprehensive Development – Multi-Family Residential Infill – 4738 Athol Street), Bylaw No. 5047" be read a second time.

CARRIED | Res. No. 22-130

MOVED AND SECONDED, THAT "Zoning Map Amendment No.48 (4738 Athol Street - Rai), Bylaw No. 5048" be read a second time.

CARRIED | Res. No. 22-131

MOVED AND SECONDED, THAT appropriate consultation as required for an Official Community Plan amendment has been undertaken in accordance with section 475 of the Local Government Act.

CARRIED | Res. No. 22-132

MOVED AND SECONDED, THAT the proposed amending bylaws for 4738 Athol Street and numbered 5046, 5047 and 5048, be advanced to a Public Hearing on Monday July 11, 2022 at 6:00 pm in City Hall, Council Chambers.

CARRIED | Res. No. 22-133

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3. **Development Planner – Proposed Zoning Bylaw Map Amendment | 5249 Pineo Road**
MOVED AND SECONDED, THAT “Zoning Map Amendment No. 50 (5249 Pineo Road – Hammer), Bylaw No. 5049” be read a third time.
CARRIED | Res. No. 22-134
- MOVED AND SECONDED, THAT as part of the development process for 5249 Pineo Road, the applicant be required to complete the following before Council considers final adoption of Bylaw No. 5049:*
- i. Geotechnical report*
 - ii. Stormwater management plan*
 - iii. Site grading plan*
 - iv. Design and estimate for required off-site works*
 - v. Receive a subdivision Preliminary Layout Review letter from the City’s Approving Officer.*
- CARRIED | Res. No. 22-135**
4. **Development Planner – Proposed Bylaw Amendment | 4109 Kendall Avenue**
MOVED AND SECONDED, THAT “Sign Bylaw Amendment No. T1 (4109 Kendall Avenue – Seventh Day Adventist Church), Bylaw No. 5055” be now finally adopted, signed by the Mayor and Corporate Officer and numbered 5055.
CARRIED | Res. No. 22-136
5. **Director of Corporate Services – Election and Assent Voting**
MOVED AND SECONDED, THAT “City of Port Alberni Election and Assent Voting Bylaw No. 5054, 2022” be now introduced and read a first time.
CARRIED | Res. No. 22-137
- MOVED AND SECONDED, THAT “City of Port Alberni Election and Assent Voting Bylaw No. 5054, 2022” be read a second time.*
CARRIED | Res. No. 22-138
- MOVED AND SECONDED, THAT “City of Port Alberni Election and Assent Voting Bylaw No. 5054, 2022” be read a third time.*
CARRIED | Res. No. 22-139
6. **Director of Corporate Services – Freedom of Information and Protection of Privacy**
MOVED AND SECONDED, THAT “City of Port Alberni Freedom of Information and Protection of Privacy Bylaw No. 5050, 2022” be now introduced and read a first time.
CARRIED | Res. No. 22-140
- MOVED AND SECONDED, THAT “City of Port Alberni Freedom of Information and Protection of Privacy Bylaw No. 5050, 2022” be read a second time.*
CARRIED | Res. No. 22-141
- MOVED AND SECONDED, THAT “City of Port Alberni Freedom of Information and Protection of Privacy Bylaw No. 5050, 2022” be read a third time.*
CARRIED | Res. No. 22-142

H. CORRESPONDENCE FOR ACTION

1. Alberni District Fall Fair Association | Friday Night Market

MOVED AND SECONDED, THAT Council authorize the Alberni District Fall Fair Association to host a Friday Night Market on July 22, 2022 at 4090 Hollywood Street [fall fair grounds] from 5:00 pm to 11:00 pm subject to:

- *Confirmation that ADFFA has received an approved Special Event Permit from the LCRB*
- *ADFFA providing notification of the event to emergency services and BC Transit*
- *Provision of standard liability insurance in the amount of \$5M [minimum]*

CARRIED | Res. No. 22-143

2. Port Alberni Funtastic Sports Society | Okee Dokee Slo-Pitch Tournament

MOVED AND SECONDED, THAT Council authorize the Port Alberni Funtastic Sports Society to host the Okee Dokee Slo-Pitch Tournament to include a concert and beer garden taking place July 1 to July 3, 2022 at various City locations including Echo Park Ball Fields [Majors and Minors], Russell Fields, Bob Dailey Stadium and Field subject to:

- *Confirmation that PAFSS has received an approved Special Event Permit from the LCRB*
- *PAFSS providing notification of the event to emergency services and BC Transit*
- *Provision of standard liability insurance in the amount of \$5M [minimum]*

CARRIED | Res. No. 22-144

I. PROCLAMATIONS

1. Vancouver Island Economic Alliance

MOVED AND SECONDED, THAT Council proclaim the week of June 20-26, 2022 as 'Island Good Days' in the City of Port Alberni.

CARRIED | Res. No. 22-145

J. CORRESPONDENCE FOR INFORMATION

1. The Director of Corporate Services summarized correspondence to Council as follows:

- a. Agricultural Land Commission Compliance & Enforcement | McLean Mill File Closure
- b. Island Health | Appreciation for City support during COVID-19
- c. Broombusters Invasive Plant Society | Scotch Broom Update
- d. Leslie Walerius | Questions resulting from the November 2021 Audit Committee Meeting
- e. Ministry of Transportation & Infrastructure | Cathedral Grove Safety Improvements
- f. Alberni Valley Museum and Heritage Commission | May 4, 2022 Minutes

K. REPORT FROM IN-CAMERA

L. COUNCIL REPORTS

1. *MOVED AND SECONDED, THAT the Council reports outlining recent meetings and events related to the City's business, be received.*
CARRIED

M. NEW BUSINESS

N. QUESTION PERIOD

1. Neil Anderson asked Council the following:
 - The use of mail ballots for the 2022 general local election?
 - The application of the \$10 fee being introduced as it relates to requests for Access to records?
 - Did members of Council or staff ask Councillor Poon the subcontractors used to carry out renovation works at the Kingsway Hotel?
2. Joseph Leskosek asked Council if there will be opportunities to meet with candidates running in the municipal election this fall?

O. ADJOURNMENT

MOVED AND SECONDED, THAT the meeting adjourn at 3:49 pm.
CARRIED

CERTIFIED CORRECT

Mayor

Corporate Officer



CONTACT INFORMATION: (please print)

Full Name: Randy Thoen

Organization (if applicable): FireSmart Coordinator - ACRD

Street Address: 3008 5th Avenue, Port Alberni BC, V9Y 2E3

Phone: 250.720.2700

Mailing Address: 3008 5th Avenue, Port Alberni BC, V9Y 2E3

Email: rthoen@acrd.bc.ca

No. of Additional Participants:

[Name/Contact Information] n/a

MEETING DATE REQUESTED: June 27, 2022

PURPOSE OF PRESENTATION: (please be specific)

Provide an overview of your presentation below, or attach a one-page (maximum) outline of your presentation:
To introduce myself to Mayor & Council as the FireSmart Coordinator for the ACRD and provide a brief presentation of the FireSmart Program with the goal of raising awareness of FireSmart with the public attending/viewing the meeting
i will finish the presentation with information about how residents can request a free home assessment and arrange a curbside pickup of yardwaste

Requested Action by Council (if applicable):

Supporting Materials/PowerPoint Presentation: ☐ No ☒ Yes

Note: If yes, must be submitted by 12:00 noon on the Wednesday before the scheduled meeting date.

SIGNATURE(S):

I/We acknowledge that only the above listed matter will be discussed during the delegation and that all communications/comments will be respectful in nature.

R. Thoen

Signature:

June 3, 2022

Date:

OFFICE USE ONLY:

Approved: (Deputy City Clerk)

Scheduled Meeting Date: *RCM June 27, 22*

Date Approved: *June 3, 22*

Applicant Advised: *June 3, 22*

[Signature]

<input checked="" type="checkbox"/> Council	<input type="checkbox"/> Economic Development
<input checked="" type="checkbox"/> Mayor	<input type="checkbox"/> Engineering/PW
<input checked="" type="checkbox"/> CAO	<input type="checkbox"/> Parks, Rec. & Heritage
<input type="checkbox"/> Finance	<input type="checkbox"/> Development Services
<input checked="" type="checkbox"/> Corporate Services	<input checked="" type="checkbox"/> Community Safety
<input checked="" type="checkbox"/> Agenda	<input type="checkbox"/> Other

RCM June 27, 22
CHC for ACRD

File #

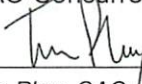
Personal information you provide on this form is collected pursuant to Section 26 of the *Freedom of Information and Protection of Privacy Act [FOIPPA]* and will only be used for the purpose of processing this application.

Your personal information will not be released except in accordance with the *Freedom of Information and Protection of Privacy Act*.

ENTERED

D.1

Date: June 20, 2022
File No: 1200-01
To: Mayor & Council
From: Tim Pley, CAO
Subject: Draft Procurement Policy No. 3009-1

Prepared by: <i>A. MCGIFFORD</i> DIRECTOR OF FINANCE	Supervisor: <i>T. PLEY</i> CHIEF ADMINISTRATIVE OFFICER	CAO Concurrence:  Tim Pley, CAO
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RECOMMENDATION[S]

- a. THAT Council approve City of Port Alberni Procurement Policy No. 3009-1.
- b. THAT Council rescind the following policies:
 - "Purchasing – Capital Expenditures" dated June 25, 2013
 - "Purchasing – Capital Purchases and Projects" dated January 13, 2003
 - "Capital Budget – Project Cost Variance Policy" dated March 10, 2014
 - "Purchasing Procedure" dated March 10, 2014
 - "Purchasing – Professional Services (Consultants)" dated May 12, 2014

PURPOSE

To provide Council with information related to the administration of procurement and request consideration for approval of City of Port Alberni Procurement Policy No. 3009-1.

BACKGROUND

The City of Port Alberni [the City] has a number of Council approved policies and procedures that support the administration of procurement. The procurement function at the City is highly decentralized throughout the organization with modest oversight and support being offered through the Finance department. Overall responsibility for the procurement function resides with the Director of Finance. The existing procurement related policies and procedures are included in Appendix C through Appendix G.

In November 2021, the City engaged an experienced procurement consultant to review the existing the City's existing policies. Following this review, it was suggested that the following goals and objectives be considered in the updated policy:

- focus on local first and COVID-19 recovery;
- modernization of the policy including:
 - compliance with the trade agreement requirements;
 - focus to emerging procurement trends and best practices;
 - social and sustainable procurement;

- improved guidance internal and external to the organization;
- insulate Council from improper lobbying and wrongful perception; and
- maintain and ensure a continued level of transparency.

The draft policy attached to this report is the result of a review of procurement practices at the City, consultation with staff as well as research from the following resources:

- the Canada Free Trade Agreement [CFTA], New West Partnership Trade Agreement [NWPTA] and Comprehensive and Economic Trade Agreement [CETA];
- policies of other local governments of similar size in BC;
- policies of government organizations in Canada, Great Britain and Australia; and
- reports and documents produced by the now defunct Auditor General for Local Government [AGLG].

On February 22, 2022 at the Committee of the Whole [CoW] members received a report from staff along with a draft of the procurement policy. Member discussion resulted in some amendments to the draft policy, specifically, changes to the reporting out timelines.

Trade Agreements

The governments of British Columbia and Canada have negotiated trade agreements to ensure fair, open, transparent and non-discriminatory procurement between the Canadian Provinces and Territories [including local government entities] as well as the European Union. This has been done through the establishment of the following agreements:

- The New West Partnership Trade Agreement – an agreement between the provinces of British Columbia, Alberta, Saskatchewan and Manitoba;
- The Canada Free Trade Agreement – an agreement between the provinces of Canada and the federal government; and
- The Comprehensive and Economic Trade Agreement – an agreement between the federal government and the European Union.

These agreements establish rules and principles for government procurement that organizations are to follow once the value of a procurement hits a threshold. The thresholds that impact local government are:

Procurement Type	Local Government Thresholds		
	NWPTA	CFTA	CETA
General Goods and Services	\$75,000	\$121,200	\$340,600
Construction	\$200,000	\$302,900	\$8,500,000

The trade agreements do not apply to any local government procurement falling below these thresholds. The policy included with this report will comply with all requirements under these agreements.

Increased Efficiency and Insulating Council

Research of member municipalities and other local governments in British Columbia has identified that for purposes of efficiency, many local governments rely on the elected representatives approved financial plan to act as the mechanism for staff to conduct procurement processes and execute contract awards. This includes but is not limited to the following local governments: Comox Valley Regional District, City of Courtenay, Town of Comox, Cowichan Valley Regional District, City of Victoria, and District of West Vancouver. Currently the threshold requiring Council approval is \$75,000 and \$50,000 for professional services.

Provided a purchase is in accordance with Council's adopted financial plan, moving forward, the recommended approach would be to have all purchases greater than \$100,000 reviewed and approved by the CAO and the Director of Finance [or designate]. This change will significantly reduce the time pressures on the procurement process and lead to accelerated contract award decisions.

Another advantage is that it removes any political aspect to the contract award process. Having contract awards in front of Council exposes the procurement to the risk of potential vendors lobbying Council to award in their favour. New language has been included in the draft policy to ensure vendors are aware of the repercussions of lobbying staff or Council regarding contract award decisions. There will continue to be occasions where staff will look to engage Council for approval relating to procurement and contract awards [for example, a change in scope or cost escalations].

The following are examples of where Council will be approached for approval:

- purchase of land;
- agreements for service delivery with other local governments;
- where award of a contract may be associated with a high degree of risk;
- where Council has identified a procurement that requires additional approval; and
- when the contract award or a change in scope exceeds the amount identified in the City's Financial Plan bylaw.

Local First and COVID-19 Recovery

While the new policy doesn't explicitly favour local businesses or reference COVID-19 recovery, the updated procurement thresholds should reduce the burden on the City to solicit quotes or public bids for procurements that are below trade agreement thresholds. This favours local business by reducing the need for staff to go outside the local market for additional quotes and/or public bids.

Maintaining Transparency

Transparency of the procurement process will be maintained through:

- publicly posted procurement opportunities; and
- publicly posted contract awards.

All purchases will continue to be approved by Council in advance of a procurement through the approval of the financial plan. When approaching Council for approval of the financial plan, Council can expect to see a project summary presented in a similar format to *Appendix B* and annual reporting to Council on contract awards is being recommended.

ALTERNATIVES/OPTIONS

1. THAT Council approve City of Port Alberni Procurement Policy No. 3009-1.

THAT Council rescind the following

Purchasing – Capital Expenditures | dated June 25, 2013
Purchasing – Capital Purchases and Projects | dated January 13, 2003
Capital Budget – Project Cost Variance Policy | dated March 10, 2014
Purchasing Procedure | dated March 10, 2014
Purchasing – Professional Services [Consultants] | dated May 12, 2014

2. That Council request further amendments to the proposed policy prior to approval.
3. That Council provide alternate direction.

ANALYSIS

Staff are confident that this procurement policy is the right policy for the City at this time. Much of the policy language has been tested in other local governments and has proven to hold up and provide efficiency to the procurement process as well as project delivery.

Should Council wish to provide alternate direction to staff it would be done without risk. The existing policy and procedures governing procurement at the City will continue in effect until such time that Council has approved an updated procurement policy.

IMPLICATIONS

The updated policy complies with all relevant trade agreements and aligns with best practices in local government procurement.

COMMUNICATIONS

Once adopted by Council, the policy will be posted to the City's public webpage. The City will engage with the British Columbia Social Procurement Initiative [BCSPI], formerly the Coastal Community Social Procurement Initiative, to host an informative workshop with local vendors. The workshop will support building capacity with the local market as it relates to the new policy and the sustainable and social procurement provisions.

BYLAWS/PLANS/POLICIES

The recommendations in front of Council include rescinding several procurement related policies and procedures that this new comprehensive policy will replace. These include:

- "Purchasing – Capital Expenditures" dated June 25, 2013
- "Purchasing – Capital Purchases and Projects" dated January 13, 2003
- "Capital Budget – Project Cost Variance Policy" dated March 10, 2014
- "Purchasing Procedure" dated March 10, 2014
- "Purchasing – Professional Services (Consultants)" dated May 12, 2014

SUMMARY

The City's procurement policy framework requires updating to meet the City's organizational needs, to reflect changes to trade agreements and to better incorporate best practices in local government. The following are the highlights of the changes recommended in the proposed procurement policy:

- compliance with trade agreements;
- greater protection for Council with the appropriate separation of roles;
- updated roles and responsibilities for City staff;
- broader guidance for the vendor community on the City's expectations of its vendors;
- improved sustainable procurement provisions, including social procurement;
- updated and more efficient and local friendly procurement thresholds; and
- the incorporation of the recommendations made by the former AGLG.

ATTACHMENTS/REFERENCE MATERIALS

- Appendix A – Draft Procurement Policy No. 3009-1
- Appendix B – Example – Quarterly Procurement summary
- Appendix C – Purchasing – Capital Expenditures | dated June 25, 2013
- Appendix D - Purchasing – Capital Purchases and Projects | dated January 13, 2003
- Appendix E - Capital Budget – Project Cost Variance Policy | dated March 10, 2014
- Appendix F - Purchasing Procedure | dated March 10, 2014
- Appendix G - Purchasing – Professional Services [Consultants] | dated May 12, 2014

C: *S. Smith, Director of Development Services | Deputy CAO*
T. Slonski, Director of Corporate Services
R. Dickinson, Director of Engineering & Public Works
W. Thorpe, Director of Parks, Recreation and Heritage
M. Owens, Fire Chief
R. Macauley, Deputy Director of Finance

POLICY No. 3009-1

Approved:

Resolution No.:

Date of Last Review:

CITY OF
PORT ALBERNI



1. PURPOSE

The purpose of the procurement policy is to deliver best overall value to the City of Port Alberni [City], in its acquisition of goods, services and construction in accordance with the values of our community and Council as articulated in documents such as the Official Community Plan and the Strategic Plan. Setting out the responsibilities and accountability associated with best overall value for the acquisition of goods and services. The policy applies to all City departments and includes all purchases, leases and rentals using operating, capital and restricted funds of the City.

2. POLICY STATEMENT

It is the policy of the City to acquire goods and services through a public process whenever practical that results in supply arrangements that offer best value with consideration that may include total cost, quality, expertise, and environmental and social sustainability.

3. THE ROLE OF COUNCIL

3.1 Separation of Roles

To ensure the need for a clear and transparent separation of political and administrative functions, Council has established this policy and approved expenditures through the City's Financial Plan approval process.

To remove any potential or perceived appearance of political influence or bias, Council recognizes the need to be removed from procurement processes from the time a procurement is issued to the market to the point where a contract has been awarded to the successful bidder, except where Council is presented with a recommendation to approve the contract award in accordance with this policy.

Council maintains the ability to identify specific procurements of interest that require additional Council approval for reasons such as those that are of a high value, involve significant risk or are of significant interest to the community. During the financial planning process Council may identify the specific procurements that are to be reviewed and awarded through Council resolution. Staff maintain the ability to identify contract awards or procurements in which they feel Council approval is in the best interest of the City. Quarterly procurement reports will be provided to Council for governance review of City procurement activities.

4. EXCEPTIONS

4.1 Emergencies

In an unforeseen circumstance that requires immediate action, such that inaction would result in harm to a person or harm or damage to real or personal property of any type, the methods and procedures set out within this policy may be waived as approved expressly by the CAO. A report summarizing the emergency procurement will be presented to Council following the emergency.

4.2 Exemptions

All exemptions that exist in NWPTA, CFTA, CETA or their successors shall apply to this policy.

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5. AUTHORITIES AND RESPONSIBILITIES

5.1 Roles and Responsibilities

Procurement activities not requiring a Public Competitive Process are the responsibility of each department, which are delegated the authority for acquiring goods, equipment, services and construction for all operational and capital requirements as per this policy.

Procurement processes requiring a public competitive process are the responsibility of the Finance Department which will ensure the procurement is conducted in accordance with this policy, common law and any trade treaty requirements.

The Director of Finance for the City is responsible and accountable for the management of the acquisition of goods and services, and the protection and disposal of assets.

The Director of Finance also serves as the purchasing officer for the City and is responsible for the implementation of the day-to-day administration of the procurement policy, and will establish and employ such practices, processes, procedures or methods as are determined appropriate to the efficient and effective operation of procurement.

5.2 Authority for Procurement Transactions

Procurement Transactions cannot be completed unless the need has first been identified, budgeted for and approved by Council in the Financial Plan. Council may wish to approve the method of procurement during the adoption of the Financial Plan, otherwise all Procurement Transactions shall be completed according to this policy.

Market research procurement methods may take place when the interest is to develop a budget and Scope of Work for approval by Council.

Contract awards as well as Change Orders exceeding the Council approved Financial Plan will either be:

- (i) held until Council approves a Financial Plan amendment, or
- (ii) cancelled due to insufficient budget and a procurement may be reissued under a refined Scope of Work.

5.3 Commitment Authority Thresholds

Subject to the terms of this policy, and any statutory requirements, the following positions have authority to execute contracts and change orders for procurement transactions up to the identified value limits once the agreement or contract has met the criteria for approval [excluding taxes]:

- Deputy Fire Chief and Managers: \$10,000;
- Manager of Operations, Manager of Information Services, and Manager of Human Resources: \$25,000;
- Directors & Fire Chief: \$75,000.

Subject to the terms of this policy, any statutory requirements, City bylaws, and the approval of the Director of Corporate Services [or delegate] the following positions have authority to execute contracts and change orders for procurement transactions beyond the identified value limits:

- CAO and Director of Finance: \$100,000.

Persons with spending, commitment and signing authority have the following responsibilities:

- a. ensure the value of the contract or change order is within the approved Financial Plan;
- b. ensure that the City is able to meet its obligations within the terms of the contract and that it is likely the other party can meet their obligation;

- c. ensure that the contract complies with WorkSafeBC legislation, labour legislation, applicable collective agreements, tax legislation, and other legislative and regulatory requirements;
- d. be aware of any financial and other benefits that are expected to flow to the City as a result of the contract; and
- e. review intellectual property requirements and consider physical, bodily injury and personal injury indemnities and risk exposure.

5.4 Authority for Procurement Method

Where not outlined within this policy, staff of the City will approach Council with a recommendation to determine the method to be used to procure the goods or services required.

5.5 Responsibility for the Scope of Work or Specifications

User Departments are responsible for defining the needs of the procurement in the Scope of Work or Specifications.

User Departments may seek assistance from consultants or procurement staff and may utilize market research techniques as described in section 9.1.

Consultants assisting in the development of a City procurement will not be permitted to compete for the resulting opportunity.

Direct contact with Vendors should be avoided when preparing a Scope of Work or Specifications.

Scope of Works and Specifications shall be generic and not specific to any one vendor to ensure competition is not reduced.

Scope of Works and Specifications substantially deviating from that which was presented and approved in the Financial Plan are to be reviewed by the Director of Finance to determine if an amendment to the Financial Plan is required prior to a public procurement taking place.

6. ETHICAL CONSIDERATIONS

6.1 Conflict of Interest and Confidentiality

Staff or anyone in a position that could influence the evaluation of bids, tenders, quotes and proposals shall conduct evaluations with the removal of bias, positive or negative, against both existing and potential vendors. Any and all qualified vendors within jurisdictions covered by trade treaties levied on the City shall be treated transparently, fairly, equally and without discrimination.

City staff with a real or perceived conflict of interest with a vendor or a potential vendor must report this interest immediately to the Finance Department. The Finance Department will review the interest and may remove the staff member from involvement in the procurement recommending a suitable staff member for replacement.

City staff and non-staff evaluating quotes, offers, bids, tenders and proposals, which includes serving on an evaluation committee, will not disclose any information gained during the course of their evaluation except to other City staff who may in the normal course of City business have a need for such information.

6.2 Supplier Code of Conduct

All suppliers, vendors and individuals including volunteers offering goods or services to the City are expected to comply with the code of conduct detailed below. Failure to follow this code of conduct may result in the termination of a contract and disqualification from future opportunities.



Professionalism

All employees, volunteers, agents, and contractors or vendors under agreement or contract with the City are required to:

- carry out their responsibilities in a professional and competent manner;
- continue to improve their knowledge, competence, skills, and professional ability;
- be aware of and abide by the British Columbia Human Rights Code;
- not engage in any action or conduct or make any comment, gesture, or contact which a reasonable person would regard as likely to cause offence or humiliation to anyone, whether in the workplace or any other location;
- act, and be perceived by the public to act, in a fair and impartial manner in the performance of their duties or provision of services;
- not make any public comments that denigrate, disparage, or are disrespectful of the City, employees, and elected officials, and refrain from making negative comments about the credibility of the City, employees, and elected officials;
- conduct themselves in a friendly, courteous, and professional manner when dealing with the public; and
- refrain from engaging in any other practice that could unfavorably reflect upon the City as identified solely by the City.

6.3 Lobbying

No bidder, proponent, vendor or anyone involved in preparing bids or proposals shall lobby any elected official or City staff in an effort to secure a contract. During a competitive procurement process all communications are to be made through the Finance Department unless the procurement document explicitly states otherwise. Vendors found to be lobbying for a contract award will be disqualified from consideration for the procurement and may be disqualified from future procurement opportunities. The following will be deemed as inappropriate communication during an active procurement:

- (a) commenting on, or attempting to influence views on, the merits of the vendor's response to a procurement, or in relation to responses of other vendors;
- (b) influencing, or attempting to influence, the evaluation and ranking of responses, the selection of the vendor, or any negotiations with the preferred vendor;
- (c) commenting on or criticizing aspects of the procurement, the evaluation process or the scope of services, including in a manner which may give the vendor a competitive or other advantage over other vendors; and
- (d) criticizing the responses of other vendors.

6.4 Gifts

City staff shall avoid accepting gifts, discounts or other favours from vendors of material value. Immaterial gifts can be accepted provided they do not result in personal gain for the receiver or result in favourable treatment of the vendor. Any gifts received shall be reported to the Director of Finance and may be subject to return.

Transaction/Contract Splitting

City staff shall not split transactions or procurements in an effort to fall below thresholds set out in sections 5.3 or 8.0.

7. SUSTAINABLE PROCUREMENT

In an effort to leverage procurement dollars to benefit the community and society; the City may include the consideration of sustainability in Best Value Procurements.

Sustainability provisions in a procurement will include attention to environmental, ethical and social responsibility as well as social value. The City will endeavor to design opportunities to minimize environmental and ethical impacts and maximize social value outcomes.

Sustainability considerations will be balanced as a consideration of best value requirements for each individual procurement. The weighting toward sustainability in each procurement may be based on the marketplace, Scope of Work and/or level of risk inherent with the procurement.

When evaluating sustainability factors, City staff should consider third party verification and certifications and may also look to utilize reference checks to verify claims made in response to a City public solicitation.

7.1 Environmental Responsibility

When evaluating environmental responsibility in City procurements, consideration may be given where proponents:

- minimize environmental harm, including end of life impacts;
- maximize resource efficiency (e.g. reduce energy and water consumption and minimize waste); and
- minimize carbon emissions.

7.2 Ethical Responsibility

When evaluating ethical responsibility, consideration may be given where proponents:

- maximize fair trade opportunities; and
- ensure sound working conditions throughout the supply chain that meet or exceed provincial, national or international employment standards.

7.3 Social Value

When considering social value, consideration will be given where proponents:

- maximize inclusive employment, training and apprenticeship opportunities among, disadvantaged, equity deserving or marginalized individuals and populations;
- maximize the diversification of the supply chain by including non-profit organizations, social enterprises and small-medium enterprises;
- contribute to the strengthening of the community by supporting the social goals and objectives of the City; and
- include any social responsibility initiatives undertaken by the organization that contribute to social wellbeing.

8. PROCUREMENT THRESHOLDS AND METHODS

The following thresholds will guide the method of procurement used to purchase goods or services. Authority to commit to goods or services is governed by Bylaw No. 5060 and this policy. Thresholds are prior to application of taxes and are cumulative [if multi year, the total value of contract].

Goods and General Services

Value	Procurement Method (minimum)	Issued By
\$100 - \$10,000	Single informal quote	User Department
\$10,000 - \$75,000	Request three written quotes	User Department
\$75,000 +	Public Competitive Process	Finance Department

Professional Services

Value	Procurement Method (minimum)	Issued By
<\$50,000	Single written quote	User Department
\$50,000 - \$75,000	Request three written quotes/proposals	User Department
\$75,000 +	Public Competitive Process	Finance Department

Construction

Value	Procurement Method (minimum)	Issued By
<\$50,000	Single written quote (rotate suppliers)	User Department
\$50,000 - \$200,000	Three written quotes or Public Competitive Process	Finance Department
\$200,000 +	Public Competitive Process	Finance Department

9. PROCUREMENT AND AWARD METHODS

9.1 Procurement Methods

Market Research Methods

Market research methods are public solicitations that do not result in the award of City business. They are utilized to assess the marketplace for potential City opportunities and to offer the market transparent and fair input into a resulting competitive procurement process.

- a. Request for Information
To request general information regarding goods and/or services provided by vendors, and to invite input regarding the development of procurement strategies. May also request a response for high level budgetary considerations.
- b. Request for Expressions of Interest
To determine the market interest in a competitive solicitation process.

Non-Competitive Methods

- c. Direct Award and Notice of Intent (NOI) to Award

The award of City business directly to a vendor for a low value procurement or where it can be demonstrated that only one vendor can supply the good or service. A NOI is used to provide public notice of the City's intent to direct award, where the City cannot strictly demonstrate that there is only one vendor as required under this section. If a successful challenge is received, an appropriate procurement process will be undertaken. NOIs will be posted to the BC Bid website for any direct award in excess of \$75,000.

To proceed with a direct award where more than one quote is required, specific details, in writing, must be provided to the Director of Finance justifying the requirement for direct award according to the following exceptions:

- i. To ensure compatibility with existing products or methods, to recognize exclusive rights, such as exclusive licenses, copyright and patent rights, or to maintain specialized products that must be maintained by the manufacturer or its representative;
- ii. Where there is an absence of competition for technical reasons and the goods or services can be supplied only by a particular supplier and no alternative or substitute exists;
- iii. For the procurement of goods or services the supply of which is controlled by a supplier that is a statutory monopoly;

- iv. For the purchase of goods on a commodity market;
 - v. For the acquisition of services from not-for-profit organizations;
 - vi. For work to be performed on or about a leased building or portions thereof that may be performed only by the lessor or the lessor's pre-approved suppliers;
 - vii. For work to be performed by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original work or equipment;
 - viii. For a contract to be awarded to the winner of a design contest;
 - ix. For the procurement of a prototype of a first good or pilot of a first service to be developed in the course of a particular contract for research, experiment, study or original development, but not for any subsequent purchases;
 - x. For the purchase of goods under exceptionally advantageous circumstances such as used goods, bankruptcy, auction or receivership, but not for routine purchases;
 - xi. For the procurement of utilities;
 - xii. For the procurement of employee benefits;
 - xiii. For the procurement of real property;
 - xiv. Where a Public Competitive Process is impractical because of the need to obtain unique third-party skills, there is a requirement for contractor continuity, or there is a strong case for the cost effectiveness of maintaining or retaining an existing contractor for a specific task; or
 - xv. Where the CAO in conjunction with another Director approves the direct award purchase as requested.
- d. Informal Quote
A quote that has been requested by phone or email and may be received verbally, via fax or email.
- e. Written Quote
A formal quote offering goods or services. May include terms and conditions.

Competitive Methods

Competitive methods are formal procurements for goods or services that will be publicly available on the City's bid page, BC Bid and potentially other public tendering systems. Once a Public Competitive Process has been undertaken all vendors covered under the CFTA and the NWPTA who submit compliant responses will be considered in a fair and transparent manner without discrimination.

- f. Request for Proposals (RFP)
A process to acquire services (primarily) where price is not the only consideration in selecting a contractor. The award is value-based and awarded to the proponent with the highest score and offering best overall value.
- g. Invitation to Tender (ITT)
To acquire construction and other services where price is the only deciding factor. Used when the work to be undertaken can be specified in detail and must be adhered to by the contractor. Award is generally to the lowest compliant bidder.
- h. Request for Standing Offers (RSO)
To acquire offers for goods or services that are needed on an ongoing basis, where the City enters into a contract and places orders only as needed. May be either price-based or value-based.



- i. Request for Qualifications (RFQu)
To create a pre-qualification list of vendors who are eligible to participate in subsequent procurement processes. Shortlists are created using qualitative factors only and price would not normally be considered.
- j. Request for Quotations (RFQ)
To acquire low value goods or services when price is the predominant deciding factor. Typically awarded to the lowest price bid that meets all mandatory requirements and the Specifications.
- k. Request for Corporate Supply Arrangement or Master Standing Agreements
To acquire goods or services on behalf of a collaborative or co-operative buying group or purchasing consortium. Award is either based on price or best value.

9.2 Award Methods

Commitment and spending authority limits are governed by this policy. The following award methods will be used when finalizing a purchase commitment. The employee authorizing the award will be responsible for deciding on the type of award and may seek consultation from the Finance Department. User departments are responsible for managing contracts and agreements following the award.

Petty Cash

- a. Used for low value purchases of less than \$200.

Purchasing Card

- b. Used for low value purchases, foreign exchange purchases within spending thresholds, and as permitted by the City purchasing card policy.

Cheque Requisition

- c. Used for low value purchases where an invoice has been received and a Purchase Order is not applicable or has not been issued.

Purchase Order

- d. Generally used to purchase goods or equipment of low to high value or a service of low value with minimal risk and a defined Scope of Work.

Contract/Agreement

- e. Used for purchasing all types of general, professional and construction services. May require legal review for complex or high value contracts.

Change Orders/Contract Amendment

- f. Used to update, alter, extend or otherwise modify a contract. Changes to contract value must be within the approved Financial Plan or, if exceeding the financial plan, have received Council approval to amend the Financial Plan.

Corporate Supply Arrangements and Master Standing Agreements

- g. Used by a buying group to form a contract for goods or services.

10. VENDOR PERFORMANCE MANAGEMENT

In an effort to ensure open and transparent communication with existing vendors, Contract Managers will actively monitor the performance of vendors and contractors and work directly with vendors to resolve any minor or isolated moderate performance issues. In instances where severe performance issues or an unsatisfactory accumulation of minor or moderate performance issues occur, Contract Managers are to contact the Finance Department and a formal vendor performance review will be undertaken. In most cases (excepting the most extreme instances), vendors will be provided an opportunity to respond and resolve any performance issue(s) identified in a vendor performance review.

Vendors may be subject to termination of a contract or disqualification from future business if there is sufficient evidence of consistent failure to meet the standards specified by the City. The City will maintain vendor performance files as required. Information in this file will be supplied by the Contract Manager, receivers and procurement staff. Vendors may be evaluated based on price, quality of the product or service, contract performance, customer service and their responsiveness to requests from the City. Upon reasonable notice in writing to the vendor involved, and after a reasonable opportunity for response, a vendor may have their contract terminated and may be disqualified from future City procurement opportunities for a period not exceeding five years.

Vendors or proponents shall be disqualified when:

- a. Serious breach of contract indicating unwillingness to perform a contract in accordance with the terms and conditions, Specifications or a record of unsatisfactory performance of one or more contracts in accordance with the terms and conditions thereof or in accordance with its Specifications or both.
- b. An inducement to an official or employee of City by a vendor or proponent for consideration in an attempt to influence continued or future procurement opportunities.
- c. Conviction for a criminal offense of a person, director, official or such person relating to obtaining or attempting to obtain a contract or subcontract.
- d. Should there be evidence of collusion by any potential bidders.

A written decision shall be issued to the vendor or proponent disqualified or suspended setting out its reasons for disqualification or suspension, to the usual business address of that vendor or proponent as shown in the records of the Finance Department.

Vendor or proponent disqualification will be approved by the CAO.

11. OTHER PRACTICES

11.1 Document Retention

A procurement file for any completed publicly posted procurement shall be finalized and filed with the Corporate Services Department. The file shall be retained for a period of not less than seven years in accordance with the City records management program.

11.2 Unsolicited Proposals

The City will accept unsolicited proposals for unique, innovative products or services that will result in demonstrated savings to the City. Unsolicited proposals are to be sent to the Director of Finance and will be reviewed. Business may be awarded based on the requirements laid out within this policy and the requirement for a Public Competitive Process may not be precluded by the receipt of an unsolicited proposal.



11.3 Tie Bids

In the rare case of a tie bid or quote, when all factors including pricing are considered equal, the bidder with the closest physical proximity to City Hall shall be used to determine which of the tied bidders receive the award.

11.4 Single Bid / Proposal

When only one bid or proposal is received in response to a competitive procurement method, City staff or representatives shall evaluate the response to ensure fair value will be acquired.

Once City staff are confident that the response represents fair value, the contract may be awarded.

Should City staff find that the response does not represent fair value, staff may elect to negotiate or cancel and reissue the procurement.

11.5 Review by Legal Counsel

The CAO will approve requests for legal services relating to procurement which may be required as follows:

- Procurements with significant risk;
- Procurements of a value higher than \$1,000,000 for Best Value Procurements and \$10,000,000 for Tenders;
- Award decisions when not awarding to low bid or the highest scoring proponent;
- The disqualification of a vendor due to either bid non-compliance or poor performance on a contract;
- Non-standard forms of contracts; or
- Substantial changes to the City standard contract template.

11.6 Collaborative Procurement

The City may look to work with other procuring entities within the region, province or otherwise in an effort to maximize value and achieve economies of scale. When considering a collaborative procurement opportunity, the City shall evaluate:

- The impact to the local vendor community and its ability to submit a potential response to a competition.
- The collaborative procurement group's ability to represent the values and meet the strategic goals of the City in relation to the procurement.

11.7 Service Delivery

Agreements between the City and other local governments for the management of direct service delivery for a City function, must obtain Council approval.

11.8 Land Acquisition

*All acquisitions of land shall be approved by Council.

12. DEFINITIONS

In this Policy:

“Best Value Procurement” means the optimal combination of total cost, performance, economic, environmental and social sustainability.

“CAO” means the Chief Administrative Officer of the City or in the absence of the Chief Administrative Officer the Deputy Chief Administrative Officer.

“CETA” means the Comprehensive Economic and Trade Agreement between Canada and the European Union.

“CFTA” means the Canadian Free Trade Agreement between the federal government and the provinces and territories of Canada.

“Contract Manager” means the manager from a User Department responsible for administering the contract.

“Council” means the municipal council of the City.

“City” means the City of Port Alberni.

“Financial Plan” means the Council approved budget and five-year financial plan adopted by the City Council each year as a result of the City financial planning process.

“Director” means any employee of the City that holds a position of Director and includes the Chief Administrative Officer, Deputy Chief Administrative Officer, Director of Corporate Services, Director of Finance, Director of Engineering and Public Works, Director of Parks, Recreation and Heritage, and Director of Development Services.

“Inclusive Employment” means employment practices that provide flexible options that support people from a variety of different backgrounds and abilities to participate in the workforce.

“Low Bid Procurement” means a procurement that considers price as the predominant deciding factor from qualified bidders.

“Managers” means Manager of Parks, Manager of Facilities, Manager of Information Technology, Manager of Economic Development, Manager of Operations, Manager of Community Safety, Superintendent - Fleet & Solid Waste, Superintendent of Utilities, Superintendent of Road and Storm, Manager of Recreational Services, Manager of Police Support Services, Manager of Communications, Manager of Community Policing, Deputy City Clerk and any other exempt role not listed.

“NWPTA” means the New West Partnership Trade Agreement between the provinces of British Columbia, Alberta, Saskatchewan and Manitoba.

“Procurement Transactions” means all functions that pertain to the acquisition of goods or services at the City.

“Public Competitive Process” means a procurement where the City will request competitive bids and/or proposals from the public marketplace.

“Scope of Work” means a description of work or services that is to be performed by a vendor.

“Small- or medium-sized enterprise” means a small business has 1–99 paid employees. A medium-sized business has 100–499 paid employees.

“Specifications” means a description of a good or finished product that is to be delivered by a vendor.

“Sustainable Procurement” means purchasing requirements, specifications and criteria that support the protection of the environment, resource efficiency and social value for communities.

“Social Procurement” means every purchase has a social, economic, cultural, and environmental impact. Social procurement is about using your existing purchasing to capture those impacts to achieve overarching institutional, governmental, or individual goals that helps shape inclusive, vibrant and healthy communities.



“Social Value” means the impacts of programs and organizations on the wellbeing of individuals and communities. Social enterprises and social purpose businesses can generate social value by innovating products and services that meet community needs and participating in social procurement.

“Social Value Outcomes” means social, environmental or cultural impacts shown in quantitative metrics. These may include employment hours; jobs; contract spend; number of contracts.

“User Department” means a department of the City.

X

Andrew McGifford
Director of Finance

X

Twyla Slonski
Corporate Officer



Date:
File No: 1200-01
To: Mayor and Council
From: Chief Administrative Officer Quarterly
Subject: Procurement Summary

RECOMMENDATION

This report is being provided for Council's information only.

PURPOSE

To provide Council with an quarterly update/report on procurement contract awards, metrics, and social procurement activities.

BACKGROUND

"City of Port Alberni Delegation of Authority Bylaw No. XXXX, 2022" and the related procurement policy delegates authority to designated City of Port Alberni [City] staff to award contracts for operating and capital projects which have been approved in Council's adopted five-year financial plan. During the financial planning process, Council may identify contracts that are of particular interest to the Council or are of specific interest in the community that they wish to approve prior to award.

Contract Awards and Procurement Metrics

Reporting quarterly on contract awards ensures Council remains informed on procurement activities. *Appendix A* includes a list of all contracts in excess of \$100,000 that have been awarded in the previous quarter. Other operating and capital contracts of lesser value included in the financial plan have been awarded during this time period and are not included in this report.

The former Auditor General for Local Government provided recommendations that staff report to Council regularly with procurement metrics. In consideration of this recommendation, staff have prepared metrics in the table below. While these numbers can be reliant on factors outside procurement control [i.e. capital projects underway], they are illustrative of the type of activities being carried out by the City. Staff can influence the level of public vs. invitational procurements issued as well as the number of bids being received through how a procurement is structured and released to the marketplace. Efforts are focused on balancing the requirements of the project with risk while ensuring an attractive opportunity for the marketplace. Ultimately, the goal of any procurement is to achieve a best value outcome for the City.

Table 1 shows the overall value of procurement spend managed and supported through the Finance Department, the breakdown of operating versus capital contracts awarded and finally how many procurements were publicly issued versus issued by invitation. It is important to note that this table does not include all the procurement activities of the City. Procurement is decentralized but guided with support through the Finance Department.

Table 1: Procurement Metrics [Period from/to]

	Period	
	Previous	Current
Value of contracts awarded		
Number of operational procurements		
Number of capital procurements		
Number of public procurements		
Number of invitational procurements		
Average responses received per publicly posted procurement		

Procurement overview for Table 1

Council should receive context to address the table contents. Provide key metrics that allow for an understanding including:

- Variances in periods compared
 - Comment on overall project values
 - One-time operation impacts
 - Large capital out of the norm
 - Market trends for procurement responses

Social Procurement

The British Columbia Social Procurement Initiative (BCSPI), formerly the Coastal Community Social Procurement Initiative established in 2016 helps local governments, First Nations and institutional purchasers turn their procurement dollars into achievable and measurable community benefits. The City has been a member since 2019 and is seeking to enhance its social procurement capacity and activities where opportunities align.

Over the past quarter staff have successfully completed the following:

- Provide Council examples of the program improvements or initiatives since last update.
 - Training
 - Pilot projects
 - Operational practices that support social procurement
 - Measurement of impacts [if possible]

ALTERNATIVES/OPTIONS

Not applicable.

ANALYSIS

The “City of Port Alberni Delegation Authority Bylaw No. XXXX, 2022” and the Council approved procurement policy no. delegates authority for staff to award contracts provided the expenditure is approved in the Council approved financial plan with very specific exceptions. Council maintains the ability to identify opportunities during the financial planning process that requires their approval prior to staff awarding a contract.

IMPLICATIONS

All contracts awarded during this period are included in Council's approved five-year financial plan.

COMMUNICATIONS

To ensure transparency, procurement opportunities are publicly posted to the City of Port Alberni website and the BC Bid website. BC Bid is the province of British Columbia's central electronic tendering website and is the main hub of all public procurement in the province. The successful vendor and the contract award amount are also posted to both of these sites.

BYLAWS/PLANS/POLICIES

SUMMARY

The City's procurement policy framework requires that all contract awards must fall within approved budgets in the financial plan, with exceptions provided only for emergency purposes.

- Through the financial planning process, Council has an opportunity to identify projects of significant value or community interest that require additional the Council approval in the procurement process.
- A list of contracts awarded over the past quarter in excess of \$100,000 is included as *Appendix A* with procurement metrics identified in *Table 1*.
- The City of Port Alberni continues to be registered with British Columbia Social Procurement Initiative (BCSPI).
- Staff are committed to continuing and expanding education both within in the organization and with the broader marketplace to utilize social procurement practices where reasonable.

ATTACHMENTS/REFERENCE MATERIALS

- Appendix A – Contract award report
 - *Format for contracts above \$100,000 were awarded between _____ and _____ and are within the approved financial plan.*
 - *Procurements details to include the follow:*
 - *Procurement, successful vendor, award value, award method, compliant responses, non-compliant responses, bid/proposal rank*
- Appendix B – BCSPI Membership Community Snapshot

Copy: T. Slonski, Director of Corporate Services

TITLE: PURCHASING – CAPITAL EXPENDITURES				
EFFECTIVE DATE: June 25, 2013	DEPARTMENT: Finance	AUTHORIZED BY: Council	REPLACES: Original Nov 8/93	PAGE 1 OF 1

1. Department Heads are authorized to make replacement purchases up to \$1,000. exclusive of taxes.
2. The City Manager is authorized to approve new purchases up to \$1,000. exclusive of taxes.

TITLE: PURCHASING – CAPITAL PURCHASES AND PROJECTS				
EFFECTIVE DATE: January 13/03	DEPARTMENT: Finance	AUTHORIZED BY: Council	REPLACES: Original	PAGE 1 OF 1

In January of each year, staff is authorized to proceed with the tendering and purchase of capital projects and equipment to the extent that those projects and equipment items have been approved for the current year in the prior year's Five Year Financial Plan.

TITLE: CAPITAL BUDGET – PROJECT COST VARIANCE POLICY				
EFFECTIVE DATE: March 10, 2014		AUTHORIZED BY: Council	REPLACES: New	PAGE 1 OF 1

1. GENERAL

This Policy provides direction on actions to be taken when capital project costs vary significantly from approved Financial Plan amounts allocated. This policy is administered by the City Manager.

Department heads are responsible for notifying the City Manager when capital project budget variances will meet criteria set out in this policy. This applies both to projects anticipated to be over budget and under budget.

2. PROJECT COST UNDER BUDGET

When it is anticipated that a capital project will be under budget by more than 10% and by more than \$50,000 the Department Head shall notify the City Manager of the expected variance and provide a report to the City Manager and Director of Finance. The report shall include reasons for the variance and make recommendations regarding disposition of the unrequired funds. Options to be considered are:

- Return funds to general revenue annual surplus or to source reserve fund
- Expand scope or length of Capital project
- Transfer funds to an alternate approved capital project that is anticipated to be underfunded.
- Implement an alternate capital project that is approved in a future year of the financial plan.

The City Manager and Director of Finance shall review the Department Head's report and forward to City Council for consideration at a Regular Meeting.

3. PROJECT COST OVER BUDGET

When it is anticipated that a capital project will exceed approved budget by more than 10% and by more than \$25,000 the Department Head shall notify the City Manager of the expected variance and provide a report to the City Manager and Director of Finance. The report shall include reasons for the variance and make recommendations. Options to be considered are:

- Reduce the scope or length of capital project to meet approved budget.
- Transfer funds from an alternate approved capital project that is anticipated to be overfunded.
- Cancel or postpone an alternate capital project from the same year's approval that has not yet been started and transfer funds.
- Request additional funds from contingency or reserve.

The City Manager and Director of Finance shall review the Department Head's report and forward to City Council for consideration at a Regular Meeting.

TITLE: PURCHASING – PROCEDURE				
EFFECTIVE DATE: March 10, 2014	DEPARTMENT: Finance	AUTHORIZED BY: Council	REPLACES: Jul 12/99, May 13/02 March 22,2010	PAGE 1 OF 7

1. GENERAL

The purchasing policy of the City of Port Alberni is administered by the Director of Finance.

The purchasing function is decentralized to the originating departments and managers are responsible for the purchases they require. Department Heads are responsible for ensuring that this purchasing policy is properly observed at all times for purchases originating in their departments.

2. BIDS AND CONTRACTS

Subject to the policies laid down by City Council, and in accordance with any instructions issued by the City Manager, the Department Heads shall use recognized purchasing methods in securing competitive prices and in awarding contracts in accordance with this purchasing policy. Unless otherwise directed by the City Manager, forms of Contract to be used are the standard City of Port Alberni Contract forms approved by the Director of Finance.

3. COOPERATIVE PURCHASING

Where savings may accrue, the City may cooperate with other agencies, local and/or external, to jointly purchase goods and services. In such cases, City staff shall have the authority to commit the City to the purchasing decisions of the Cooperative Group, provided that savings do accrue to the City.

4. PROVINCIAL GOVERNMENT MASTER STANDING OFFER

It is deemed to be an acceptable business practice for the City to purchase materials and equipment through the auspices of the provincial government's Master Standing Offer whereby the Province processes a major tender and selects a number of suppliers that will provide the materials and equipment at the best price. Such materials and equipment may be purchased from any authorized supplier of the City's choice, but the prices remain the same, regardless of the supplier.

5. INVENTORY ITEMS FOR CAPITAL PROJECTS

Where Council has approved a capital project and goods and materials required to complete the project must be brought into inventory, the award of tenders need not be submitted to City Council for approval unless the selected supplier is not the low bidder.

6. TRADE, INVESTMENT AND LABOUR MOBILITY AGREEMENT (TILMA) REGULATIONS

TILMA applies to the City of Port Alberni's purchases of goods and services. TILMA requires that all tenders for goods and materials and services exceeding \$75,000, and all tenders for construction projects in excess of \$200,000 must be advertised through an electronic tendering system and, notwithstanding section 13.1 that there may be no local preference policy in relation to such tenders. The City will post all tenders affected by the TILMA on the City's internet web site.

7. EXCEPTIONS TO NORMAL PURCHASING PROCEDURE

Retention of Professional Services is covered by separate policy PURCHASING – PROFESSIONAL SERVICES (CONSULTANTS)

The services set out below are exempt from the requirements for tendering set out hereinafter. Requests for Proposals for these services may be called at the discretion of the City Manager and Department Heads in cases where service levels and fees and charges of current providers are deemed to be unsatisfactory.

- Electrical, Plumbing and Heating, Ventilation and Air Conditioning Services of an Regular Maintenance Nature

Other exceptions to this policy are:

- a) when time constraints will not allow for tendering, such as when supplies, services and equipment are urgently needed to maintain City utilities and essential services;
- b) when only one supplier exists.

Under these circumstances, the Department Head, with the approval of the City Manager, may obtain direct quotations from suppliers and award the contracts.

8. ORDERS

All orders must originate with a purchase requisition. All orders and purchases shall be made only by issuing a purchase order. Suppliers should always be advised to show this number clearly on their invoices.

9. TENDERING PROCEDURE**9.1 Preparation**

Specifications issued shall be reasonable, clear, without ambiguity and designed and advertised to allow for submission of bids or offers by the optimum number of qualified vendors. Department Heads shall be responsible for the technical accuracy of the specifications.

When necessary, Department Heads shall arrange consultations with prospective vendors and shall

9.2 Tender Instructions, Conditions and Pricing Formulae

The Department Head shall be responsible for the preparation of tender instructions, conditions and pricing formulae. Such documentation should combine with the technical specifications to ensure that the tender form is clear and without ambiguity. Except as otherwise approved by the City Manager, tender documents including "instructions to tenderers" and "general conditions" shall be in the form adopted as the City's "Standard Tender Package Form" or "Standard Request for Proposals Form" which have been approved by the Director of Finance

9.3 Completed Tender Forms

Department Heads, or a designated manager shall review and approve the completed tender form before it is released to vendors.

10. TENDER FORMS AND ENVELOPES

Except as otherwise approved by the City Manager, standard tender forms approved by the Director of Finance shall be used to give uniformity to tender submissions, (bids). Additional sheets may be attached by the prospective vendors, but the standard tender form must always be completed by vendors.

11. TENDER OPENING PROCEDURES

When tender envelopes, (bids), are received from vendors, the envelopes shall be date stamped and placed, unopened, in the appropriate file by the Purchasing Clerk.

At the specified time of opening, each and every envelope will be opened publicly by the Purchasing Clerk and witnessed by the Department Head or designate, with both of them signing and dating each tender form.

Any and all tender envelopes, (bids), received after the closing time shall be date and time stamped and returned unopened to the vendor with a covering letter from the Department Head, explaining the reason for the return.

12. ANALYSIS AND AWARDING OF TENDERS

As soon as possible after the opening of tenders, the Department Head shall prepare the tender recommendation for presentation to the Director of Finance for review. Awards will be made in accordance with the Section 13 of this policy entitled, "AWARD OF CONTRACTS". Completed files shall be retained by the Purchasing Clerk for reference as required.

13. AWARD OF CONTRACTS

13.1 General

Awards shall be made for the purchase of equipment, supplies and services that will give the greatest value based on quality, service and price. Criteria for evaluation of bids may include but not be limited to:

- Price
- Experience of the supplier
- Previous legal action that may have been taken by the bidder against the City
- Qualifications of the supplier's personnel
- Past track record of quality of services provided to the City of Port Alberni by the supplier
- Past track record of quality of goods provided by the supplier
- Availability/Delivery Time for goods, parts and service.
- Compatibility of proposed goods with existing units.
- Ingenuity and innovation

Preference shall be given to local suppliers where quality, service and price are equivalent.

13.2 Local Vendor Preference

- 13.2.1 A local vendor is defined as a business that for at least six (6) months immediately preceding the relevant request for bids or proposals has a physical location within the boundaries of the City of Port Alberni and who maintains a current City of Port Alberni business licence.
- 13.2.2 The City will actively seek to identify local vendors interested in doing business with the City of Port Alberni.
- 13.2.3 The price bid by Port Alberni vendors will be adjusted by \$1,000 when prices are compared in the bidding process.
- 13.2.4 The local vendor preference shall be applied to the purchase of goods, materials and services to the maximum extent possible while still complying with the Trade, Investment and Labour Mobility Agreement (TILMA) regulations (Section 6 of this policy).
- 13.2.5 Local Vendor Preference shall not apply to the following purchases or agreements:
 - Goods, equipment or services provided under a cooperative purchasing agreement;
 - The City determines the business is not qualified to perform the work or provide the services or materials;
 - Purchases of supplies, services and equipment not requiring bids;
 - Exceptions as provided for under Section 7 of this policy – Exceptions To Normal Purchasing Procedure.

13.3 Purchases Up To \$2,500

Purchases up to \$2,500 may be made by the Department Head *or designate* following sound business principles and practices of buying. Where local suppliers are known to exist they will be given the first opportunity to provide prices.

13.4 Purchases Between \$2,500 and \$10,000

The Department Head or designate shall obtain three written quotations for any purchases valued between \$2,500 and \$10,000. Where local suppliers are known to exist they will be given first opportunity to provide quotations.

13.5 Purchases Between \$10,000 and \$20,000

All expenditures between \$10,000 and \$20,000 must be evaluated by the Department Head in order to determine if tenders are required.

Where a tender is deemed necessary, such purchases shall be awarded through the process of a Sealed Bid Tender or Request for Proposal.

Award of Low Bid Tenders:

Department Heads may award low bid tenders up to a value of \$20,000, providing such tenders meet the specifications.

Award of Greater Value Tenders:

In cases where a tender is considered to be awarded to a bid of greater value than the low bid tender which meets the specifications, the Department Head shall submit a report to the Director of Finance, who may approve the award.

13.6 Purchases Estimated To Be Over \$20,000 but less than \$75,000 in Value

All purchases over \$20,000 in value must be tendered unless otherwise approved by the City Manager.

Such purchases shall be awarded through the process of a Sealed Bid Tender or Request for Proposal.

13.7 Award of Tenders or Requests for Proposals Valued Between \$20,000 and \$75,000

Award of Low Bid Tenders:

The Department Head shall submit a report to the Director of Finance, who may approve the award of the contract.

Award of Greater Value Tenders:

The City Manager shall present the joint recommendation of the Department Head and the Director of Finance to City Council for their decision.

13.8 Purchases Estimated To Be Over \$75,000 In Value

All purchases over \$75,000 in value must be tendered through the process of a Sealed Bid Tender or Request for Proposals unless otherwise approved by City Council.

13.9 Award of Tenders or Requests for Proposals Over \$75,000 In Value

The Department Head and Director of Finance shall submit joint recommendations for the award of tenders or requests for proposals of over \$75,000 in value, whether low bid or greater value, to the City Manager for presentation to City Council for their decision.

14.0 TERM OF CONTRACTS**14.1 Multi-Year Contracts**

Where the Department Head determines it to be of benefit to the City, contracts may be let for supply of goods or services for a multi-year period. Such contracts may include clauses to allow for modifications to unit prices or lump sum prices based on inflation indices. Maximum term of contract shall be 5 years. Such contracts shall include a cancellation clause in favor of the City for all years subsequent to the original year of the contract signing.

14.2 Extension of Contracts

Where the Department Head determines it to be of benefit to the City, and where a supplier agrees to maintain prices for goods or services at the same level as the previous year the Department Head may approve extension of the contract for an additional year.

15.0 TENDERS VS PROPOSALS

15.1 Where the supply required is for goods which are widely available and for which standards of quality are well set and quantifiable a Sealed Bid Tender process shall be used. Examples of these types of goods are: lumber, pipe and fittings, fuel, aggregates.

15.2 Where the work required is for construction services involving the supply and installation of materials which are well detailed in constructions drawings with supporting specifications a Sealed Bid Tender Process shall be used. Examples of this type of work are installation of water or sewer mains, construction of buildings.

15.3 Where the supply required is for services or for goods which are specialized or have differences between brands or suppliers requiring considerable subjective analysis a Request for Proposals format shall be used.

16.0 ADVERTISING OF TENDERS AND REQUESTS FOR PROPOSALS AND QUOTATIONS

- 16.1 All tenders issued for goods or materials valued at \$10,000 or more shall be advertised a minimum of two times in a local newspaper and on the City's internet web site. Advertisement in non-local newspapers and/or other publications shall be undertaken where the goods or materials required are not known to be readily available from more than one local supplier.
- 16.2 Except as provided in Section 7, all tenders and/or requests for proposals issued for services valued at \$20,000 or more shall be advertised a minimum of two times in a local newspaper and on the City's internet web site. Advertisement in non-local newspapers and/or other publications shall be undertaken where the services required are not known to be readily available from more than one local contractor or consultant.

TITLE: PURCHASING – PROFESSIONAL SERVICES (CONSULTANTS)				
EFFECTIVE DATE: May 12, 2014	DEPARTMENT: Finance	AUTHORIZED BY: Council	REPLACES: New	PAGE 1 OF 2

1. GENERAL

The purchasing policy for professional services of the City of Port Alberni is administered by the City Manager.

Retention of professional services is generally required to access specialized expertise not able to be provided by City Staff. Such expertise includes architects, appraisers, benefits and insurance brokers, computer software designers, engineer specialists (including mechanical, geotechnical, structural), legal surveyors, lawyers, human resource specialists, scientific lab analysts.

Department Heads are responsible for ensuring that when retaining professional services supporting their department's operations and projects this policy is observed at all times.

2. SCOPE

For the purposes of this policy, professional services provided by consultants are the following types of services:

- Appraisal Services
- Architectural Services
- Auditing Services
- Computer/technical Consultant Services
- Employee Benefits Consultant Services
- Engineering, Mechanical & Geotechnical Services
- Insurance Broker Services
- Land Surveyors
- Legal Services
- Management and Human Resource Consultants
- Municipal Planning Services
- Scientific and Laboratory Analysis Services

3. PROPOSALS AND PURCHASE ORDERS

Department Heads shall use recognized purchasing methods in securing proposals for professional services which ensure competence, experience, and capability as well as competitive pricing. Purchase orders shall be requisitioned and approved in advance of any work commencing as outlined hereunder.

4. BUDGET AVAILABILITY

Purchase requisitions for professional services shall only be written where the current Financial Plan approved by City Council contains adequate provision for the cost of the services proposed to be retained. There shall be no exceptions to this except where approved directly by City Council.

5. APPROVAL AUTHORITY

Purchase Orders for retention of professional services require the following approval authority.

- 5.1 Service Cost up to \$10,000 with Pre-Existing Budget Approval -**
Must be approved by the Department Head.
- 5.2 Services Cost Between \$10,000 and \$50,000 with Pre-Existing Budget Approval -** Must be approved by the City Manager
- 5.3 Services Cost Over \$50,000 with Pre-Existing Budget Approval –**
Must be approved by a resolution of City Council
- 5.4 All Services without Pre- Existing Budget Approval over \$1000 -**
Must be approved by a resolution of City Council

6. REPORTING REQUIREMENTS

Specific reporting requirements regarding retention of professional services are as follows:

- 6.1 Financial Planning Process –** During the public budget review process department heads shall indicate specifically which operational accounts and proposed capital projects include fees for professional services. The work required, the estimated cost, and if possible the name of the consultant should be provided.
- 6.2 Year End Summary -** The City Manager annually will provide to Council a summary of all professional services retained in the prior year including the project description, work undertaken and amount paid.

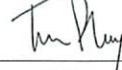
Date: June 16, 2022
File No: 3360-20-5450 Greenard
To: Mayor & Council
From: T. Pley, CAO
Subject: **Temporary Use Permit TUP22-02 – Transition House Use**
3130 3rd Avenue, Port Alberni
LOT A, DISTRICT LOT 1, ALBERNI DISTRICT, PLAN 30733 (PID: 001-225-537)
Applicant(s): The Salvation Army

Submitted By



Marianne Wade
Manager of Planning

CAO Concurrence:



T. Pley, CAO

RECOMMENDATIONS

This report is being provided for Council's information and to provide an opportunity for discussion and/or inquiries surrounding Temporary Use Permits generally and in particular TUP22-02 – Transition House Use in advance of notice being provided.

PURPOSE

The City has received an application for a Temporary Use Permit (TUP) to allow a transition house use to be located on the property at 3130 3rd Ave (Bread of Life Centre). The Salvation Army has received funding from BC Housing to operate a temporary low barrier shelter which will be reviewed on an annual basis. A TUP is allowed under the *Local Government Act* for a period up to three (3) years and may be renewed once. The objective of the TUP is to allow a use not permitted in the zone, and to specify general conditions of use in a permit issued by Council.

BACKGROUND

Status of the Application

The Advisory Planning Commission reviewed the development application at the June 16, 2022 meeting. Summary meeting minutes are attached. APC had quorum but one of the members declared a conflict, APC discussed the application but no motion could be made. APC provided comments in support for the proposed temporary use for a transition house on the subject property.

Referrals will be undertaken as part of the notice period.

OPTIONS

1. Council receive the report for information purposes, discussion and/or inquiries surrounding Temporary Use Permits in advance of notice being provided.
2. Council provide alternative direction to the permissions/conditions outlined in the draft TUP prior to notice being provided.

ANALYSIS

Official Community Plan (OCP) and Zoning Bylaw

The subject property is designated General Commercial in Schedule A (Land Use Map) in the OCP and is designated in the Zoning Bylaw as C7 Core Business zone which permits a diversity of uses including community care, multi-family housing, seniors housing, restaurants, personal services, retail, tutoring, and other commercial uses as outlined in attachment 1. The subject property along with site context is outlined in Table 1 below:

Table 1 – Site context	
Location	The site is located mid-block between Athol Street and Argyle Street on the west side of 3 rd Avenue. The Bread of Life Centre is located on the property.
Current Zoning	C7 Core Business
Proposed Temporary Use	Transition House
Total Area	A portion of the site
Official Community Plan (OCP)	<ul style="list-style-type: none"> Schedule A - Land Use Map: General Commercial Schedule B - Development Permit Areas Map: DPA No. 2 - Commercial
Relevant Guidelines	<ul style="list-style-type: none"> Section C – 3.0 Temporary Use Permits

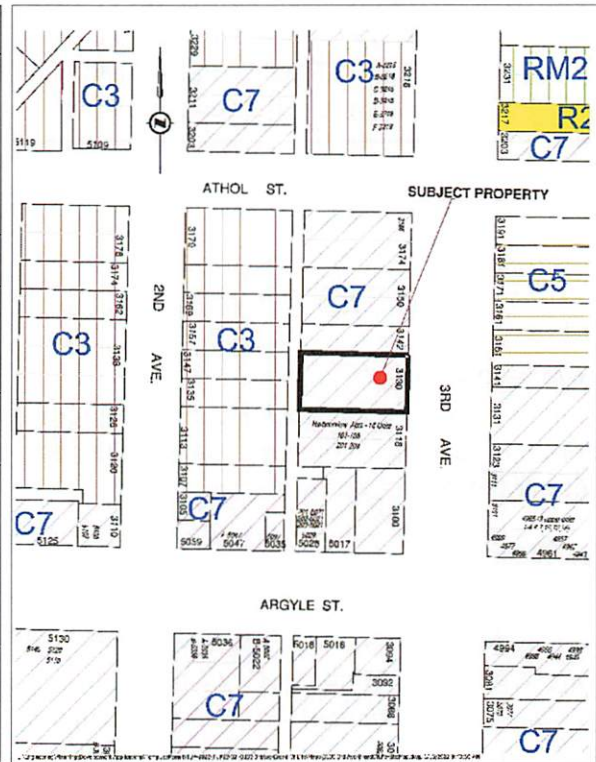


Table 2 – Neighbourhood Surrounding Land Use	
North	General Commercial
South	Multi-family, General Commercial
East	General Commercial, Multi-family residential, Residential
West	General Commercial

OCP Section 3.0 Temporary Use Permits (Bylaw Amendment No. 4818)

In June 2013, Council amended the OCP Section C Plan Goals and Land use Designations to include Section 3.0 Temporary Use Permits. Section 3.0 outlines four (4) policies for Council to consider when considering issuance of a TUP. Staff have reviewed the policies below for alignment:

1. Temporary Use Permits may be considered on all lands designated as Industrial Use or Commercial Use on the Schedule “A” (Land Use Map).
 - The subject lands are located in the General Commercial land use as per schedule A (Land use Map). As such a temporary Use Permit is permitted as per the OCP.
2. The issuance of a Temporary Use Permit is intended to provide a short-term opportunity for uses that either relocate or cease to exist within a maximum of a six-year period.
 - The temporary use permit is for a three (3) year period. Council can consider a shorter term if they wish. Over this three (3) year period consideration of this use will be given in the update to the OCP either in this location or other parts of the City. Council will have the option to consider one renewal of up to three (3) years prior to the expiration of this proposed permit.
3. Ensure long-term public policy for the area is not changed.
 - In *Council’s Strategic Plan* there are five strategic priorities listed, number five (5) *Fostering a Complete Community* focuses on supporting our most vulnerable. This proposed Transition House use addresses this priority by providing temporary shelter for up to 25 beds in an existing building with support services. There is no expansion to the building and the interior space is being reconfigured to accommodate up to 25 beds in the Drop-in Centre space to be operated from 8pm to 8am (24/7). During the day the Gateway programs will continue to operate from 9am to 4pm, as will the existing community kitchen. This is adding services for our most vulnerable community.
4. Maintain a reasonable level of compatibility with the surrounding development.
 - The proposed Transition House use is an added use to provide housing on a temporary basis from 8pm to 8am. Residential housing exists in the immediate surrounding area. Staff deem this proposed use to be compatible with existing uses in the area. The Bread of Life Centre offered temporary shelter under the emergency weather program funded by BC Housing over the last year.

Zoning Bylaw No. 4832

A Transition House use is permitted in Public Institutional (P1) and is defined as:

“Means a facility providing temporary accommodation and/or counselling to persons in need or distress. Facilities operated under the Community Care Facilities Act, Correction Act or Mental Health Act are not included in this definition.”

IMPLICATIONS

The Salvation Army has received funding from BC Housing to operate a low barrier shelter for up to 25 beds on an annual basis to address the needs of our vulnerable residents. The 2021 Homeless Count for Port Alberni

indicates that there are 125 people experiencing homelessness. This program will assist in creating shelter for some of our most vulnerable residents. The Salvation Army is a recognized operator by BC Housing.

The current Drop-in Centre which is open from 9 am to 4 pm, is proposed to be converted to a shelter from 8 pm to 8 am. During the day the shelter space will be used as the Drop-in Centre for various counselling, training and health programs which are currently being offered through the Gateway programs. The community soup kitchen will remain operating from 8 am to 8 pm daily. There will be a separation of the community soup kitchen and the Drop-in Centre through an interior renovation to the building.

There is no expansion to the building but internal renovations will be required to accommodate the 25 beds in the existing Drop-in Centre space, along with upgrades to washroom facilities to include showers and laundry. The renovations will address accessibility requirements for clients' needs and safety. The floor plans are under design for permit requirements in coordination with BC Housing, The Salvation Army, and City staff to address all Building Code requirements. The Salvation Army has retained the necessary professionals to address building and fire requirements for permits required for occupancy.

COMMUNICATIONS

Should Council wish to pass a resolution to consider Temporary Use Permit (TUP22-02), and direct staff to issue public notice as per section per *section 494 (2) to (4) of the Local Government Act*, staff will issue advertisements in the local paper for two consecutive issues and send notices to occupants within 75 metres of the subject property. The permit will be made available in the Development Services department for viewing by the public on June 28, 2022. A report would be prepared for Council's consideration at the July 11, 2022 Council meeting.

Referrals will be sent out to the affected agencies for their comments. These comments will be reported back to Council in a staff report for July 11, 2022.

BYLAWS/PLANS/POLICIES

The proposed application is to issue a Temporary Use Permit (TUP22-02) for a *Transition House* use at the property located at 3130 3rd Avenue for a three (3) year period. Required conditions will be outlined in the TUP, and these will be provided to Council at the July 11, 2022 meeting for their consideration. A draft TUP is attached to this report.

SUMMARY

In considering the application to issue a Temporary Use Permit for a *Transition House* use at 3130 3rd Avenue, City Council should consider the Council Policies outlined in this report and if they have been met.

The proposed temporary use aligns with OCP Section C Plan Goals and Land Use Classifications, 3.0 Temporary Use Permits as outlined in this report and addresses Council's strategic priority #5 *Foster a Complete Community*.

Staff supports proceeding with the proposed temporary use for a transition house use at Bread of Life Centre located at 3130 3rd Avenue.

ATTACHMENTS/REFERENCE MATERIALS

- *Advisory Planning Commission June 16, 2022 Meeting Minutes*
- *C7-Core Business Zone Description*
- *Draft Temporary Use Permit (22-02)*

Copy: T. Slonski, Director of Corporate Services

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**Summary Report / Minutes of the Advisory Planning Commission Meeting
held on June 16, 2022 at 12:00 p.m.
(Council Chambers, Port Alberni City Hall, 4850 Argyle Street)**

Commission Members Present

Ed Francoeur (Chair)
Ken McRae, (Vice - Chair)
Joe McQuaid
Amy Anaka, (Acting for Chair)
Larry Ransom (Alt.- S.D.70)
Councillor Deb Haggard, Council Liaison
Peter Dionne, R.C.M.P. Liaison
Andre Guerin, P.A.F.D. Liaison

Regrets

Chris Washington, S.D.70
Stefanie Weber
Callan Noye
Jolleen Dick, Councillor, Hupačasath F.N
Ken Watts, (CEO Tseshah (č išaaʔath) F.N)
Scott Smith, Dir. of Dev. Services/Deputy CAO

Staff

Marianne Wade, Manager of Planning
Brian McLoughlin, Development Planner
Cara Foden, Planning Technician

Guests

Applicant: A. Needham
Applicant: C. Minions, M. Ramsey
Members of Public: 1

Alternates (not in attendance)

Roger Nopper CEO, (Alt. - Hupačasath F.N.)
L. Sam, (Alt. - Tseshah (č išaaʔath) F.N)
Natasha Marshall, (Tseshah (č išaaʔath) F.N)
Vicky White, (Tseshah (č išaaʔath) F.N)
Councillor Helen Poon (Alt.- Council Liaison)



1. Acknowledgements and Introductions:

Acknowledgement by Chair that this APC meeting is being held within the un-ceded, traditional territories of the Hupačasath and the Tseshah (č išaaʔath) First Nations.
Welcome and introductions.

2. Minutes: Adoption of May 19, 2022 Minutes

Motion:

That the City of Port Alberni Advisory Planning Commission adopt the minutes of the March 17, 2022 regular meeting.

(McRae / McQuaid) CARRIED

3. APC reports and procedures update: Manager of Planning

- New Manager of Planning, Marianne Wade, introduced herself to the APC members and provide a brief verbal summary of her background and experience.
- The new format for APC reports and recommendations was introduced.

4. DEVELOPMENT APPLICATION – Zoning Bylaw amendment

4925 Leslie Avenue, Port Alberni

Lot 10 District Lot 13 Alberni District Plan 6096 (PID: 005-909-538)

Lot 11 District Lot 13 Alberni District Plan 6096 (PID: 005-909-554)

Applicant(s): Amy and Curtis Needham

- City Development Planner (B.M.) summarized his report dated June 6, 2022.
- APC discussed the proposed amendment with respect to the following:
 - It was noted that the Engineering Department has submitted their comments this morning.

Motions:

1. *That the Advisory Planning Commission recommends to City Council that Council support the proposed zoning amendment.*

(McRae / McQuaid) CARRIED

5. DEVELOPMENT APPLICATION – Temporary Use Permit

3130 3rd Avenue, Port Alberni

Lot A, District Lot 1, Alberni District, Plan VIP30733 (PID: 001-225-537

Applicant(s): Bread of Life Centre

- The Chair recused himself and left the meeting at 12:13 pm citing personal interest in the application. This left the APC short of a quorum. The Manager of Planning indicated that the meeting would proceed and that the APC comments would be submitted to Council for consideration as it was not possible to vote on a formal motion/s.
- The Manager of Planning (M.W.) summarized her report dated June 14, 2022.
- APC discussed the proposed amendment with respect to the following:
 - Clientele – applicant indicated to APC that the Temporary Use Permit was for a Transition House within the existing Bread of Life building and that it would not be restricted by gender.
 - Hours of operation: applicant indicated that the Bread of Life kitchen would continue to operate within the current hours of 8:00 am to 8:00 pm. The Transition House portion of the building would be operational 24 hours per day and 7 days per week only for the clients using the Transition House .
 - It was noted by the applicant that the Bread of Life Centre is now operated by the Salvation Army and the intent of the Temporary Use Permit was to allow more time to explore other possible options for a long-term facility and to determine and assess community impact.
 - APC members expressed some concerns regarding the impact of the proposal on the adjacent commercial area and efforts currently focused on renewal of the downtown core. It was noted that the area is already under a great deal of pressure due to prevalent social issues. The applicants indicated that it was their hope that they would be able to contribute to the improvement of the area by providing an alternative to people that would take them off the streets by providing shelter. He indicated that night outreach teams were planned and would be supporting and encouraging people, currently living on the streets, to make use of the shelter.
 - Safety: a sprinkler system would be required as part of the renovation to accommodate the Transition House.
 - R.C.M.P. noted they are aware of issues at the neighbouring Harbourview Apartments building.
 - A recent sale of the empty, nearby Bank of Montreal building has taken place and the Bread of Life has not yet met with the new owners.
 - Public Notice is required for this application.
 - The applicant assured the APC that they are aware of the temporary nature of the permit should it be approved and they are prepared for the eventuality that the use may not be permanent. A rezoning process would have to take place in the future if the applicant decided to pursue a permanent Transition Home in the C7 Core Business zone.

APC Comments

- The members present indicated support for the application.

- The members are supportive of the Temporary nature of the Permit versus a rezoning which would be of a permanent nature.
- APC is happy to see that the applicant has been in consultation with BC Housing and that they are taking the BC Building Code requirements into consideration.

- The Chair returned to the meeting at 1:35 pm following the discussion.

6. Status and OCP Update: Manager of Planning

A. June 13 Council

- 5249 Pineo Road rezoning application received 3rd reading.
- 5450 Greenard Street rezoning application received 1st and 2nd reading. Public Hearing waived.
- 4738 Athol Street OCP/ZON amendments received 1st and 2nd reading. Public Hearing July 11.
- A Sign Bylaw amendment to allow for a sign at the Seventh Day Adventist Church (4109 Kendall Ave.) was approved by Council.

B. OCP Review update:

- Stakeholders/groups participated in a workshop on June 2. APC members were invited to participate. Feedback from the workshop is being used to prepare a communication plan that will be presented to Council in late summer.
- Environmentally Sensitive Areas and Parkland will be included in the process for the OCP update.

7. OTHER BUSINESS:

- Status of Carriage Homes in Zoning regulation: The Manager of Planning commented that the City is working with a Consultant regarding the integration of relevant regulations in the Zoning bylaw.
- Configuration of Council Chambers for the needs of APC was discussed. The Manager of Planning will explore options for meeting space.
- The APC expressed that public education is needed as many people in the community are not informed about the differentiation between private versus public greenspaces and dedicated parks. Communication regarding OCP designations on existing greenspace is also a component of ensuring the public is aware of long-term vision for such spaces.
- Existing OCP contains a requirement for Neighbourhood Plans to accompany applications such as the one for the City owned land at 15th and Montrose St. where the designation is 'Future Residential'. The APC noted that such "one-off" applications should not be considered without enforcing the requirement for broader area Neighbourhood Plans.

8. ADJOURNMENT: The meeting adjourned at 1:00 pm. The next meeting is scheduled for 12:00 pm on July 21, 2022.

(Anaka / Francoeur) CARRIED

Ed Francoeur (Chair)

C7 – CORE BUSINESS

- 5.24 The purpose of this zone is to establish and maintain vibrant mixed use commercial core areas, with attention to providing goods and services to residents, the travelling public and tourists.

5.24.1 Permitted uses

Principal Uses

Adult retail

Amusement establishment

Appliance repair

Artist's studio

Assembly

Automotive sales, repair and servicing

Bakery

Bank or other financial institution

Boat or recreational vehicle sales and repair

(Bylaw 4979) Cannabis Retail Store, subject to 6.26

Club or lodge

Community care facility

Day care or other preschool

Gasoline service station

Hotel, Motor hotel and Hostel

Live-work

Lumber and Building Materials Retailers and Wholesalers

Medical service

(Bylaw 5033) Micro-Brewery/Micro-Distillery

Multiple family dwelling

Nightclub, Cabaret, Bar and Pub

Office

Parking lot

Pawn shop

Personal service

Place of worship

Printing, publishing and allied industry

Principal Uses (continued)

Professional service

Public market

Restaurant, including drive-through

Retail

School

Seniors housing

Shopping centre

Single family or two family dwelling (built prior to the adoption of this bylaw)

Small appliances and electronics, sales and repair

Social service centre

Theatre

Tourist Services

Transportation Dispatch and Depot

Tutoring Service

(Bylaw 4979) (Bylaw No. 4893) ~~Medical Marijuana Dispensary (Subject to 6.26)~~

Accessory Uses

Home Occupation

Residential above commercial

Site-Specific Uses

Dwelling units at ground level

Glass shop

Liquor, wine, and beer store

5.24.2 Site Development Regulations

Minimum Lot Area	540 m ²	(5812.7 ft ²)
Minimum Frontage	15 m	(49.2 ft)
Maximum Coverage	90%	
Minimum Setbacks:		
Front yard	0 m	
Rear yard	3 m	(9.8 ft)
Side yard	0 m	
Maximum Height, Principal Building	14 m	(45.9 ft)
Maximum Number of Principal Building Storeys	4	
Maximum Floor Area Ratio	3.0	

5.24.3 Conditions of Use

- (a) All business *uses* shall be conducted within a completely enclosed *building* except for outdoor display, rental, sales or *storage yards*, restaurant patios, activities that are normally done at gasoline service pumps, parking and loading, and activities related to the operation of a *drive-through* or *drive-in* facility.
- (b) In mixed-use residential and commercial *buildings*, residential *uses* shall be located above the first *storey*, except as provided in (d).
- (c) A shared public access to the residential *dwelling* unit(s) shall be provided separate from any other *use* from a ground floor entrance opening directly onto the public *street*.
- (d) Where multiple *family dwelling* units or seniors housing are located below the second *storey*, the Site Development Regulations of the RM3 Higher Density Residential *zone* shall apply.
- (e) Notwithstanding any other provision of this Bylaw, only one-half (0.5) *parking space* for every residential *dwelling* unit is required above a commercial *use* in a mixed commercial-residential *building*.
- (f) No *club* or *lodge* shall have more than three machines on which mechanical, electrical automatic, digital or computerized games are played for amusement, recreation, competition or entertainment and for which a fee is charged for *use* or for which a coin or token must be inserted.
- (g) In *dwelling* units above or behind commercial *uses*, *home occupation* as a permitted *use* is restricted to *office* space for a business which is lawfully carried on at another location.

5.24.4 Density Bonusing for Mixed-Use Residential-Commercial Developments:

The maximum height permitted may be increased up to six (6) storeys and up to 18 m (60 ft), and the maximum floor area ratio permitted may be increased up to 3.5 from that indicated in 5.24.2 where all of the following conditions are met:

- (a) A minimum of one storey or sixteen and one-half percent (16.5%) of the gross floor area of the building is used for commercial purposes;
- (b) Greater than seventy-five percent (75%) of the required parking is provided underground or enclosed underneath the principle building;
- (c) Elevators are provided to all storeys in the building;
- (d) A minimum of ten percent (10%) of the dwelling units are designed as accessible;
- (e) A minimum of ten percent (10%) of the dwelling units are designated as affordable, as specified in a Housing Agreement and where the owners enter into a Housing Agreement with the City, and where this Agreement is filed with the Land Title Office; and
- (f) A common meeting room or amenity room containing a minimum of 22 m² (235 ft²) is provided.

5.24.5 Site Specific Uses

The following uses shall be permitted on a site specific basis:

<u>Use</u>	<u>Site Address</u>	<u>Site Legal Description</u>
(Bylaw 4914) Dwelling units at street level	4815 Argyle Street	Parcel A, Block 41, Plan VIP197B, Alberni Land District (Being a consolidation of Lots 8 & 9, See FB348042)
Glass shop	4650 Margaret Street	Lot A, District Lot 1, Alberni District, Plan VIP28247
Liquor, wine, and beer store	(Bylaw 4869) 5170 Argyle Street	Lots 23 & 24, Block 86, District Lot 1, Alberni District, Plan 197
Liquor, wine, and beer store	4963 Angus Street	That portion of Lot B, District Lot 1, Alberni District, Plan 32610 north of Angus Street
Liquor, wine, and beer store	5086 Johnston Road	Lot 1, District Lot 1, Alberni District, Plan EPP13767



TEMPORARY USE PERMIT

Permit No: TUP-2022-02

Registered Owner: Bread of Life Society/Centre INC NO S36591
Operator: The Salvation Army
Subject Property: 3130 3rd Avenue, Port Alberni BC
Description of Land: Parcel Identifier: 001-225-537
Legal Description: Lot A, District Lot 1, Alberni District, Plan VIP30733
Proposal: Temporary Use Permit – Transition House use for up to 25 beds within the building (Bread of Life Centre).

Conditions of Permit:

1. This permit is issued subject to compliance with all relevant City of Port Alberni Bylaws, except as specifically varied or supplemented by this Permit.
2. This permit applies to the lands described above, and any buildings, structures, and other developments thereon (hereinafter called 'the Lands').
3. The Lands and building which are subject to this Permit shall be developed in accordance with the terms and conditions of this Permit and in accordance with the following schedules:

Schedule A – Legal Plan

Schedule B – Temporary Emergency Shelter Layout

Schedule C – Temporary Use Permit Application Package

Schedule D – Operating Agreement

4. The following specific conditions must be met:
 - a. That the operator (The Salvation Army) adheres to the project program outlined in Schedule C of this permit with regards to procedures, on- and off-site support, staffing and security plans, and commitment to the neighbouring community.
 - b. No visitors outside of support, or related services shall be permitted on site.
 - c. Adequate lighting shall be provided in all areas where people will be on site and shall be shielded and reflected away from adjacent uses.
 - d. Adequate management, support staff, and security must be present during the hours of operation of the facility.
 - e. A security plan shall be submitted to the RCMP for review and comment.
 - f. A good neighbor agreement will be in place approved by the City of Port Alberni, and referral agencies.
 - g. All interior renovations must be in compliance with City of Port Alberni and other government agencies regulations to operate and occupy for a transition house use (low barrier shelter).
5. This permit authorizes the temporary use, beginning on September 1, 2022, and expiring on September 1, 2025, at which time the rights granted under this permit will cease.

6. This permit may be extended one time, by application to Council, prior to the expiry date of September 1, 2025, for a period not more than the previously issued permit, as per the regulations set out in section 497(2) of the *Local Government Act* and Section C 3.0 of Official Community Plan Bylaw No. 4602, 2007.
7. This permit is not a building permit.
8. Any damage to City of Port Alberni property fronting the subject property will be borne by The Salvation Army to repair.
9. City Council has the right to terminate this permit with any breach of the above-mentioned conditions.
10. This Temporary Use Permit is granted to The Salvation Army for operating the temporary shelter and support services. No other agent will be permitted to operate the shelter, unless approved by City Council.

Authorized by

Twyla Slonski, Corporate Officer

Sharie Minions, Mayor

I HEREBY CERTIFY that I have read the terms and conditions of the Temporary Use Permit contained herein. I understand and agree that the City of Port Alberni has made no representations, covenants, warranties, guarantees, promises, or agreements (verbal or otherwise) with The Salvation Army, other than those contained in this Permit.

Owner/Agent (signature)

Witness (signature)

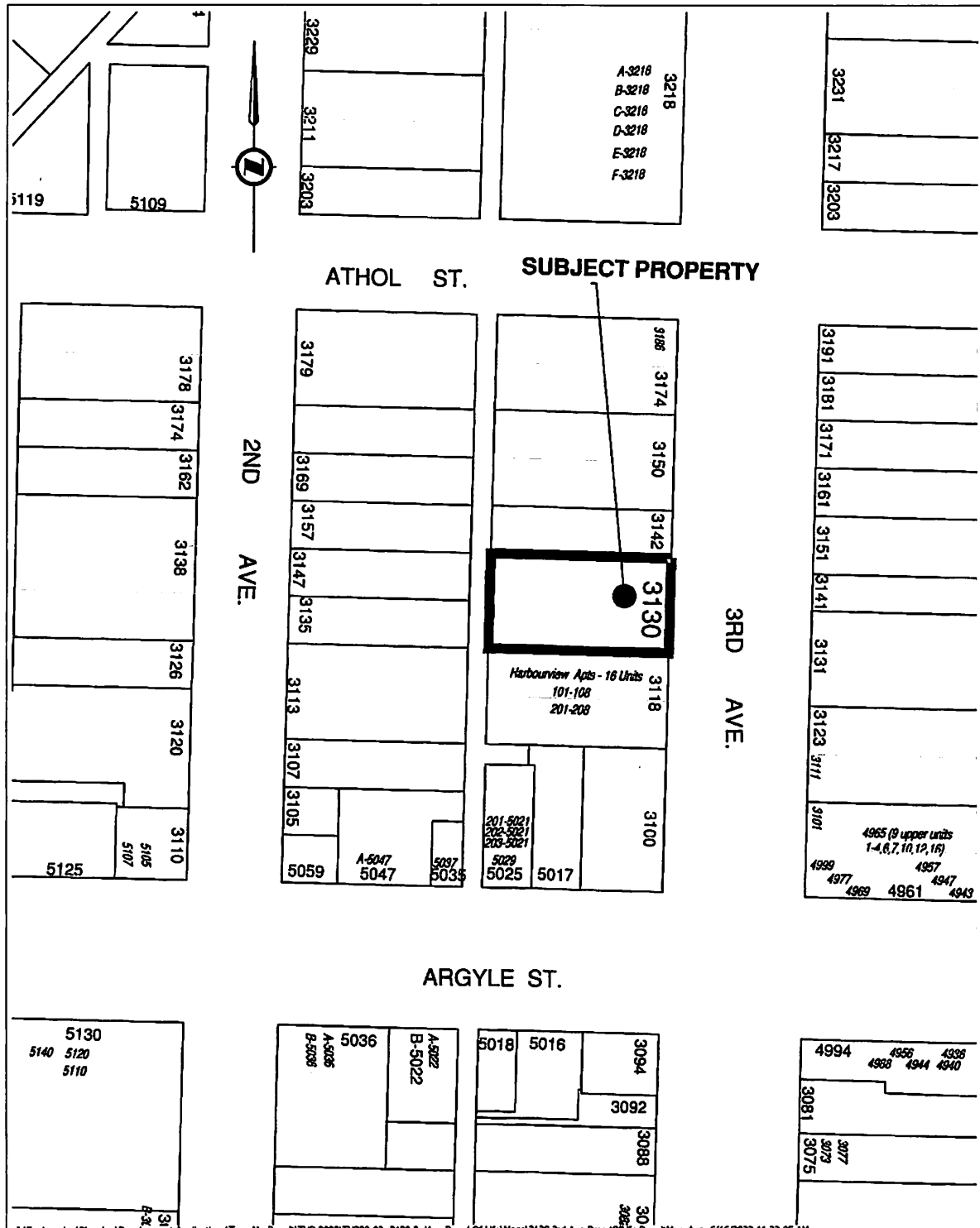
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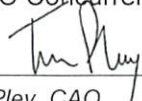
Date

Date

Schedule A – Location Map



Date: June 20, 2022
File No: 1025-01
To: Mayor & Council
From: T. Pley, CAO
Subject: Strategic Asset Management Plan | Policy & Framework

Prepared by: <i>R. MACAULEY</i> <i>Deputy Director of Finance</i>	Supervisor: <i>A. MCGIFFORD</i> <i>Director of Finance</i>	CAO Concurrence:  <i>T. Pley, CAO</i>
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RECOMMENDATION

THAT Council approve the Strategic Asset Management Plan dated February 2022 and Asset Management Policy No. 3000-1, including Appendix 'A' Asset Management Framework as presented.

PURPOSE

To seek Council approval of the Strategic Asset Management Plan [SAMP], Policy and Framework.

BACKGROUND

In 2016 the City applied for and was awarded the \$20,000 UBCM Grant to undertake an asset management maturity assessment, to better understand the City's current asset management practices and create a baseline for the state of asset management practices. The maturity assessment was performed by Associated Engineering [AE]. The assessment results lead the development of a roadmap to implementing a robust action plan that could be used in capital and operations planning that met BC Asset Management Standards.

In 2017 the City, with support from our consulting engineer AE, submitted a grant application to the UBCM 2017 Strategic Priorities Fund Intake based on the recommended outcomes from the maturity assessment. The application to create a SAMP and purchase asset management software for up to \$550,000 in funding was submitted and approved in 2018.

With the grant in hand, the City worked to define the scope of the project and formed a Strategic Asset Management Committee [SAMC] representing key staff across the organization. The SAMC worked at completing a risk register and risk rating system as well as development of a business case template for use in quantifying future projects. A Request for Proposal was developed for a new asset management and work order management software system.

Beginning in 2019 through 2021 the City worked with AE to create the SAMP. Levels of service were established; a business process review was completed and departmental roadmaps were developed. The

purchase of an asset management software (AssetFinda) took place, and the creation of an Asset Management Policy and Framework was completed.

In 2022 the SAMC objective is to have the Plan, Policy and Framework presented to Council for consideration of adoption, and to begin implementation of the departmental road maps. Implementation will require the SAMC to secure funding for the key fundamental initiatives required to start working on the Asset Management Plans.

The City has engaged Urban Systems consulting services to support a submission to the Strategic Priorities Fund – Capacity Building [SPF-CB] application. The SPF-CB is managed by UBCM to support infrastructure and capacity building projects. There are two project streams: capital and capacity building and communities can submit one application under each stream. The submission deadline is June 30, 2022 and funds available total up to 6 million dollars. With Council support the City will apply to further fund the Asset Management Program.

ALTERNATIVES/OPTIONS

1. Council approve the Strategic Asset Management Plan dated February 2022 and the Asset Management Policy No. 3000-1, including Appendix 'A' Asset Management Framework as presented.
2. Council request amendments to the Strategic Asset Management Plan and/or Policy prior to considering approval.
3. Council provide alternate direction.

ANALYSIS

This SAMP is a high-level plan outlining how an asset management system can be established and help move the City forward by improving sustainable service delivery of the City's assets and operations. The Plan speaks to specific outcomes, expectations of participants, methods of asset planning and decision making, as well as providing a snap shot of the City's current state of assets. A forward-looking road map is included which defines the City's next steps required to prepare departmental asset management plans and work towards meeting the technical requirements to store and record our capital and operational data.

The City will begin to action the key initiatives outlined in the SAMP in order to progress the development of Asset Management Plans. The SAMC will focus on:

- **Assigning resources & implementing roles to action out initiatives**
 - Assigning new members and leads within SAMC and formalizing reoccurring meeting schedules for knowledge sharing.
 - Fill resourcing needs including the role of Asset Management Coordinator and temporary departmental support staff as required to complete key activities.
- **Develop GIS strategy and develop plans to integrate GIS and AssetFinda**
 - Develop strategy and approach for GIS.
 - Gap analysis of current GIS data sets and AssetFinda requirements.
 - Develop internal and public facing mapping applications.

-
- **Defining Asset Data Management within GIS and AssetFinda Software**
 - Creating, refining, and developing asset and GIS data sets.
 - Developing processes for creating, updating, and disposing of asset information.
 - **Complete condition assessments and replacement values for asset classes**
 - Complete facilities condition assessment and replacement values.
 - Assign calculations for quantifying condition and replacement values of linear assets.
 - Work in conjunction with appraisers to quantify condition and replacement values of other structures and land improvements.

As set out in the framework and SAMP road map, the SAMC will meet and review road map progress and forecast any roadmap changes or future events. Our framework will be reviewed annually and improvements to processes will be updated. The SAMP will be reviewed every 3-5 years and updated as the City's Asset Management Plans progress. The City will strive to complete departmental Asset Management Plans within a 2-year timeframe. Completed Asset Management Plans will be reviewed and updated on an annual basis.

IMPLICATIONS

Improving the asset management processes will be wide reaching and important to the management of all City assets and levels of service. The financial implications of approving the SAMP will become clearer as specific Asset Management Plans are built out within the policy and framework. An Asset Management Plan is a requirement for continued investment in both capital and operating budgets to ensure funding is available to carry out required maintenance, renewal and replacement of assets. In the long-term, implementation of a comprehensive Asset Management Plan will be an integral part of City business. The SAMP has no specific financial requests.

The City does face risk and uncertainties that may impact the delivering off key initiatives within the SAMP. The following risks have been identified and include methods to manage those risks.

- **Adequate Resourcing**

Resources will be needed to action the key initiatives in various departments across the City. Awareness of the resourcing needs will identify roles required to perform tasks.
- **Adequate funding**

Additional funding will be required to implement asset management activities. The City is preparing to submit an SPF grant in order to fund the implementation of the plan. Further to this, asset management will become an integral part of the budget process in future years to ensure continuous development of the program.
- **Staff departure and retirement**

Loss of knowledge base from staff in key roles could lead to gaps in asset knowledge. Succession planning and ensuring vacant spots on the SAMC are filled in a timely manner will help ease any loss in transition.
- **Changes in Vision and Priorities**

The SAMP and Asset Management Policy support the City's current strategic goals. Future changes will be integrated during the SAMP update which will be performed every three to five years.

COMMUNICATIONS

Once adopted by Council the SAMP will provide the structure and framework of communications to Council and the public.

BYLAWS/PLANS/POLICIES

If approved by Council the Strategic Asset Management Plan, Policy and Framework will be the planning and policy documents that will guide Asset Management for the City of Port Alberni.

SUMMARY

The City of Port Alberni has been working on creating an Asset Management Program since receiving a SPF Grant of \$550,000 in 2018. The SAMP was completed in early 2022 along side an Asset Management Policy and Framework. An Asset Management Program is a way of conducting work that allows organizations to collect information on assets to understand investment and replacement timing. This information will be used for long term financial planning and better decision making when planning renewal or replacement of the City owned infrastructure.

The City intends to implement the SAMP in 2022 by completing key initiatives required to progress the development of Asset Management Plans. The Committee will work to secure funding and resources, develop a GIS strategy to store asset information, and collect data on assets through asset valuations and condition assessments to understand timing and replacement costs for planning purposes.

Risks and uncertainties in completing progress on implementation have been identified and methods of mitigating those risks have been documented. The SAMP will be reviewed every three to five years and updated as the City's Asset Management Plans progress. The City will strive to complete departmental Asset Management Plans within a 2-year timeframe and review plans on an annual basis for improvements and changes.

ATTACHMENTS/REFERENCE MATERIALS

- *Strategic Asset Management Plan for the City of Port Alberni dated February 28, 2022 [prepared for the City of Port Alberni in conjunction with Associated Engineering].*
- *Draft Asset Management Policy No. 3000-1 including Appendix 'A' Asset Management Framework*
- *Business Case Analysis Template [Sample]*

copy: A. McGifford, Director of Finance
T. Slonski, Director of Corporate Services

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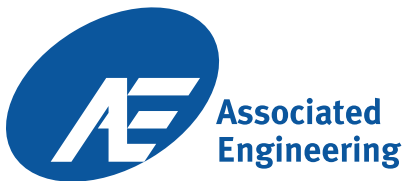
REPORT

STRATEGIC ASSET MANAGEMENT PLAN

FEBRUARY 2022



REGULAR COUNCIL AGENDA - JUNE 27, 2022



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EXECUTIVE SUMMARY

The City of Port Alberni is a coastal community located on Vancouver Island with a population of over 19,060, and a surrounding population of more than 26,000 in the Alberni Valley. The City is located within the unceded territories of the *cišaaʔath* (Tseshaht) and the *Hupačasath* First Nation and is a member municipality of the Alberni-Clayoquot Regional District. The City's demographics currently include members of all ages with the largest population being over 45 years. The population has remained steady between 2011 and 2016, with a 2% growth from 2018 to 2020.

The City is committed to creating a vibrant community, featuring its waterfront as the greatest natural asset, and is working to ensure it integrates residents, tourism, arts, culture, industry and innovation into the community. The City is committed to creating a sustainable community that unites and enhances the quality of life of current residents and future generations.

Asset management (AM) is a philosophy and a way of conducting work that allows organizations to collect information on assets to understand investment and replacement timing of assets owned by the organization.

Action starts at the ground level, with day-to-day work activities. It includes recording operational work and time spent on our assets, such as park inspections, pothole patching, water main leaks, and preventative maintenance. Logging and recording our daily activities in a way that allows us to track the cost to our specific assets over time will give us a clear picture of the true cost of the City assets and allow for better decision-making of asset replacement and renewal.



The Strategic Asset Management Plan, referred to as the SAMP, is a high-level document outlining how the AM System will achieve the AM Policy principles and AM objectives to support the City’s Strategic Priorities. The development of the SAMP was an effort toward improving the sustainable service delivery of the City’s assets and operations to enhance the level of service delivered to Residents.

The current value of the City of Port Alberni’s asset portfolio is \$415M with an estimated 48% of assets beyond their estimated service life based on historical accounting data. To understand the requirements for improving and sustaining the asset portfolio, the City is adopting an AM approach that will optimize the decision-making related to assets and services while considering costs, risks, and opportunities. An AM approach considers both the current and future needs, helping the community become more resilient to change and risk.

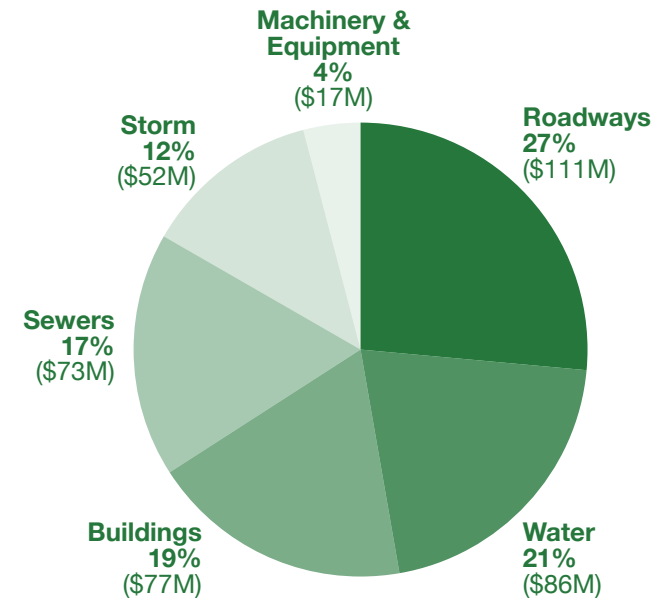


Figure ES-1: Total Value of Assets by Asset Class

The SAMP is aligned with the concepts presented in the International Organization for Standardization’s 55001 standard for Asset Management and Management Systems and endeavours to meet the following outcomes:

- Identify the City’s infrastructure assets and participants that are involved in managing the City’s assets, providing context to stakeholder needs and expectations.
- Specify how the AM Policy and objectives support the Corporate Strategic Objectives.
- Demonstrate an integrated approach (framework) to achieving objectives across core service areas, including monitoring and evaluation.

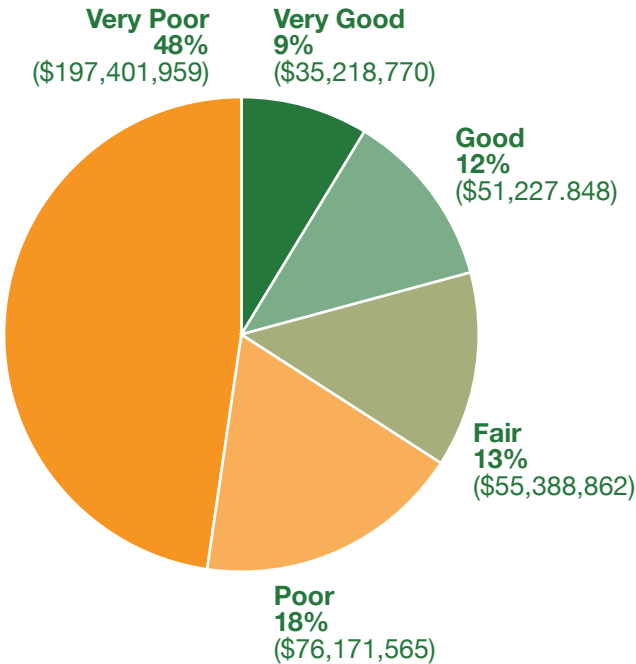


Figure ES-2: Overall Age Based System Condition Rating

- Develop improvement Roadmaps aligned with the City’s AM goals that identify initiatives and set achievable targets to support the delivery of the AM Policy.
- Detail the role of the AM System in achieving objectives, including individual roles and responsibilities.
- Inform the approach for developing AM Plans (AMPs).

In addition, the SAMP provides a snapshot of the current state of City infrastructure and AM practices, details business processes that integrate the City’s new Computer Maintenance Management System with implemented AM practices, and outlines key implementation steps to ensure continuous growth and the successful implementation of the improvement Roadmaps within the organization.

It is expected that the SAMP will be reviewed and refreshed every three to five years. Progress will be monitored, measured, and reported as the City works through the Roadmaps within this document. This SAMP will evolve in response to internal and external process changes and challenges faced by the City of Port Alberni.

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PHOTO CREDITS: Tyler Cave, Lyndon Cassel, ECN Photography, Explore Port Alberni, Christopher Pouget, West Coast Pictures

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ACRONYMS AND ABBREVIATIONS

Term	Description	Term	Description
AF	AssetFinda	CMMS	Computer Maintenance Management System (AssetFinda)
AM	Asset Management	LoS	Levels of Service
AMBC	Asset Management British Columbia	SAMC	Strategic Asset Management Committee
AMP	Asset Management Plan	SAMP	Strategic Asset Management Plan
City	The City of Port Alberni	TCA	Tangible Capital Asset

GLOSSARY

Term	Description
Asset	A physical item such as infrastructure or land that provides value and services to the City. An asset must be managed over its full lifecycle.
Asset Class	A collection of assets with common attributes that make up a class such as the various infrastructure pieces that make up a transportation asset class that may include sidewalks, roads, bridges, traffic lights, signals, and signs.
Asset Condition	The measure of the physical state of an asset but may also include functional and demand considerations.
Asset Management (AM)	The process of making decisions that optimally deliver services that consider current and future needs, while managing costs, risks and opportunities.
Asset Management British Columbia (AMBC)	AMBC is a community of members engaged in asset management in BC.
Asset Management Framework	The cyclical processes and practices involved in Asset Management as described by AMBC.
Asset Management Policy	A document that identifies principles that provide direction to apply asset management at the City that is endorsed and executed by senior management.
Asset Management System	A system that establishes the asset management policy and asset management objectives.
Asset Management Plan (AMP)	A document that is developed following the Strategic Asset Management Plan (SAMP) which identifies needs and resources to achieve the City's objectives for an individual asset or a grouping of assets, i.e. water infrastructure.
ISO 55001(:2014)	The International Organization for Standardization specifies the requirements for the establishment, implementation, maintenance and improvement of a management system for asset management, referred to as an "asset management system".
Strategic Asset Management Plan (SAMP)	The SAMP is sometimes referred to as the 'Asset Management Strategy'. The SAMP defines how the AM system will achieve the AM Policy principles and AM objectives.
Sustainable Service Delivery	Sustainable service delivery is defined by AMBC as a "process of providing services to the community in a way that fosters the economic, social, and environmental well-being – today and into the future." This concept appears at the centre of the AMBC's Framework diagram, as it is the main objective of asset management. The approach considers how management of infrastructure and assets helps deliver the appropriate level of service to the community.

1 BACKGROUND

1.1 OUR COMMUNITY

The City of Port Alberni is a coastal community located on Vancouver Island with a population of over 19,060, and a surrounding population of more than 26,000 in the Alberni Valley. The City is located within the unceded territories of the ̓cišaaʔaḥ (Tseshaht) and the Hupačasath First Nation and is a member municipality of the Alberni-Clayoquot Regional District. The City's demographics currently include members of all ages with the largest population being over 45 years. The population has remained steady between 2011 and 2016, with a 2% growth from 2018 to 2020.

The City is in a richly biodiverse area of British Columbia that includes a temperate coastal rainforest and numerous lakes and waterways. The surrounding mountains create opportunities for hiking, walking, mountain biking, and viewing wildlife.

The City has two quays; Harbour Quay and Victoria Quay, that include shops, restaurants and art galleries along

the inlet. The City is committed to creating a vibrant waterfront community including multi-use pathways along the waterfront. As a port city, at the head of the Alberni Inlet, it is a commercial hub and a popular place to visit for fishing. Known as the 'community with a heart', the City is committed to creating a sustainable community that unites residents and enhances the quality of life of current residents and future generations.



Figure 1-1: Asset System Infrastructure Supporting Specific Services

The community has persevered through economic challenges, highlighting the need to create a resilient and diverse economy. Port Alberni's economy is diverse and flexible to meet the changes in markets. The land where the City is situated includes valuable forest, fish and marine resources. A key driver of the economy is the sustainable management of natural resources such as forests and wild fisheries. Manufacturing of wood products ranges from unprocessed wood to finished products. Other commodities include agriculture, boats and software. Tourism has been identified as an opportunity to be expanded further.

The City provides a variety of services to residents such as parks, an active transportation network, recreation and heritage, fire services, building services, and municipal infrastructure including streets, bridges, potable water, sewer, storm drainage, and solid waste collection. The City provides both water and sewer utilities to Hupačasath and Tseshaht Nations.

The City is committed to reducing GHG emissions and has installed publicly accessible electric vehicle charging stations to advance these efforts.

To the City, being sustainable means not only being environmentally sustainable but also being more livable, safe and resilient. Improving sustainability in the City includes improving corporate operations. The development of this SAMP is an effort toward improving the sustainable

service delivery of the City's assets and operations toward enhancing the level of service delivered to residents and local First Nations.

The purpose of the SAMP is to define how the AM System will work towards the AM Policy Principles and the overall AM Objectives. The City of Port Alberni is adopting an AM approach to optimize decision-making related to assets and services while considering costs, risks, and opportunities. An AM approach also considers both the current and future needs, helping the community to become more resilient.

The City's five-year Strategic Plan outlines priorities for the City. The Strategic Priorities are included in *Figure 1-2*.

Alongside these Strategic Priorities, there is both a mission and vision for the community moving forward.

Our mission is to enhance the quality of life of residents and taxpayers by creating a vibrant waterfront community.

City of Port Alberni,
Corporate Strategic Plan 2019-2023

Our vision is to be the most vibrant, healthy and united community in British Columbia.

City of Port Alberni,
Office of the CAO

Both statements help guide the future of the community.



Figure 1-2: City of Port Alberni Strategic Priorities
(Source: Corporate Strategic Plan 2019-2023)

1.2 OUR ASSET MANAGEMENT PROGRAM

The practice of AM has become an increasingly important discipline in the management of municipal assets and rewards organizations with a more effective approach to the provision of services to participants – residents, businesses, regulatory bodies and the municipality itself. The implementation of a robust AM system will support the City in justifying decisions and future funding requirements to support achievement of vision and goals.

GOALS

- 3.1 The highest and best use is made of City-owned assets.
- 3.2 The City provides quality local government services that are valued by users, without duplicating services that are available through other public or private providers, unless doing so is in the public's interest.

Figure 1-2: City's Goals (Source: Corporate Strategic Plan 2019-2023)

1.2.1 ASSET MANAGEMENT AT THE CITY

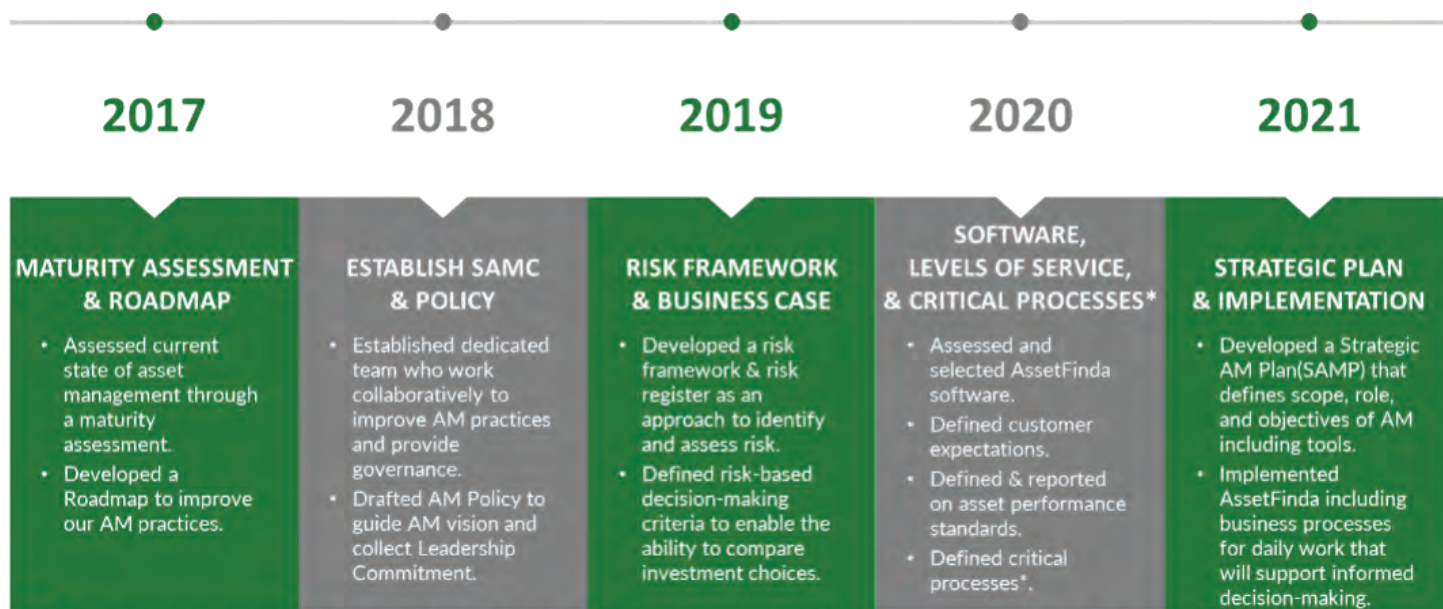
The City's Strategic Plan identifies Goals 3.1 and 3.2, as seen in Figure 1-2, whereby City-owned assets are providing quality services valued by the users. To ensure efficiency and effectiveness with City resources, the City is embarking on an AM approach.

AM is an integrated process that brings together skills, expertise, activities and information on the physical assets and finances of the City so that informed decisions can be made to support sustainable service delivery of our assets.

AM is a philosophy and a way of conducting work that allows organizations to collect information on assets to understand investment and replacement timing of assets owned by the organization. Action starts at the ground level, with day-to-day work activities. It includes recording operational work and time spent on our assets, such as park inspections, pothole patching, water main leaks, and preventative maintenance. Logging and recording our daily activities in a way that allows us to track the cost to our specific assets over time will give us a clear picture of the true cost of the City assets and allow for better decision-making of asset replacement and renewal.

In 2017, the City engaged in a review of the current state of AM practice through a Maturity Assessment to provide a baseline of all municipal services. The Maturity Assessment informed the development of a Roadmap of improvement actions to support effective implementation of AM related initiatives at the City. The City's AM journey from 2017 through to 2021 is documented in *Figure 1-3*.

A forward-looking Roadmap is included in *Section 7* that provides defined steps recommended for continuous development of AM at the City.



*Critical Processes included: Work Management, Preventative Maintenance, Inspections, Asset Data Management, and Forecasting.

Figure 1-3: City of Port Alberni Asset Management Timeline

1.2.2 OUR AM GUIDING PRINCIPLES

The City established principles to guide the AM practices at the City. The Guiding Principles are detailed in the City's AM Policy and are highlighted in the following table.

Strategic And Forward Looking: informed decisions and provisions to enable assets to meet future demands.

Long-Term Sustainability: long-term decisions that enable assets to meet socio-cultural, environmental, and economic goals.

Holistic: “big picture” view of the asset lifecycles that considers the interrelationship between different assets.

Document And Knowledge Sharing: collaborative information sharing between departments.

Resident Service Focused: clearly defined levels of service objectives focused on Resident expectations, regulatory requirements, and service delivery.

Risk-Based: manage risk with a focus on public safety by focusing resources, expenditures, and priorities based upon risk assessments and cost/benefit ratio.

Balanced Decision-Making: balance service, risk, and whole-life costs associated with managing assets through their entire lifecycle.

Systematic: adopt a formal, consistent and repeatable approach to manage the assets.

Innovation And Continual Improvement: continual improvement, driving innovation in development of tools, techniques and solutions.



2

PURPOSE AND SCOPE

2.1 PURPOSE OF THE SAMP

The SAMP is a high-level document that defines how the AM system will achieve the AM Policy principles and AM outcomes. The SAMP will provide guidance and set context for the City's AM practices moving forward by clearly articulating the City's AM process and next steps.

The SAMP is aligned with the concepts presented in the ISO 55001 Standard and will endeavour to achieve the following:

- Strategic alignment between the Corporate Strategic Objectives and the AM outcomes.
- Clear and common understanding between participants of how to achieve the AM outcomes.
- Direction and prioritization for long-term management plans for the City's infrastructure assets.
- Detail a consolidated plan including improvement Roadmaps for departments to guide the City on their AM journey.



Table 2-1: City's Service Areas and Supporting Assets

Service Area	Supporting Assets
Corporate and Financial Services	Finance, project management, legal, communications, resident services
Facilities	City owned buildings
Fire	Fire hall, fleet (including ladder truck, fire engines, rescue truck, water tanker, fire boat), Self-Contained Breathing Apparatus
Fleet and Heavy Equipment	City owned vehicles for direct service delivery and civic fleet
Information Technology	Desktop and mobile devices, hardware, software, data center
Parks, Recreation and Heritage	Green space, parks, trails, playgrounds, courts, diamonds, pitches, fields, green infrastructure, recreational facilities, heritage facilities and artefacts
Solid Waste (Delivered in partnership with Regional District)	Waste bins, collection vehicles
Transportation	Streets, bridges, sidewalks, lights, signals, signage
Water	China Creek basin, Bainbridge Lake catchment, pump stations, dams, chlorination stations, reservoirs, water mains, connections, water meters, fire hydrants
Sanitary Sewer and Wastewater	Sanitary and combined sewers, sanitary and combined manholes, pump stations, sewage treatment facility, connections
Storm Sewers and Drainage	Storm sewers, storm manholes, catch basins, lift station, outfalls, culverts, ditches

2.2 SCOPE OF THE SAMP

Table 2-1 lists the City's main service areas and the major assets associated with each area.

Improvement Roadmaps will be developed for each department, as appropriate, to detail the requirements to achieve the Corporate Goals and Strategies. Note that

there are some departments and systems not included in this iteration of the SAMP, such as natural assets, which will be incorporated as AM maturity within the City progresses.

2.3 INTENDED OUTCOMES OF THE SAMP

The intended outcomes of the SAMP include:

- Identify the City's infrastructure assets and participants that are involved in managing the City's assets, providing context to stakeholder needs and expectations.
- Specify how the AM Policy and objectives support the Corporate Strategic Objectives.
- Demonstrate an integrated approach (framework) to achieving AM objectives across core service areas, including monitoring and evaluation.
- Develop improvement Roadmaps aligned with the City's AM goals which identify initiatives and set achievable targets to support the delivery of the AM Policy.
- Detail the role of the AM System in achieving AM objectives, including individual roles and responsibilities.
- Inform the approach for developing AMPs.

3

STRATEGIC ALIGNMENT OF THE ASSET MANAGEMENT SYSTEM

3.1 STRATEGIC DIRECTION AND ALIGNMENT

The SAMP provides the foundation to deliver the AM Policy and AM outcomes that support the City's corporate strategic plans including goals and priorities. The relationship between the SAMP and the other documents in the AM system is illustrated in Figure 3-1. The figure

depicts the City's AM Framework which enables a planning and delivery cycle for AM activities. Effectively managing the City's infrastructure assets will play an important role in whether the City will achieve its long-term corporate strategic goals and objectives.

3.2 NEEDS AND EXPECTATIONS OF PARTICIPANTS

Participants are people or groups who can affect the success of projects and programs and impact decisions, particularly regarding assets and services. Internal participants are directly involved in the AM practices and system, whereas external participants are affected by the quality of services provided.

The City is within the traditional unceded territories of the Hupačasath and Tseshaht Nations. The City's work with the First Nation Communities includes:

- Disclosing and appropriately communicating accurate and timely information as it relates to AM;
- Maintaining an open dialogue so all parties can fully understand each other's views and concerns; and
- Understanding the potential impact of City activities on the rights of indigenous communities.

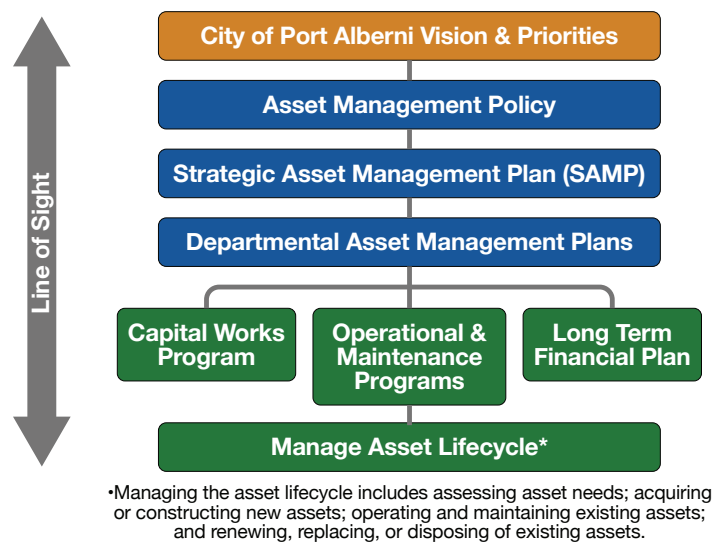


Figure 3-1: City's Asset Management Framework

Stakeholder engagement is an important part of creating the overall AM system. *Table 3-1* and *Table 3-2* identify the internal and external participants and their role. By

allowing participants to engage and contribute to the system, the buy-in for implementation of AM practices should increase.

Table 3-1: Internal Participants and Roles

Participants	Role
City Council	This group sets policy and acts as a decision-maker for the community.
Asset Owning Departments (Public Works; Engineering; Parks, Recreation and Heritage; Fire)	These departments own and manage assets in the AM program and certain members form part of the Strategic Asset Management Committee (SAMC).
Supporting Departments (Finance; IT)	These departments are actively involved in the AM program and certain members form part of the SAMC.
Operational Staff of Municipal Infrastructure	This group will use the implemented AM solutions on a day-to-day basis to log maintenance requests, etc.

Table 3-2: External Participants and Roles

Participants	Role
Residents, Industrial, Commercial, Institutional	Rate-paying end users rely on services to perform their daily functions.
Alberni-Clayoquot Regional District	This group is responsible for regional planning, service delivery and AM for regionally-owned assets. The Regional District also owns and operates the Alberni Valley Landfill.
Neighbouring Municipalities	This group may influence local decision-making and may depend on City assets.
Neighbouring First Nation Communities of ɕišaaʔath (sis sha ahtah – Tseshaht) and the Hupačasath First Nation.	These Nations influence local decision-making and receive services from the City.
Third Party Utilities	This group works within the community.
Developers	This group works within the community.
Provincial and Federal Government Ministry of Environment Department of Fisheries and Oceans Ministry of Transportation	These groups enact and enforce legislation and regulations to be followed.
Environmental Regulators	These groups may provide oversight of construction activities.
Safety Regulators Fire Underwriters Survey WorkSafe BC	These groups enact and enforce regulations to be followed for new and existing assets.
Island Health Authority	This group works within the community and with municipal utilities.

4

ASSET MANAGEMENT FRAMEWORK

This section introduces the City's AM Framework and describes the processes and practices that operate within the AM Framework including business processes, practices and governance required to successfully implement the AM Framework.

4.1 ASSET MANAGEMENT SYSTEM

An AM system is a method of managing the City's assets in an effective way that enables decision-making that supports the long-term sustainability of the City.

An effective system supports the City to meet the current residents' needs and expectations, legislative requirements, and climate change mitigation, further supporting the needs of future generations. An AM system is a business model that draws together practices and processes for effective AM. An AM system combines the organization's objectives and plans for managing a portfolio of assets, together with the systems, activities, processes and organizational structures for their development, implementation and continuous improvement.

The City has adopted Asset Management for Sustainable Service Delivery: A BC Framework, by Asset Management British Columbia, as shown in **Figure 4-1**. This framework is widely used by municipalities in BC and is based on the International Infrastructure Management Manual and International Organization for Standardization ISO 55000 Standard for Asset Management. Adopting this AM Framework strategically aligns the City's approach with federal and provincial AM funding requirements for Gas Tax Funding while supporting the integration of climate change considerations into the municipal management of service provision.



Figure 4-1: Asset Management for Sustainable Service Delivery: A BC Framework (Source: Asset Management British Columbia.)

4.2 ASSET MANAGEMENT GOVERNANCE

Successful implementation of the AM system will be based on the collaboration of all staff involved; the motivation and knowledge of staff will drive the daily processes. Identifying a governance structure that aligns the parties involved will enable communication across departments.

A governance structure enables the City to:

- Formalize AM as a way of doing business at the City;
- Make informed and consistent decisions that align with the City’s Corporate Strategies;
- Grow a culture within the City that is integrated (not siloed) and attuned to support AM functions;
- Delegate roles and responsibilities to support the implementation of the AM system;
- Maintain the direction of AM within the City including improvement opportunities; and
- Measure the successes of achieving AM objectives and adjust the direction as needed.

4.2.1 ROLES AND RESPONSIBILITIES

The City’s AM Governance structure identifies roles and responsibilities for each group. An effective governance structure allows for clear communication and accountability for implementation. The roles and responsibilities are outlined here:

CITY COUNCIL

Council is the highest decision-maker of the City.

This group acts as stewards for all City assets and approves the AM policy, establishes levels of service delivery, and monitors progress and outcomes.

THE STRATEGIC ASSET MANAGEMENT COMMITTEE (SAMC)

The SAMC facilitates delivery of the inner “communicate, engage, review” cycle within the Framework for Sustainable Service Delivery, shown in *Figure 4-1*.

Formed in 2017, this group provides direction to the City’s overall AM program and will serve as a key audience of future AMPs that will be developed. This group will support implementation by monitoring implementation progress. The SAMC’s role includes:

- Implementing and maintaining the AM system and SAMP.
- Providing leadership and direction for the development of AM capabilities and Departmental AMPs.

Each department listed below is represented and should take an active role in the SAMC:

ASSET MANAGEMENT COORDINATOR/LEAD

This role will coordinate the implementation of AM practices across the City.

FINANCE

This group provides financial data and develops and supports financial management strategies.

ENGINEERING

This group is responsible for managing data through recording asset records, asset conditions, criticality, performance, risk and regulatory compliance information through the GIS system.

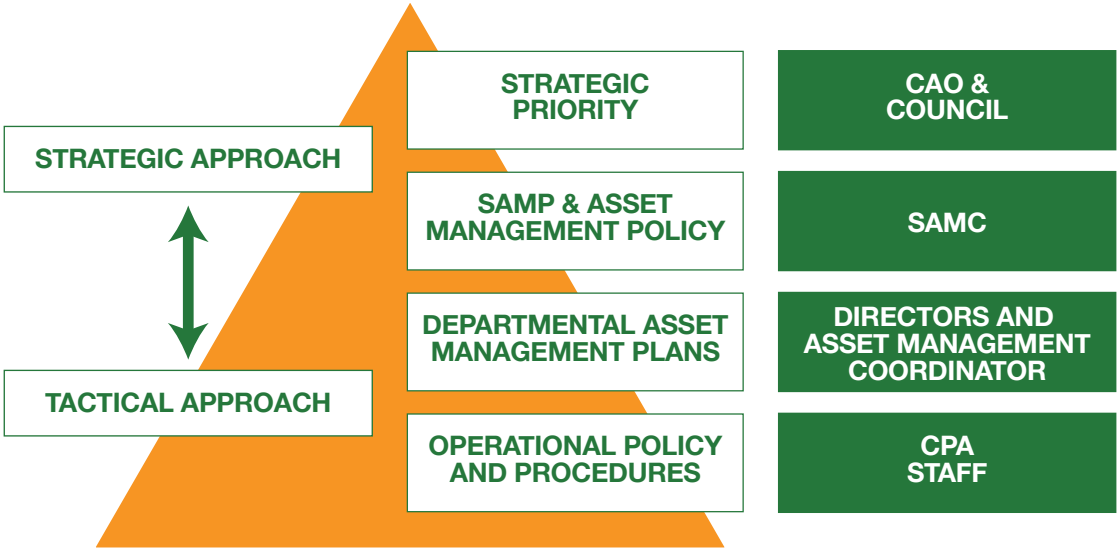


Figure 4-2: City’s AM Governance Structure

5

ASSET MANAGEMENT GUIDANCE AND CAPABILITIES

5.1 BUSINESS PROCESSES

Business processes have been developed to support the successful implementation of AM practices at the City.

These processes were developed with the City and refined through a set of business process development workshops with the SAMC and Department representation.

These tactical processes are aligned with the City's objectives. Roles and responsibilities are assigned for each process.

The five core processes include:

- Work Order Management;
- Preventative Maintenance Set-up;
- Inspection Management;
- Asset Data Management; and,
- Forecasting.

5.2 METHODS OF ASSET PLANNING AND DECISION-MAKING

A fundamental element of achieving sustainable service delivery is informed decision-making. The City has developed frameworks and related tools to support a structured and evidence-based approach. The following sections outline important tools and frameworks to support decision-making about managing and investing in City assets.

5.2.1 LEVELS OF SERVICE

LEVELS OF SERVICE FRAMEWORK

Understanding the Levels of Service (LoS) the City provides Residents and participants will allow the City to deliver on the expectations of those parties. It frames service delivery around the Resident rather than the organization and enables the City to analyze and strike a balance between LoS and the cost to deliver them.

The typical focus for municipalities is on maintaining assets without necessarily having a complete understanding

of whether the assets support the LoS requirements. Establishing LoS for each service area enables the City to measure and improve its service performance.

The City has completed the LoS Framework; this scope of work included identifying Resident values and the LoS measures and metrics that support Resident values.

RESIDENT VALUES

The core Resident values that drive the LoS are identified in *Table 5-1*.

LEVELS OF SERVICE

The LoS were developed to satisfy Resident values by identifying meaningful measures and technical metrics to monitor the efficacy and quality of service delivery. LoS were developed in the following service areas:

- 1. Corporate and Financial Services
- 2. Fire
- 3. Fleet and Facilities
- 4. Information Technology
- 5. Parks, Recreation and Heritage
- 6. Solid Waste
- 7. Roads
- 8. Utilities (Water, Wastewater, Drainage)

Table 5-2 highlights the core measures and metrics to be monitored across all eight service areas.

5.2.2 ASSET CONDITION INDICATOR

As the City's AM practices mature, asset condition can be assessed and recorded within AssetFinda to strengthen

forecasting capabilities through the generation of a condition index and condition-based life. This will provide an enhanced understanding of the remaining service life of an asset, as asset age is only one factor in determining the remaining service life. Condition ratings consider an asset's physical condition, functionality, and overall demand.

AssetFinda uses a zero to one hundred condition index scale to record asset condition, that corresponds to a condition score from one to five. The AssetFinda ratings correspond to the condition scores as outlined below.

The Canadian Infrastructure Report Card (CIRC) provides standard definitions for each score which are used by municipalities across Canada and can be seen in **Table 5-3**. The use of this industry-standard increases the comparability of data over time and allows for nation-wide benchmarking of community assets against similar municipalities across the country.

Table 5-1: Resident Values

Value	Description
Safety	Effectively manage risks and hazards related to City services and facilities, maintaining a safe working environment for staff and public.
Reliability	Services and operations are delivered in a consistent and dependable manner which aligns with standards of quality.
Availability & Accessibility	City services, infrastructure, and communications are widely available for use by all community members.
Responsiveness & Resident Service	Responsive to Resident feedback and needs, and quick to address complaints, inquiries, and service requests.
Value for Money	Maximize value of city services and operations, effectively managing City Capital and Operating budgets.
Effectiveness & Functionality	City operations and processes deliver required services.
Sustainability	Future financial, social, and environmental needs are considered in City planning and operations.

Table 5-2: Levels of Service

Measure	Value	Resident Outcome Statement	Metric
Staff Health and Safety	Safety	Safety incidents and impacts are minimized	Number of safety incidents/year
Capital Cost	Value for Money	Capital costs are tracked to aid in budget forecasting	Capital contribution as a percentage of the value of fully depreciated assets
O&M Cost	Value for Money	O&M costs are tracked to aid in budget forecasting	O&M costs as a percentage of current replacement value
Reinvestment Rate	Sustainability	Capital dollars are reinvested into infrastructure based on replacement value	Capital dollars invested as a percentage of current replacement value
Funding Gap	Sustainability	Funding needs are forecasted for future capital and O&M costs and secured sources are identified (reserves, rate review, etc.)	Percentage of funding secured of total required funding

Table 5-3: Asset Condition Grading

Condition Grade	% of Remaining Service Life	Canadian Infrastructure Report Card
1: Very Good	>80%	The asset is fit for the future. It is well maintained, in good condition, new or recently rehabilitated.
2: Good	60%-80%	The asset is adequate. It is acceptable and generally within the mid-stage of its expected service life.
3: Fair	40%-60%	The asset requires attention. The asset shows signs of deterioration and some elements exhibit deficiencies.
4: Poor	20%-40%	There is an increasing potential for its condition to affect the service it provides. The asset is approaching the end of its service life, the condition is below the standard and a large portion of the system exhibits significant deterioration.
5: Very Poor	<20%	The asset is unfit for sustained service. It is near or beyond its expected service life and shows widespread signs of advanced deterioration. Some assets may be unusable.
Unknown		Not enough data exists to respond.

Information on the current condition of assets, based on asset age, is available in **Section 6** of this report.

5.2.3 RISK FRAMEWORK

Understanding the maximum risk thresholds, the City is willing to accept is the first component to realizing an effective risk management methodology. The City has developed a Risk Management Framework and a Risk Register tool as part of this process.

The understanding and management of risks are fundamental to successful and sustainable business management and the Risk Management Framework will enable the City to apply a systematic approach to the management of asset and AM-related risks. The City's approach is aligned with ISO 31000, the international standard for risk management, specifically the Risk Framework as shown in **Figure 5-1**. The ISO Risk Framework documents a risk management process including how to identify, analyze and evaluate risk and set guidelines around the treatment, monitoring, recording, and reporting of risks; and when and how to engage with others in risk management.

The ISO Risk Framework includes the development of consequence and likelihood matrices to enable the

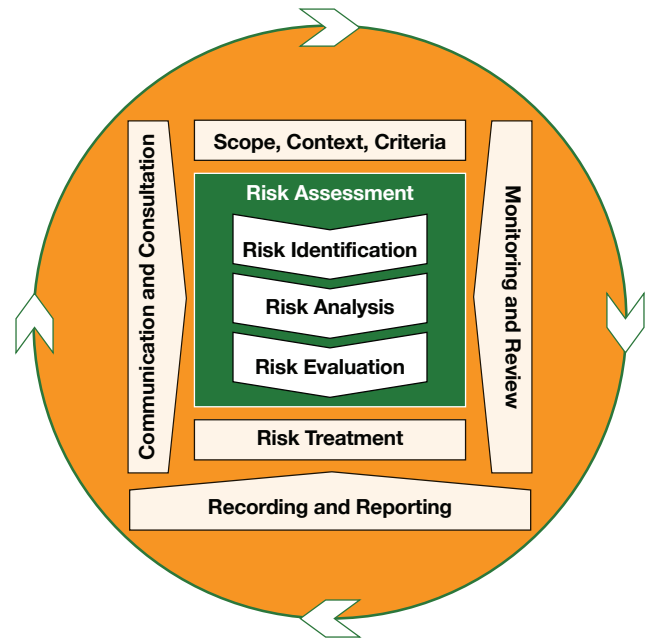


Figure 5-1: ISO 31000 Risk Framework

calculation of risk, together with a Risk Register template and escalation or action thresholds. These key elements were developed in risk workshops with the City.

The Risk Framework provides an indication of when and how it can be used in AM planning and defines key terms to support consistent understanding.

Risk Matrices

The following matrices have been developed to support the calculation of risk exposure.

Likelihood Matrix: This categorizes the likelihood (probability) or frequency of a risk event occurring.

Consequence Matrix: This categorizes the consequences (impact) of a risk event occurring and the magnitude of that consequence (based on items such as the number of people affected or the duration).

Each matrix uses a simple five-point rating scale to support an estimation of risk exposure. The intent of the likelihood and consequence matrices is to prompt consideration of a variety of factors and, as such, form a guide for the analysis of risk. If other factors are known, such as the criticality of an asset or service; the sensitivity of the potential risk event to the public or the Council, they should be incorporated into the risk analysis to determine the most realistic level of risk.

The Risk Register is a tool that can be revisited regularly as part of a "Risk Review". The tool capture risks and jointly discusses the implications and likelihood of risks in the context of the City. Risks should be assessed at least every five years to identify changes. A sample of the Risk Register previously completed as well as a blank Excel template have been provided to the City for reference.

5.2.4 INVESTMENT PRIORITIZATION

Structured and transparent decision-making is essential to justify to participants that investment dollars in infrastructure – both capital and operational expenditures – are well spent.

This section documents the process and criteria required to support structured decision-making, drawing on the Risk and LoS Frameworks described above to determine decision criteria that are aligned with service and AM objectives. Decision criteria includes items such as, but not limited to, impact to LoS; risk reduction and residual risk, strategic contribution, utilization/demand/growth, operational efficiencies and future cost avoidance, and sustainability.

The criteria are established as investment drivers that identify triggers and rationale for investment. This will support categorization by decision-makers in areas such as maintenance of service, enhancement of service, regulatory compliance, growth, or sustainability/resilience.

This framework draws on the principles and AM Policy objectives. It is a structured approach that looks at overall lifecycle cost when evaluating future investments and provides an understanding of how this can be viewed in terms of trade-offs with LoS and risk. This framework supports not only the forecasting and financial sections of future AMP development but also the broader decision-making processes of the City, including budgeting.

The City developed the following tools as part of their AM Toolkit.

- Business Case Template
- Options Evaluation Template

5.2.5 ASSET MANAGEMENT DECISION CRITERIA

To make optimized asset renewal decisions, key decision-making criteria need to be identified and understood by personnel tasked with making the decision. Assets that are not reaching the LoS objectives may need to be replaced, or, upgraded or new assets may need to be created. Older assets or assets in poor condition are more likely to fail, leading to service impacts. Age and condition can, therefore, be used as indicators of likelihood to support a risk evaluation.

Asset criticality can be used as an indicator of consequence. More critical assets are those that, in the event of failure, may lead to a bigger impact on service levels. This approach to decision-making is summarized below.

Remaining Life: For existing assets, the remaining life may be used as an indicator of the likelihood of failure. Assets with a very low or negative remaining life may need to be replaced. Where there is no condition information, the age and life expectancy (measured in years) of the asset can be used to evaluate remaining life. This age-based approach needs an understanding of the asset age and installation date.

Asset Criticality: Asset criticality is an indicator of the importance of an asset in relation to the level of service objectives. An indication of asset criticality has been made in the Risk Register based on expert judgement.

The community should continue to review critical assets on an ongoing basis. Critical assets may require preventative maintenance to mitigate failure. In addition, emergency and contingency plans may need to be considered for critical assets. This may include the holding of spare critical assets or emergency plans.

Asset Risk: Asset risk, in simple terms, is derived from the above criteria and should be the primary decision-making criteria for determining asset interventions. High-risk assets with very low or negative remaining life should be prioritized for asset replacement. High-risk assets with a long remaining life should be considered for upgrade or have a contingency plan established.

In this way, the risk assessment is the central basis for decision-making, and the subsequent renewal plan. Over time, other risk criteria can be identified and added to the decision-making framework as the City advances in their AM practice.

These criteria and the decision-making process for asset maintenance, upgrades, or replacement, can be documented through AMPs.

6

CURRENT STATE OF ASSETS AND ASSET MANAGEMENT

6.1 STATE OF ASSETS

The total value of assets in the system is \$415.4M. All monetary values in this state of assets are historical accounting costs, although it has been acknowledged that some of these historical accounting costs are informed by current replacement costs.

Data for this analysis was retrieved from the Tangible Capital Asset (TCA) records and informed by GIS data. While there

are some discrepancies between TCA records and GIS records, the TCA records are used for the state of assets. Areas of potential data reconciliation are addressed in the Asset Improvement Roadmap in **Section 7**.

Asset condition was assessed within asset classes according to asset age, as physical condition has not been assessed directly for any of the asset classes.

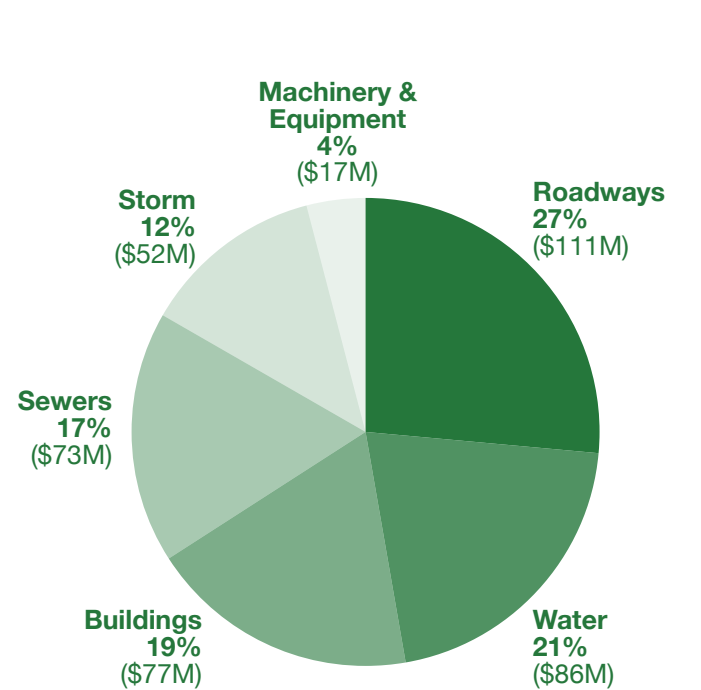


Figure 6-1: Total Value of Assets by Asset Class

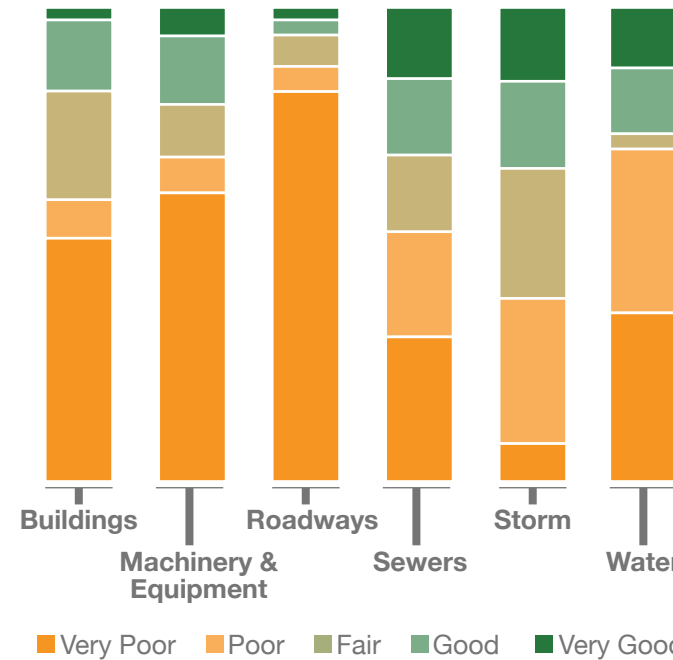


Figure 6-2: Condition Rating of Asset Classes (by % of Historical Accounting Costs)

Condition scores have been assigned linearly based on the percentage of remaining service to expected service life for the asset, providing a universal comparator across service areas or departments.

It should be noted that the expected useful lives used in the TCA reporting to calculate an asset's depreciation may not properly reflect the expected service lives of these assets. Many of these assets may still be functional even if they score in the "Very Poor" condition band. Condition assessments would be required in order to better assess the true service life of assets.

A significant number of the assets in the "Very Poor" condition band are beyond their service lives.

As noted above, the expected useful lives used in the TCA reporting to calculate an asset's depreciation may not properly reflect the expected service lives of these assets. Many of these assets may still be functional even if they are past their estimated service lives.

Natural assets, land, land improvements, and museum collections were out of scope for this review. The City may consider incorporating a review of these assets in future reviews.

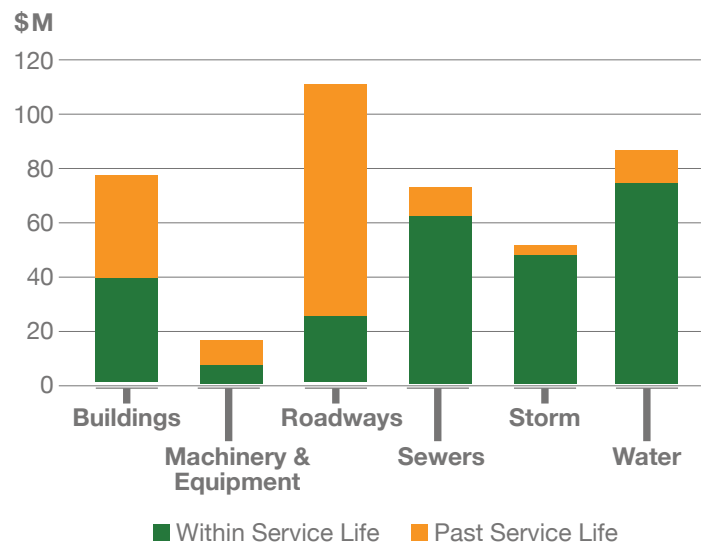


Figure 6-3: Assets Past their Service Lives by Asset Classes (by Historical Accounting Costs)

6.2 STATE OF ASSET MANAGEMENT PRACTICES

AM practices at the City have been in progress since 2017. This section provides a summary of activities undertaken since that time.

6.2.1 MATURITY ASSESSMENT

The City engaged in a review of the current state of AM practice through a Maturity Assessment in 2017. For this assessment, both the ISO 55001 Standard and the Asset Management BC Asset Smart Assessment Tool were used to allow the City to compare itself to both its peers within the province and against other types of organizations internationally. The Maturity Assessment provided a '360 degree scan' of the organization, its business processes, systems and data, people and resources to inform the current and desired state of the City's capabilities and functions across a range of best practice areas. Areas covered included organizational context, leadership, planning, support, operations, processes and activities, review and improvement.

A comparison of current to desired state helped to identify gaps or areas of improvement and informed development of a prioritized and sequenced AM Roadmap that provides direction and guidance over the short- and medium-term. The 2017 AM Roadmap is detailed in **Section 6.2.2**.

In more recent conversations, it was determined that the Asset Smart Assessment Tool was best suited to the City's needs at this time. Accordingly, an updated Maturity Assessment of the current state in 2021, as well as a forward-looking Maturity Assessment predicting the future state of AM practices according to the two-year AM Improvement Roadmap outlined in **Section 7.2**, were completed using this assessment tool to provide an updated review of the organization.

The Asset Management BC Framework provides a practical view of AM practices and capabilities in municipal-specific terms. The assessment matrix is organized into four core capacity areas (assets, information, finances, and people), each with a series of themes to be rated, measuring AM capacity from Level 1 to Level 4, with Level 4 being the highest rating indicating the most mature state of practice.

A comparison of the initial 2017 assessment to the updated assessment results for 2021 and 2023 (intended) is plotted on a radar chart in **Figure 6-4**.

Overall, the Maturity Assessments indicate an increased awareness of AM practices since 2017. The AM Improvement Roadmap outlined in **Section 7.2** provides a basis for the anticipated AM maturity in 2023, indicating further improvements as the planned training, systems, and processes get underway.

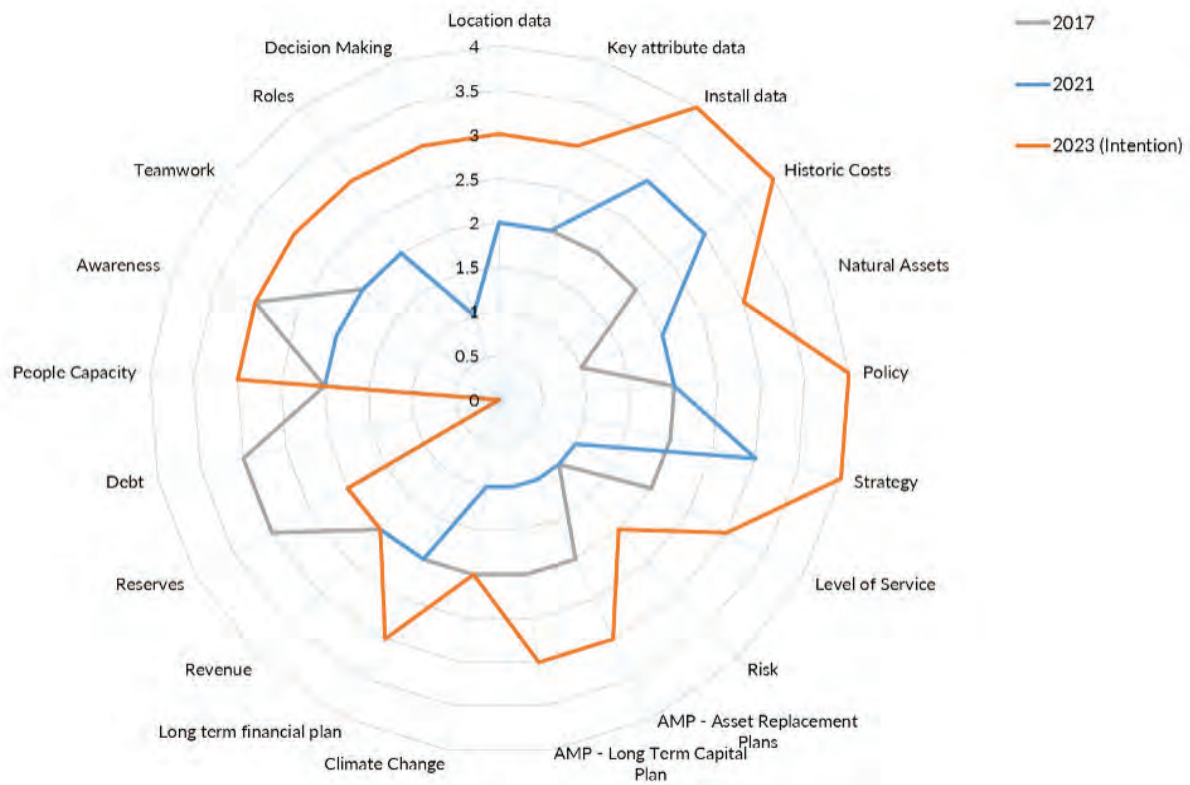


Figure 6-4: City of Port Alberni BC Asset Smart Maturity Assessment (2017, 2021, and 2023)

6.2.2 2017 ROADMAP

The 2017 Maturity Assessment informed the development of a Roadmap that actioned and formed a guiding strategy for business improvement initiatives at the City. The 2017 Roadmap included estimated resource requirements, costs, timing and a description of the required activities to achieve a core level of AM practice.

The actions were prioritized by those that were perceived to provide the most benefit for the required cost to implement, or those that were perceived to be most critical to subsequent activities or supporting other initiatives within the City.

Key actions in this plan included:



- The capture of more robust asset and condition information.
- The implementation of an inventory and maintenance management system.
- The development and implementation of a corporate risk registrar.
- The development a maintenance strategy for critical assets.
- The improvement of decision-making and other business processes, including an internal audit program.

The 2017 Roadmap provided a communication tool for the City highlighting some of the objectives and benefits of AM, describing the outcome of the Maturity Assessment, and action plan over a three-year implementation period. The 2017 Roadmap additionally touched on the change management requirements for implementation. As the City moves ahead with AM practices, the maturity will evolve. **Section 7** provides a revised AM Roadmap for the City.

6.2.3 PROGRESS ON AMBC FRAMEWORK PRACTICES

AM is a continuous quality improvement process. As described in the AMBC Framework, this ongoing process is incremental and scalable, involving **Assessing** capability, demand and results, **Planning** what needs to be done, and **Implementing** the plans. This continually informs how to enhance and expand the Process. The AM processes or practices identified in the AM Framework help guide the implementation of the City's AM system. **Table 5-4** identifies the processes or practices within the AM system as they align with the AM Framework. The tools identified within the "Plan" element help to incrementally support planning even if Departmental AMPs are not developed yet. **Section 7** provides greater detail on future activities in the 2021-2024 Roadmap including the development of AMPs.

Table 5-4: Asset Management Processes and Practices

Element	Process or Practice	Scope/Intended Outcome	Progress Complete
Assess 	Assess Asset Management Practices	<p>A Maturity Assessment was conducted to assess the current state of AM practices at the City.</p> <p>A Roadmap was developed that identify improvement opportunities.</p>	<p>Complete, 2017</p> <p>Complete, 2017</p>
	Assess the Current State of Assets	<p>A State of Infrastructure report is being developed. It will document the City's asset inventory which will include value, condition, risk. This assessment feeds the AMPs.</p> <p>Identify and define Critical Processes. This step included identifying which assets and supporting data should be recorded.</p> <p>Identify and select a Computerized Maintenance Management System (CMMS) appropriate for the City's needs.</p>	<p>Complete, 2021</p> <p>Complete, 2021</p> <p>Complete, 2020</p>
	Asset Management Policy	<p>Develop an AM policy to guide the AM vision and collect Leadership commitment.</p> <p>Establish a dedicated team to collaboratively work together to improve AM practices (SAMC) and take ownership of the Policy.</p>	<p>Complete, 2018</p> <p>Complete, 2018</p>
	Asset Management Strategy	<p>Develop a SAMP that defines scope, role and objectives of AM including providing tools and guidance to AM at the City.</p> <p>Develop an AM Roadmap for future activities.</p> <p>A LoS Framework is being developed which will define Resident and technical LoS including measures and metrics to track performance.</p> <p>A Risk Management Framework was developed which includes tools to support risk-based decision-making to deliver LoS targets, based on identified risks.</p>	<p>Complete, 2021</p> <p>Complete, 2021</p> <p>Complete, 2021</p> <p>Complete, 2019. Revised, 2021</p>
Plan 	Asset Management Plan(s)	<p>Develop plans specific to infrastructure service areas. These plans will support the need for capital and operating investment by addressing risk, demand and LoS.</p>	Future
	Implement Asset Management Practices	<p>SAMC reviews for continuous improvement. Refer to Section 7.5 for more information on continuous improvement.</p> <p>Implement CMMS, AssetFinda. Determine areas for improvement.</p> <p>Business Processes are being developed that will help inform long-term financial planning. Refer to Section 6.1 for more information.</p>	<p>Future</p> <p>In Progress, 2021</p> <p>Complete, 2021</p>
	Measure and Report	<p>SAMC reporting on service delivery. Refer to Section 7.5 for more information on continuous improvement.</p>	Future

Reference: Asset Management Processes and Practices divided by the AMBC Process

7

PROGRAM DEVELOPMENT & IMPLEMENTATION

This section outlines a two-year action plan or “Roadmap” for implementing key components of the City’s AM program. The implementation actions are based on best practice and the City’s current context. The two-year timeframe is intended to set the City up for success during the remaining term of its existing Council.

These actions to support the goals and objectives of the City were developed based on direction from the City’s SAMC. The benefits of these initiatives will be realized if all elements, including appropriate resourcing and governance, are in place to support effective Roadmap implementation.



7.1 TARGETED OUTCOMES

The City's targeted outcomes for the two-year Roadmap include:

- Established AM processes in place to support day-to-day activities with consistent use of both processes and software across the City.
- All assets tracked in a central repository (AssetFinda) with data management processes in place to keep data current and accurate.
- Asset information (condition, service life, costs of O&M, costs of renewal) is beginning to enable “big-picture” conversations with Council about City assets and investment need.
- A plan has been developed to identify and adequately fund asset investment needs into the future.

7.2 ASSET MANAGEMENT IMPROVEMENT ROADMAP

A revised Improvement Roadmap was created in 2021. This Roadmap builds on the previous Roadmap and includes improvement opportunities based on recent work completed to help the City gain further maturity. The actions identified have been prioritized to make the most difference to the efficiency and effectiveness of the management of the City's assets and infrastructure. The estimated costs will vary as they will depend on the resources available and approach taken by the City. *Figure 7-1* shows the legend for the two-year Roadmap in *Figure 7-2*, with actions colour-coded to indicate whether they focus on assessment, planning, or implementation of AM practices.



Figure 7-1: Roadmap Legend

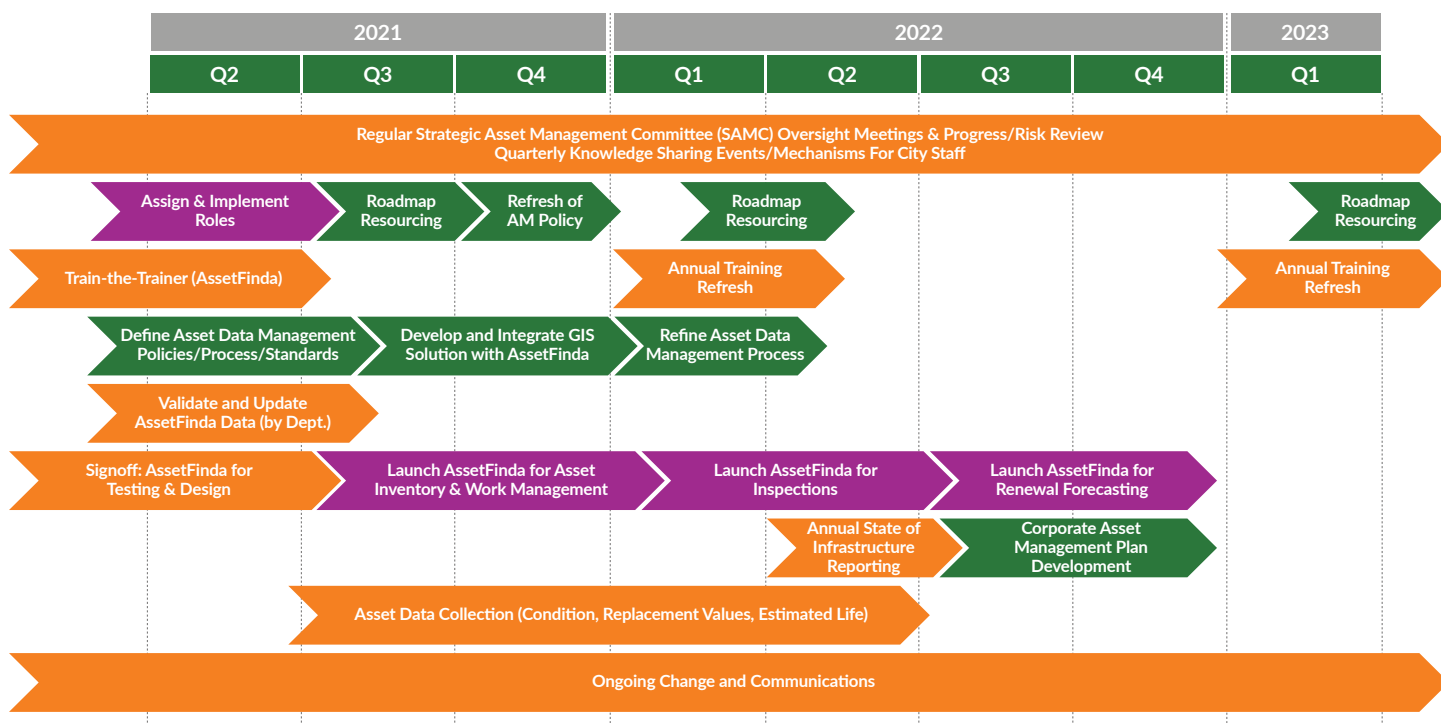


Figure 7-2: Two-Year Asset Management Improvement Roadmap: Corporate View

7.3 RISKS & UNCERTAINTIES

The City faces risks and uncertainties that may impact effective delivery of the SAMP. Identifying risks early and regularly reviewing risks is an effective way to manage risk. Notable risks are included in *Table 7-2*.

Table 7-2: Risks to SAMP Delivery

Risk	Description	Risk Treatment & Cost
Adequate Resourcing	Resources with AM skill sets will be needed to implement the AM strategies in departments across the City.	Identify the roles required to perform the recommended business processes and encourage appropriate training.
Staff Retirement	Loss of staff due to retirement can lead to gaps and inefficiencies.	Clearly identify roles and processes to help staff during transitions, including funding required for mentoring and training.
Changing City Vision & Priorities	The SAMP and supporting AM process support the City's current strategic goals. If the goals changes, those changes will be encompassed in the following SAMP update in three to five years.	Continue to involve senior management in the AM Policy updates and SAMP endorsement to provide clear direction to AM processes.
Ineffective Communication	Effective communication and collaboration across departments is required for successful AM.	Support regular meetings among the SAMC to facilitate the AM discussion across departments.
Timing & Coordination	Successful delivery of the SAMP will require effective integration of AM processes to align with the City's Capital Planning Process to ensure adequate funding is available for assets.	Integrated AM processes with the City's Capital Planning schedule so that information is aligned.
Adequate Funding	Appropriate funding will be required to perform AM activities.	Identify and assign budget toward upcoming AM initiatives and staff roles. Identify grant opportunities for AM.
Lack of Support from Senior Management	A lack of support would cause inefficiencies in Sustainable Service Delivery of the assets.	Prepare regular communication about AM at the City and ensure new senior management is introduced early to the AM Policy.
Inaccurate Asset Valuation	Out-of-date asset valuation may create inaccurate replacement costs for assets.	Consider using recent construction costs when updating asset values. Each iteration of the SAMP and AMPs will provide a better valuation.
Inadequate Project Funding	Adequate funding is required for capital projects.	Identify lifecycle cost requirements through AM processes to better identify funding requirements including timing.
Global Pandemic	During the COVID-19 global pandemic, the delivery of services had to be adjusted to protect the health and safety of the City workforce and public.	Allocate additional staff resources as delivery of projects may be delayed.



7.4 IMPLEMENTATION PLAN

Implementation will be monitored through the City's existing SAMC.

Table 7-3 identifies recommended activities that support further implementation of the SAMP. This table assigns scheduling and responsibility.

Table 7-3: Implementation Activities

Activity	Timing	Accountability for Completion
Measure progress against SAMP Roadmap.	Monthly	SAMC
Update the SAMP and refresh the Departmental AMPs so they are in alignment with the City's Strategic Priorities.	Every three to five years	SAMC
Review and refresh the policy.	Every three to five years	Senior management with support from the SAMC
Review, evaluate, and implement AM tools and business processes including those identified in the SAMP such as business cases, options evaluation, risk evaluation, and LoS.	Annually	SAMC
Review and adjust the SAMP Roadmap.	Annually	SAMC
Identify and secure resources to implement the SAMP Roadmap.	Monthly	SAMC

7.4.1 STRATEGIES FOR EFFECTIVE IMPLEMENTATION

Key considerations for implementation include:

- **Resourcing:** The Roadmap requires effort from across various City departments at leadership, supervisory, and analyst levels. It will be critical to confirm resources on a frequent basis.
- **Leadership:** The implementation will require strong leadership and dedicated time from an individual facilitator who can bring together a wide array of participants from across the City. It will also require ongoing governance from the SAMC.
- **Pace:** Pace of implementation should be adjusted for realistic resourcing, especially following the budget process.



7.5 CONTINUOUS IMPROVEMENT

The City of Port Alberni is committed to continually improving the way assets are managed and how services are delivered. This SAMP requires continual improvement of AM practices employed as part of the City's AM journey. To achieve continuous improvement suggested monitoring controls are included in this section.

The SAMC is responsible for the continual improvement of AM at the City. The following are suggestions that can be considered:

- Update the SAMP to include any changes at the City such as changes to the operating environment.
- Identify AM training opportunities for staff.
- Identify trends and progress on actions.
- Identify opportunities for improvement.
- Add the SAMP as a standing meeting agenda for the SAMC. Include topics such as condition of assets, repairs, replacements and renewals of assets, risk assessment conducted and changes in risk status of assets, and AM budgeting.

The SAMP will be in effect over the lifespan of the infrastructure and is expected to be updated every three to five years. Additional recommendations will help the SAMP evolve and remain pertinent to the infrastructure as it ages. Recommendations include:

- Maintain AssetFinda with up-to-date asset data.
- Identify asset criticality and overall risk exposure through comprehensive risk review to help prioritize maintenance and renewal decisions.
- Expand maintenance strategies from preventative to include predictive maintenance and risk-based maintenance programming.
- Enable lifecycle costing through reconciliation of financial and work order data.
- Implement asset data improvements (including data structure, completeness, validation and capture requirements) to ensure accuracy and completeness of asset register.
- Incorporate natural assets such as creeks, streams, ponds and ecological areas.
- Follow up on the status of actions from SAMC reviews.

In early versions of the SAMP, maintenance and replacement costs are likely to be less robust because they are based on incomplete data. The City should review progress against the SAMP and continually improve the documented SAMP and budget plans with new learning and information.



Approved:

Resolution No.:

Date of Last Review:



ASSET MANAGEMENT POLICY

1) PURPOSE

The City of Port Alberni will adopt and apply recognized asset management practices in support of delivering services to its customers. Funds must be committed for proper management, maintenance and refurbishment throughout the lifecycle of the municipal infrastructure. In order to attain the goal of Asset Management, administration shall ensure principles in this Policy and those as outlined in *Appendix 'A' Asset Management Framework* are applied within any implemented Asset Management system.

2) SCOPE

The goal of Asset Management is to meet a desired level of service for present and future citizens in an optimized way. This is achieved through the deliberate planning, creation, acquisition, maintenance, operation, rehabilitation and disposal of assets. The policy applies to all assets (existing or new future assets) managed and operated by the City of Port Alberni.

RESPONSIBILITIES

Departments within the City of Port Alberni that manage asset systems in the ultimate delivery of services to residents and businesses, are subject to the Asset Management Policy and framework. All administration involved in the asset life cycle are to ensure principles in this policy are applied within any implemented Asset Management system.

PRINCIPLES

Strategic and Forward Looking

The City will make appropriate decisions and provisions to better enable its assets to meet future challenges, including changing demographics and populations, customer expectations, legislative requirements and technological and environment factors.

Long-Term Sustainability

The City believes that services and infrastructure assets should be socio-culturally, environmentally, and economically sustainable over the long term. The City will make appropriate long-term decisions and provisions to better enable our assets to meet the challenges of customer expectations, legislative requirements, climate change impacts, and future generations.

Holistic

The City will take a comprehensive approach to investment planning and decision making that looks at the “big picture” and considers the combined impact of the entire asset life cycle. The City will consider all assets in a service context and take account of interrelationships between different assets to avoid optimizing individual assets in isolation.

Documents and Knowledge Sharing

The City will encourage the sharing of information and knowledge between departments to support the improvement of asset management efforts across services.

Customer Service Focused

The City will clearly define Level of Service objectives focused on customer expectations, regulatory requirements, and service delivery.

Risk-Based

The City will manage the risk associated with attaining agreed levels of service by focusing resources, expenditures, and priorities based upon risk assessments and the corresponding cost/benefit recognizing that public safety is the priority.

Balanced Decision-Making

The City will make decisions based on balancing service, risk and whole-life costs associated with managing those assets through their entire life cycle. The City will also develop and maintain appropriate plans for infrastructure renewal, for the purchase or construction of new infrastructure and the decommissioning of redundant infrastructure.

Systematic framework

The City will adopt a formal, consistent, and repeatable approach to the management of its assets that will ensure services are provided in the most effective manner. The City will utilize the framework developed and improve on this framework as development of the asset management system progresses.

Innovation and Continual Improvement

The City will continually improve its assets management approach, by driving innovation in the development of tools, techniques and solutions.

Attachments: Appendix 'A' Asset Management Framework

X

Andrew McGifford
Director of Finance

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Twyla Slonski
Corporate Officer

OBJECTIVES **The City of Port Alberni will adopt and apply recognized asset management practices in support of delivering services to its customers.** The framework will provide guidance on the management and replacement of Tangible Capital Infrastructure Assets and guide the City's infrastructure funding and management of its existing and growing Asset base through the next 30 years. The primary intended outcome of this framework is to inform the development of future capital and operating budgets while meeting strategic corporate objectives in delivering municipal infrastructure services.

The overall goals of this Framework are:

1. To ensure the highest and best use is made of City-owned assets to accommodate existing and future needs;
2. To provide leadership in sustainable municipal infrastructure servicing;
3. To protect public health, safety and the environment;
4. To provide quality local government services that are valued by users, without duplicating services that are available through other public or private providers, unless doing so is in the public's interest;
5. To ensure that the lowest lifecycle cost of an Asset is achieved while maintaining agreed levels of service and an acceptable risk exposure level as further described in Appendix A;
6. To deliver municipal infrastructure services in a fiscally responsible manner;
7. To utilize a corporate perspective on Asset Management.

DEFINITIONS **Aggregation** – The grouping of like individual Assets collectively, that individually that have a lower value than the Capitalization Threshold.

Asset Class – A specific type of Asset within an asset group (e.g. water main, sewer lift station, local road etc.).

Asset Group – A functional group of Assets (e.g. water, sanitary, roads etc.)

Capitalization – The amortization of the gross book value of a TCA over its economic lifespan.

Capitalization Threshold – The minimum value of a TCA or pool of TCAs to be capitalized.

Gross Book Value (Historic Cost) – The total cost of acquiring a TCA, nominal cost for the year acquired.

Level of Service – A qualitative and quantitative measure of how well an Asset group performs at its intended function.

Natural Capital Assets – The region's stock of natural occurring features and ecosystems that provide flows of goods and services, providing inputs to human made Assets and allowing outputs from human made Assets, and include soil, air, water, flora and fauna that make up our environment.

Replacement Value / Cost - refers to the amount that the City would have to pay to replace an Asset at the present time, according to its current worth

Segmentation – breaking an Asset group into smaller component Assets with different lifespans (for instance, a pump station has concrete, piping, pumps, electrical and instrumentation components all with different lifespans).

Tangible Capital Asset (TCA) – non-financial Assets having physical substance that:

- i. are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital Assets;
- ii. have useful economic lives extending beyond an accounting period;
- iii. are to be used on a continuing basis; and
- iv. are not for sale in the ordinary course of operations.

**GUIDING
PRINCIPLES**

Strategic and Forward Looking - make informed decisions and provisions to enable assets to meet future demands.

Long-Term Sustainability - make long-term decisions that enable assets to meet socio-cultural, environmental and economic goals.

Holistic - “big picture” view of the asset lifecycles that considers the interrelationship between different assets.

Document and Knowledge Sharing - collaborative information sharing between departments.

Resident Service Focused - clearly define levels of service objectives focused on resident expectations, regulatory requirements and service delivery.

Risk-Based - manage risk with focus on public safety by focusing resources, expenditures and priorities based up on risk assessments and cost/benefit ratio.

Balanced Decision-Making - balance service, risk and whole-life costs associated with managing assets through their entire lifecycle.

Systematic - adopt a formal, consistent and repeatable approach to manage the assets.

Innovation and Continual Improvement - continual improvement, driving innovation in development of tools, techniques and solutions.

FRAMEWORK: 1. The following Asset Groups are covered by the Policy & Framework:

- | | |
|---|---------------------------|
| • Buildings | • Land Improvements |
| • Machinery & Equipment | • Roadway & Storm Systems |
| • Museum Artifacts &
Heritage Assets | • Sewer Systems |
| | • Water Systems |

2. Fleet and Heavy Equipment will be included in Machinery and Equipment and may receive different treatment in future asset management framework revisions. All Asset groups should use this use this framework as a Guideline.
3. Asset Management Plans will be prepared for each service department, except where they may be logically integrated, such as bridges and streetlights being included with roads; fleet and heavy equipment also being treated as an asset group.
4. The following key information elements and generalized goals of Asset Management must be addressed by plans for all Asset Groups:

INFORMATION ELEMENT	GOAL
Inventory <i>(What assets does the City have?)</i>	Collect and centralize information and share knowledge on Assets.
Value <i>(What are assets worth?)</i>	Account for historic and replacement value of Assets.
Condition <i>(What condition are assets in and what is the remaining service life?)</i>	Maintain system reliability and integrity.
Level of Service <i>(What is the level of service expectation and what needs to be done?)</i>	Monitor the efficacy and quality of service delivery to find balance between service levels and the associated costs.
Costs and Risks <i>(How much will it cost and what is the acceptable level of risk?)</i>	Minimize life cycle costs.
Timing and Priorities <i>(When will the City need to replace an Asset?)</i>	Coordinate Asset replacement with other City needs.
Funding <i>(How do you ensure long-term affordability?)</i>	Develop sufficient budget to meet infrastructure needs for existing and future residents.

5. Dedicated staff members should be identified in each department who will be responsible for assisting/championing implementation of this framework and ongoing Asset management development and to coordinate general Asset management responsibilities in the respective departments.
6. Training and development will be provided in asset management theory, principles and practice for all dedicated staff members under this Policy & Framework.
7. Asset inventory information shall be digitally stored and centralized in an appropriate database and be accessible inter-departmentally.
8. Wherever and whenever possible, the Asset shall be recorded in the City's GIS database. The GIS database is considered the source of truth on all assets as this data will flow through to the Asset Management software.
9. The Tangible Capital Asset (TCA) Capitalization Threshold for Assets subject to this Policy is set at \$10,000. This means Assets or pools of Assets with Gross Book Value exceeding the Capitalization Threshold must have their value recorded, amortized and assessed according to this Policy & Framework.
10. All Assets contained in the GIS database shall be cross-referenced with the Tangible Capital Asset ledger maintained by the Finance department.

11. All Asset Classes are to have calculated replacement values that are reconciled with valuations provided in the Tangible Capital Asset ledger by the Finance department.
12. Asset Groups may have replacement values that are derived by a valuation system that is generic to the Asset Group of similar attributes and condition without the need for physical inspection (for example, sewer pipe of a similar type and of a similar age may be valued generically using a replacement value formula based on the material and its age).
13. Assets will be valued using the Replacement Value/Cost. Where Replacement Value/ Cost is used, an appreciation factor over time must be considered or the Asset periodically revalued to account for cost increases over time.
14. Level of service performance indicators will be developed for each Asset Group, to effectively describe how well an Asset performs its intended function. At minimum, any level of service indicator must conform to relevant legislation.
15. Levels of service indicators will be compared against similar benchmarking data from other municipalities to determine the City's performance in various categories over time.
16. Level of service indicators should be determined for the following categories for each Asset Group (unless robust data is not available):
 - a. Safety;
 - b. Reliability;
 - c. Availability & Accessibility;
 - d. Responsiveness & Resident Service;
 - e. Value for Money;
 - f. Effectiveness & Functionality; and
 - g. Sustainability.
17. Performance indicators should be developed according to the following principles:
 - h. Linking performance to goals;
 - i. Relating performance to key issues identified in discussions with City;
 - j. Be readily measurable and/or calculable;
 - k. Are easily understood and of relevance;
 - l. Provide a gauge to regulatory compliance; and
 - m. Use benchmarks that are readily comparable.
18. At a minimum, performance indicators should address the following four categories:
 - n. Maintain system reliability and integrity;
 - o. Minimize life cycle costs;
 - p. Protect public health, safety and the environment; and
 - q. Provide resident satisfaction at fair, competitive rates.

19. Where possible, Asset condition will be assessed from records and physical inspections, to determine an approximate 'design lifespan' for the Asset.
20. The probability and consequence of failure should then be rated using a 5-point scale and then these numbers multiplied to assess criticality. The following matrix can be used and modified for this purpose:

		Probability					Criticality	Action
		1	2	3	4	5		
Consequence	1	1	2	3	4	5	< 3	None
	2	2	4	6	8	10	4 – 8	Run to fail, replace if funds available
	3	3	6	9	12	15	9 – 15	Schedule for replacement in 5 – 10 years
	4	4	8	12	16	20	16 – 20	Immediate planned replacement
	5	5	10	15	20	25	25	Emergency Replacement

21. Asset replacement on a pre-determined schedule according to the remaining service life, regardless of condition may prevent the City from gaining the maximum value out of its existing Assets, as Assets often exceed the design lifespan. A criticality analysis should be conducted to assist in determining whether to replace a given Asset, regardless of design lifespan. This is determined by using a qualitative assessment of both probability of Asset failure based on age and the consequence of the Asset failing based on any relevant factors. The following matrix can be used and modified as needed for this purpose:

Rating	1	2	3	4	5
Consequence	Minimal	Moderate	Significant	Severe	Catastrophic
Property / Environmental Damage	Asset Only	< = \$10,000	< = \$50,000	< = \$500,000	> \$500,000
Risk of Injury / Loss of Life	None	None	Remote	Possible	Certain
Service Interruptions	< 1% of system	< 5% of system	< 10% of system	< 50% of system	> 50% of system
Traffic Disruption	Localized	Neighbourhood	City Wide	Regional	Multiple Major
Asset Replacement Cost	\$10,000	\$50,000	\$500,000	\$5,000,000	Indeterminate

Probability of Failure in 5 Years	Remote	Unlikely	Moderate	Probable	Imminent
Remaining Service Life	More than 50% of remaining lifespan	More than 10% of remaining lifespan	Less than 10% of remaining lifespan	Exceeded by more than 10%	Exceeded by more than 25%

22. The City should use future condition assessment programs and risk and probability assessments to more precisely identify where capital expenditures can be deferred without significant risk of failure where consequences are not tolerable.
23. The City should determine and conduct sufficient levels of inspection and maintenance to identify which assets are suitable for deferral of replacement or rehabilitation. The preferred methods of inspection are:
 - r. Targeted sampling and destructive testing;
 - s. Video inspection for sanitary and storm sewers;
 - t. Pavement condition assessment;
 - u. Detailed physical assessment and equipment itemization for facilities; and
 - v. Continued physical visual dyke inspections.
24. Once Asset or Asset Group value, condition and risk - probability of failure have been identified, then a replacement plan and schedule for that Asset or Asset Group shall be developed. Prioritization of Asset replacement will utilize cost – benefit analyses to determine the most cost-effective approaches to infrastructure renewal, as well as identifying where cost savings are possible with preventative maintenance work.
25. The review and consideration under this Policy & Framework of any Capital Assets or Natural Capital Assets shall consider and integrate climate change mitigation and adaptation information as it becomes available into any Asset Management decision making.
26. The review and consideration under this Policy of any Natural Capital Assets and environmental functions related to them, shall consider the regulatory requirements and limitations associated with the operation and maintenance of the Natural Capital Asset, particularly with respect to the limitations of habitat management and naturally occurring storm water/riparian systems.
27. All proposed Capital Projects, whether for new assets, asset replacements or renewals, are required to complete the Business Case Analysis to determine if a full Business Case is required.

28. Relevant departments managing Assets are to ensure that newly contributed Assets through new development, subdivision and capital construction projects are annually added to the inventory of Assets. For each new asset, a Capital Project Closure Certificate will need to be completed so it can be added to the TCA and GIS data base.
29. An Asset or Asset Group replacement plan and schedule, including asset disposal costs, shall be coordinated with the City's 5-Year Financial Plan, and any other long-term financial plans or strategies.

BACKGROUND

The City's infrastructure Assets include water, sewer and storm water distribution, collection and treatment systems, roads, sidewalks, streetlights, bridges, drainage, diking and flood protection structures, parks, buildings and facilities and trails. These Assets provide the basic functionality of the City. Municipal infrastructure assets generally have a long lifespan and need to be managed over their lifespans in order to achieve sustainable funding levels while meeting required service levels. This is the essence of Asset Management in the municipal context.

The City is in the process of creating plans on how to develop a common platform for managing infrastructure data, all Departments will benefit from increased data sharing and accessibility. An assessment of Asset data within the City shows the following gaps:

- w. Asset inventories range from very detailed (e.g. water, sanitary) to almost no information on individual assets (e.g. storm water, parks, streetlights, sidewalks, signs), depending on the Asset Group;
- x. The existing TCA ledger contains substantially less than the estimated historic value of the City's Assets;
- y. Asset physical condition documentation is not well-understood on a widespread basis, and a historical record of Asset condition is not available in most cases. Age and material provide the current basis for determining Asset condition, but this is an approximation and can only be used as a guideline for determining Asset replacement needs;
- z. Performance Indicators where available suggest the City is currently providing adequate levels of service and meets minimum service requirements in most areas; and
- aa. Most infrastructure replacement funding indicators were below national benchmark rates.

Reassessment of these gaps should be completed once Asset Management plans and GIS strategies have been implemented to review progress on identified Asset data gaps.

REVIEW: Review of the framework is to be completed on an annual basis and improvements made and approved by the Strategic Asset Management Committee. Asset Management Plans should be reviewed and revised as required every 3-5 years by the committee and department heads responsible for the plans.

RESPONSIBILITY Departments: Own and Manage Assets within their respective Asset Management Plans

- bb. Public Works Department
- Engineering Department
- Parks, Recreation and Heritage Department
- Fire Department

Supporting Departments: active involvement in Asset Management Program and members of Strategic Asset Management Committee.

- cc. Information Technology Department
- Finance Department
- City Council: Set Policy and Approve Asset Management Plans

BUSINESS CASE ANALYSIS

MANAGER/TITLE: _____
 CPA SERVICE: _____
 PROJECT TITLE: _____
 BUDGET YEAR: _____
 DOF & CAO REVIEW: _____

PROJECT TYPE RATING: _____ / 10 (a)
 RISK RATING: _____ / 25 (b)
 STRATEGY & BYLAW RATING: _____ / 20 (c)+(d)
 TOTAL STAFF RATING: _____ / 60
 CAO RATING: _____ / 60

1. Recommended Option:
 (rationale for recommendation)

2. Project Statement:
 (project description, problem, opportunity)

3. Project Type (a):

Renew an existing asset ☐ (10/10)
 Upgrade an existing asset ☐ (5/10)
 Add a new asset ☐ (0/10)



“The City will make decisions based on balancing service, risk and whole-life costs associated with managing those assets through their entire life cycle.” – *CPA Asset Management Policy 2022*

4. Applicable Regulation(s):

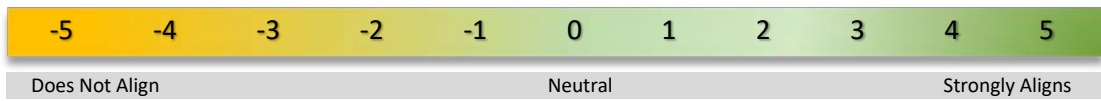
What regulatory requirements apply to this proposal?

Are you meeting the minimum regulatory requirements?

5. Council endorsed or resolution required by date:

6. Risks of not proceeding with the project: (See Risk Matrix – in [Appendix A](#) for instructions)

Category	Likelihood (1 – 5)	Impact (1 – 5)	= Risk Priority Rating ____ / 25	Comments
Health & Safety				
Financial				
Business Operational Effectiveness				
Legislation and Regulation				
Strategic				
Reputation				
Climate Change				
Environmental				
Highest Unweighted Risk Rating (b)		Category(ies)		



7. Alignment with 2019-2023 Strategic Priorities: (See Appendix B 2019-2023 Strategic Plan)

Strategic Alignment Rating (c1) / 5

8. Alignment with Vision, Mission and Value Statements from 2019-2023 Strategic Plan:

Vision, Mission and Value Statements Rating (c2) / 5

(c) Total / 15
c1+c2+c3

9. Alignment with one or more Strategic Priorities and Strategic Goals from 2019-2023 Strategic Plan:

Strategic Priorities and Strategic Goals Rating (c3) / 5

10. Alignment with Official Community Plan Bylaws:

Official Community Plan Bylaws Rating **(d)** / 5

11. Potential cost savings or revenue generation:

12. Proposed source(s) of funding:

☐ Grant ☐ Stat Reserve ☐ Non-stat Reserve ☐ Debt

13. Critical asset? ☐ Yes ☐ No

14. Options Summary:

Describe Option 1:

Describe Option 2:

15. Signatories:

_____	_____
<Project Owner Name/Title>	Date
_____	_____
<Director Name/Title>	Date

16.

Cost Benefit Analysis:

Option 1

Title:

Estimated One-Time Impact

Support Department	AM co	Admin	Finance	Ops	Engineeri	Planning	Parks
Demand (hrs)							

Estimated Annual Impact Post Implementation

Annual Resource requirment	AM co	Admin	Finance	Ops	Engineeri	Planning	Parks
Demand (hrs)							

Annual incremental O& M Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
--	------	------	------	------	------	------	------

Finacial Impact of Options 1

Upfront Cash Requirement

One time Project Cost	\$ -
On Time Contract/ Consultant	\$ -
Capital Budget	\$ -

Annual Change to Expenses

Estimated Annual O&M Expense (Savings)	\$ -
Estimated Annual Revenue	\$ -
Impact on Service Operating Budget	\$ - A

Savings for Asset renewal

Capital Budget	\$ -
Disposal Cost	\$ -
Total Cost to Replace	\$ -
Useful Life (Years)	
Suggested Annual Transfer to Reserve	\$ - B

Total Impact on Annual Taxation \$ - (A+B)

5 year Projection

	2022	2023	2024	2025	2026
Capital Outlay	\$ -				
Annual Operating Cost	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve Contribution	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cash Requirement	\$ -	\$ -	\$ -	\$ -	\$ -

Inflation Factor 2%

Instructions

1. Recommended Option – Indicate which option is being recommended by originator (option number and/or option title) and provide rationale as to why the recommended option is preferred from a quantitative and qualitative view point.
2. Project Statement – Provide a description of the project and include details on what problems this project is addressing and/or what opportunities come with the completion of this project.
3. Project Type – Check the box that is applicable. Is the project renewing an asset (return the service capability of an asset up to that which it had originally), upgrading an existing asset (activities to provide a higher level of service) or is this a new asset being proposed? If the project deals with a **renewal** of an existing asset, enter a 10 ranking in the *Project Type Rating* (a) /10. If the project is **upgrading** an existing asset, enter a 5 ranking in the rating. If it is for a **new** asset, enter zero in the rating.
4. Applicable Regulation(s) – Due diligence must be performed to ensure that all regulatory requirements are listed for Asset retirement liabilities and to ensure will be met.
5. Provide resolutions from the Regional Board, letters of support, or initiatives from Provincial or Federal government.
6. Complete the risk matrix (See Risk Matrix – in SAMP Appendix for instructions). Any category with a '20' risk priority rating or higher will require an immediate notification to the CAO for an urgent remedy circumventing this process. Enter the highest ranking into *Risk Rating* (b) /25.
7. Rank whether the project aligns with the *2020-2025 Strategic Plan* (c1) / 5
8. Rank whether the project aligns with the Vision, Mission and Value Statements in the *2020-2025 Strategic Plan* (c2) / 5.
9. Rank whether the project aligns with the Strategic Priorities and Strategic Goals in the *2019-2022 Strategic Plan* (c3) / 5. Add c1 + c2 + c3 and enter the total into (c) Total / 15.
10. Rank whether the project aligns with the Pathway Plan in the *Corporate Greenhouse Gas Reduction Strategy* and enter total into *GHG Reduction Strategy Rating* (d) / 5.
11. Working with the Planning Department, rank whether the project aligns with Official Community Plan Bylaws and enter total into *Official Community Plan Bylaws Rating* (e) / 5.
12. Explain the reasoning behind potential cost savings or 'new' revenue generation.
13. Working with the Finance Department, select the appropriate box that reflects where the funding will come from for the project.
14. Critical assets are those individual infrastructure assets that have the potential to cause loss or reduction of service in a specific location. These assets can include bridges, water supply trunk mains, etc. the City's critical assets are defined by Asset Management Department.
15. Provide a description of the two most viable options considered for this project. More options can be included if they are worthy of consideration.

16. The department director will sign off on the business case analysis and will then forward it to the Director of Finance for review of the financial information. Once both managers have signed, the project can be considered for inclusion in the financial plan with final approval from the CAO.

17. Cost Benefit Analysis - to edit cost details on options:

- Open embedded Excel (right click -> Worksheet Object -> Open)
- Edit inputs for Option 1,2,3 on "Inputs" tab
- Select the tab that you want to display in report then click on the Word doc outside the embedded Excel sheet. Save and close Excel
- Save Word Doc

To show cost details on multiple options:

- Open embedded Excel (right click -> Worksheet Object -> Open)
- Edit inputs for Option 1,2,3 on "Inputs" tab
- Save and close embedded Excel
- Copy and Paste Excel object onto next page of Word Doc
- Open each Excel, select tab to display, close
- Save and close Excel
- Save Word Doc

Note – Updates to one Excel do not impact others. Must delete and re-copy items that need update.

Risk Matrix
Appendix A

										LIKELIHOOD				
										Rare 1 (≤ 10%)	Unlikely 2 (>10% - < 25%)	Possible 3 (≥ 25% - <70%)	Likely 4 (≥ 70% - <90%)	Almost Certain 5 (≥ 90%)
										May occur in the next 3 years only in exceptional circumstances Exceptionally unlikely even in the long-term future	Could occur if circumstances change but not anticipated in the next 3 years Could occur in 5-10 years	Might occur in next 3 years under current circumstances but a distinct possibility that it won't occur Could occur within the next 3-5 years	Will probably occur within the next 3 years in most circumstances Could occur within months to years	Is expected to occur in the next 3 years unless circumstances change Could occur within days to months
IMPACT		Health & Safety	Financial	Business Operational Effectiveness	Legislation & Regulation	Strategic	Reputation	Climate Change (see Climate Change trends below instructions)	Environmental					
	Catastrophic 5	Fatality, critical injury	The NET financial impact is likely to be greater than 50% of the annual operating budget for the service.	Total inability to provide basic services to public for an extended period. Complete operational failure of a critical system for a sustained amount of time.	Total failure to meet regulatory requirements resulting in legal charges against Board and senior staff.	Successful implementation of Board Strategic Plan will not occur.	Very high customer sensitivity and irreparable damage to reputation. Provincial or higher media coverage.	Climate change trends result in complete asset failure and inability to provide service.	Toxic release off site with long term effects. Substantial / long term damage to flora / fauna, soil / water.	5	10	15	20	25
	Major 4	Lost time injury or, serious injury to one or more persons resulting in a permanent disability.	The NET financial impact is likely to be between 10% - 50% of the annual operating budget for the service.	Loss of basic services to the public for a period longer than a week. A very noticeable change in normal service quality.	Non-compliance with regulatory requirements resulting in fines, penalties and restrictions on operations. Contract dispute results in significant loss of productivity and legal action.	Significant resources will be required to successfully implement the Board Strategic Plan. Intervention of CAO required to resolve.	Significant customer sensitivity and damage to reputation. Extensive local press and online coverage.	Climate change trends result in severe damage to asset and ongoing significant reduction to service levels.	Off-site release with no long-term effects. Limited damage to flora/fauna, soil /water.	4	8	12	16	20
	Moderate 3	Injury requiring medical treatment	The NET financial impact is likely to be between 2% - 10% of the annual operating budget for the service.	Frequent loss of services to the public of between 3 hours and a week. A noticeable change in normal service quality to the public.	Activity does not meet regulatory requirements creating exposure to possible litigation risks. Significant level of complaints / incidents where there is a high threat of legal action, resolved by management.	Considerable resources will be required to successfully implement the Board Strategic Plan. Intervention of management required to resolve.	Moderate customer sensitivity and damage to reputation impacting noticeably on business activities. Moderate online social media and one-time local press coverage.	Climate change trends result in reduced asset service life and increases to costs to provide same service levels.	On site release contained with outside assistance. No damage to flora / fauna and short-term effects on soil, water and air.	3	6	9	12	15
	Minor 2	Minor injury requiring first aid only.	The NET financial impact is likely to be between 0.5% - 2% of the annual operating budget for the service.	Intermittent loss of services to the public of less than 3 hours.	Activity does not meet regulatory requirements. Isolated complaint / incident where there is a minor threat of legal action, resolved by management.	Minimal impact on the successful implementation of Board Strategic Plan.	Minimal customer sensitivity and damage to reputation. Limited online social media.	Climate change trends add compounding stress to asset. Service levels sustainable.	On site release contained immediately.	2	4	6	8	10
	Negligible 1	No injuries, or minor injury resulting in less than First Aid	The NET financial impact is likely to be less than 0.5% of the annual operating budget for the service.	Minor, but noticeable, change in service from the public's perspective.	No regulatory impact. Minor complaint / incident resolved by operations or management.	Consequences are dealt with by routine operations. No impact on the successful implementation of Board Strategic Plan.	No impact on reputation. No online social media or press coverage.	Climate change trends result in negligible impacts on asset.	Minor leak, non-contaminating.	1	2	3	4	5

	Priority Level	Description
--	----------------	-------------

INSTRUCTIONS:

1. Rate the likelihood of the risk for each category using the likelihood table

2. Rate the impact of the risk for each category using the risk impact table

- Health & Safety
- Financial
- Business Operational Effectiveness
- Legislation & Regulation
- Strategic
- Reputation
- Climate Change
- Environmental

3. Plot the risk priority using the RISK MATRIX (heat map)
Green (1-4) Yellow (4-12) Orange (15-16) Red (20) Brown (25)

EXTREME	<ul style="list-style-type: none">• Exposure to this level of risk would normally be immediately discontinued except only in extreme circumstances• The City Manager / Chief Administrative Officer must be informed and take control of the management of this risk
VERY HIGH	<ul style="list-style-type: none">• Exposure to this level of risk would normally be immediately discontinued unless strategic imperatives dictate otherwise• Improving the risk mitigation is required• Senior management must be kept informed
HIGH	<ul style="list-style-type: none">• Exposure to this level of risk should be discontinued as soon as practicable• Improving the risk mitigation (if possible) is recommended• Relevant management attention and action needed
MODERATE	<ul style="list-style-type: none">• Unnecessary exposure to this level of risk must be discontinued as soon as practicable• Improving the risk mitigation is not required at this stage• Mitigation control and responsibility must be specified
LOW	<ul style="list-style-type: none">• Exposure to this level of risk is acceptable without additional risk treatments and be subject to periodic review to ensure the risk does not increase• Improving the risk mitigation is not required• Can be managed by routine controls and procedures

INSTRUCTIONS

In Section No. 7 (Risks of not proceeding with the project) of the “Business Case Analysis” complete the risk matrix.

1. For each category, consider first the “Likelihood” of if and when the situation considered in the project will happen. Record the number (from 1 – 5) that best represents the likelihood of the situation.
2. Next, consider what the impact might be if the project is not approved and completed. Record the number (from 1 – 5) that best represents the potential impact of the situation.
3. Refer to the matrix on Page 1 of this document to establish the “Risk Priority Rating” by finding the corresponding number at the intersection of the “likelihood” column and the “impact” row in the heat map.

CLIMATE CHANGE TRENDS

1. Sea Level Rise
2. Hotter, drier summers
3. Warmer winters with increased precipitation
4. Increasing frequency and intensity of storms
5. Increasing intensity of extreme winds


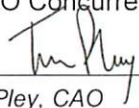
These trends create the conditions for increased drought, flooding, forest fires, etc.

2019-2023 Strategic Plan

Appendix B

<https://portalberni.ca/corporate-strategic-plan>

Date: June 17, 2022
File No: 6480-20-2022
To: Mayor & Council
From: T.Pley CAO
Subject: Official Community Plan (OCP) Update

Prepared by:  MARIANNE WADE MANAGER OF PLANNING	CAO Concurrence:  T. Pley, CAO
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RECOMMENDATIONS

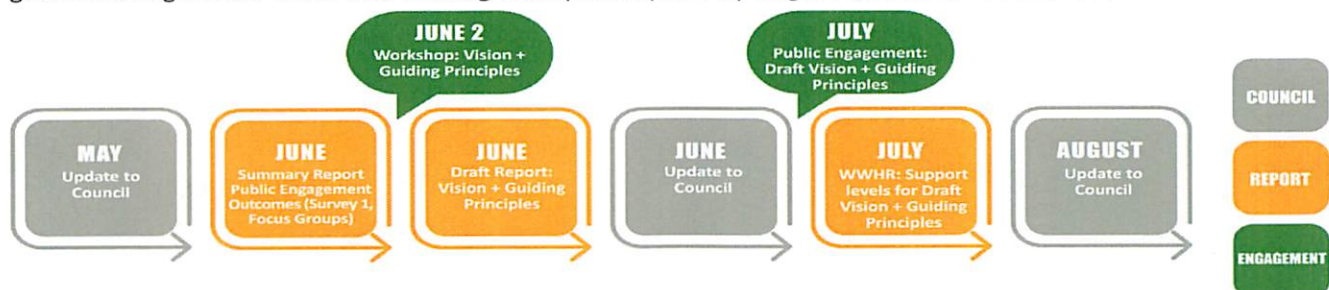
- a. THAT in relation to the review and update of the City of Port Alberni Official Community Plan, Bylaw No. 4602 Council will provide the following opportunities it considers appropriate for consultation with persons, organizations, or authorities it considers will be affected in the early stages of the OCP update:
 - a. Hupačasath First Nation;
 - b. Tseshaht First Nation; and
 - c. Other stakeholders as listed in the Engagement and Communication Strategy prepared by FRANK Planning Collaborative June 20, 2022.
- b. THAT Council endorse the Engagement and Communication Strategy for the Vision and Guiding Principles prepared by FRANK Planning Collaborative and dated June 20, 2022.

PURPOSE

This report outlines the engagement summary of the Vision Workshop held on June 2, 2022, and proposes a draft Vision and Guiding Principles for community feedback. An engagement and communication strategy is attached to the report.

BACKGROUND

Staff presented an update on the OCP consulting team at the May 9, 2022 Council meeting. The chart below was provided to Council showing a timeline for Phase 3 of the project. Phase 3 "Vision and Guiding Principles" contains milestones and actions for engagement with the community, stakeholders, staff and Council with the goal of having a draft Vision and Guiding Principles in place by August 8, 2022 for Council's consideration.



A Vision Workshop was held on June 2, 2022 of which 80 organizations were invited. Of these 80 organizations, 32 organizations were represented by 26 attendees. The key objective of the workshop was to engage a diverse group of community representatives to identify common community values and ideas to inform a community vision. The workshop was designed to gain an understanding of common community values and ideas that could inform a 20-year community vision and guiding principles for the Port Alberni Official Community Plan. Each table was facilitated by a City staff member while FRANK Planning Collaborative lead the participants through each exercise. A summary report was prepared and is attached to this report.

ALTERNATIVES/OPTIONS

1. THAT in relation to the update to Official Community Plan No. 4602 Council will provide the following opportunities it considers appropriate for consultation with persons, organizations, or authorities it considers will be affected in the early stages of the OCP update:
 - a. The Hupačasath First Nation
 - b. The Tseshaht First Nation
 - c. Other stakeholders as listed in the Engagement and Communication Strategy prepared by FRANK Planning Collaborative June 20, 2022.

THAT Council endorse the Engagement and Communication Strategy for the Vision and Guiding principles prepared by FRANK Planning Collaborative June 20, 2022

2. THAT Council can provide alternative direction.
3. THAT Council not proceed.

Staff recommend Option 1.

ANALYSIS

June 2, 2022: Vision Workshop

First, participants were asked to write down their values individually before sharing their values with fellow table participants. A table facilitator worked with the group to identify common groupings or themes of community values. These values will inform the development of Guiding Principles for the OCP. Participants were then asked to use visioning worksheets to record their hopes and dreams for Port Alberni in the next 20 years.

Next, participants were asked to share their vision with other table participants before working with the facilitator to identify areas and ideas of commonality and where ideas about the future of Port Alberni may differ. This discussion was recorded and is documented in the attached Engagement Summary report.

From this workshop 15 common values were identified and are described in the summary report and as follows:

Common Values Table				
Reconciliation	Livable	Safety	Equity	Responsible
Protect the natural environment	Inclusive	Accessible	Diverse, balanced economy	Active
Climate adaptation and mitigation	Social connections	Vibrant	Respect	Responsible Growth

From the table discussions on hopes and dreams there emerged eight (8) common vision areas. The following areas are expanded upon in the summary report:

Natural Environment	Complete, Livable Neighbourhoods	People stay in the community	Livability
Moving around the community	Fiscal responsibility	Youth and Seniors	Reconciliation

Draft Vision and Guiding Principles

The outcomes of the workshop as well as the Community Survey #1 responses will help inform the Vision and Guiding Principles for the City of Port Alberni Official Community Plan (OCP) update .

Based upon an analysis of data from Survey #1 and the June 2 ,2022 Vision Workshop, a Draft Vision and Guiding Principles for the updated OCP has been prepared for community feedback. The engagement and communication strategy outlines how this community feedback will be solicited and reported back to Council.

The Draft Vision for Community feedback:

We are a uniquely natural, progressive, and inclusive community in the Alberni Valley, acknowledging our shared Western and Indigenous histories. We are dedicated to taking care of each other, our land, our water, and our livelihoods - ensuring equitable access to food, shelter, mobility and supporting all peoples to live, work, stay and thrive here.

For the Port Alberni Official Community Plan (OCP), touchstones are the essential principles (or guiding principles) that will guide how we meet the long-term vision for our community. Policies must adhere to at least one touchstone without compromising others.

“Touchstones” were once real rocks used to assess the quality of gold and other metals — just scratch a touchstone with a piece of gold to see how pure it is. Today we use the word touchstone figuratively when we talk about the qualities we require in a feature or service. From what we heard we are proposing the following “Touchstones” form our guiding principles for the OCP:

OCP TOUCHSTONES (GUIDING PRINCIPLES)

1. **Environmental Protection and Leadership:** protect and improve Port Alberni ecosystems; support recovery of damaged ecosystems; be the leaders of environmental stewardship on the Island.
2. **Grow with Tomorrow in Mind:** develop within the reality of a changing climate; require progressive community-focused design and building concepts; provide a diversity of accessible options to move around Port Alberni.
3. **Responsible Infrastructure Management:** utilize what we already have and ensure new infrastructure is resilient to a changing climate.
4. **Healthy, Vibrant Community:** care for those who need the most support; foster a sense of community, relationships, diverse cultures and active volunteerism.
5. **Livability:** quality of life for all residents by enabling housing options and affordability; food security; social connections and well-designed neighborhoods accessible by transit and other modes of transportation.
6. **Parks and Recreation:** preserve, increase and improve places and spaces for facilities, activities and trails to meet the changing needs of our community.
7. **Diverse, Balanced Economy:** shift from a resource-based economy to one that supports other sectors, tourism included, to offer opportunities for youth and young families to stay in the community.
8. **Reconciliation:** acknowledge and learn about our histories, celebrate the opportunities and foster strong relationships between Port Alberni, Hupačasath First Nation and Tseshaht First Nation.

IMPLICATIONS

The Draft Vision and Touchstones (Guiding Principles) are an outcome of what we heard from Survey #1 and the June 2nd Vision Workshop where 34 organizations were represented by 26 participants. Should Council wish to not move forward with the engagement and communication strategy, which includes receiving feedback from the community on the Draft Vision, and use of “Touchstones” to represent the guiding principles, staff would require direction on how Council would like to proceed. This would delay the timelines for this phase of the project (Phase 3 Vision and Guiding Principles).

COMMUNICATIONS

After the June 27, 2022 Council meeting, Staff will work with FRANK Planning Collaborative to implement the Engagement and Communication Strategy, this includes updating the City’s Let’s Connect platform.

BYLAWS/PLANS/POLICIES

The Official Community Plan is intended to be a “living” document that lays out the vision and goals to guide our community’s growth and success over the long term. The OCP has objectives and policies that guide planning and land use management. It provides direction related to elements such as location and type of residential, commercial, and industrial development; availability of transportation choices and utility servicing; and environmental, social and economic issues. It must align with the requirements in the *Local Government Act* and *Community Charter*.

SUMMARY

The first milestone as outlined in the May 9, 2022 timeline has been achieved. A Vision Workshop was held on June 2 and staff is reporting back to Council with a draft Vision and are proposing to use “Touchstones” as a framework for these guiding principles. Staff is recommending we move forward with the Draft Vision and “Touchstones” for community feedback as per the Engagement and Communication Strategy prepared by FRANK Planning collaborative dated June 20, 2022.

ATTACHMENTS/REFERENCE MATERIALS

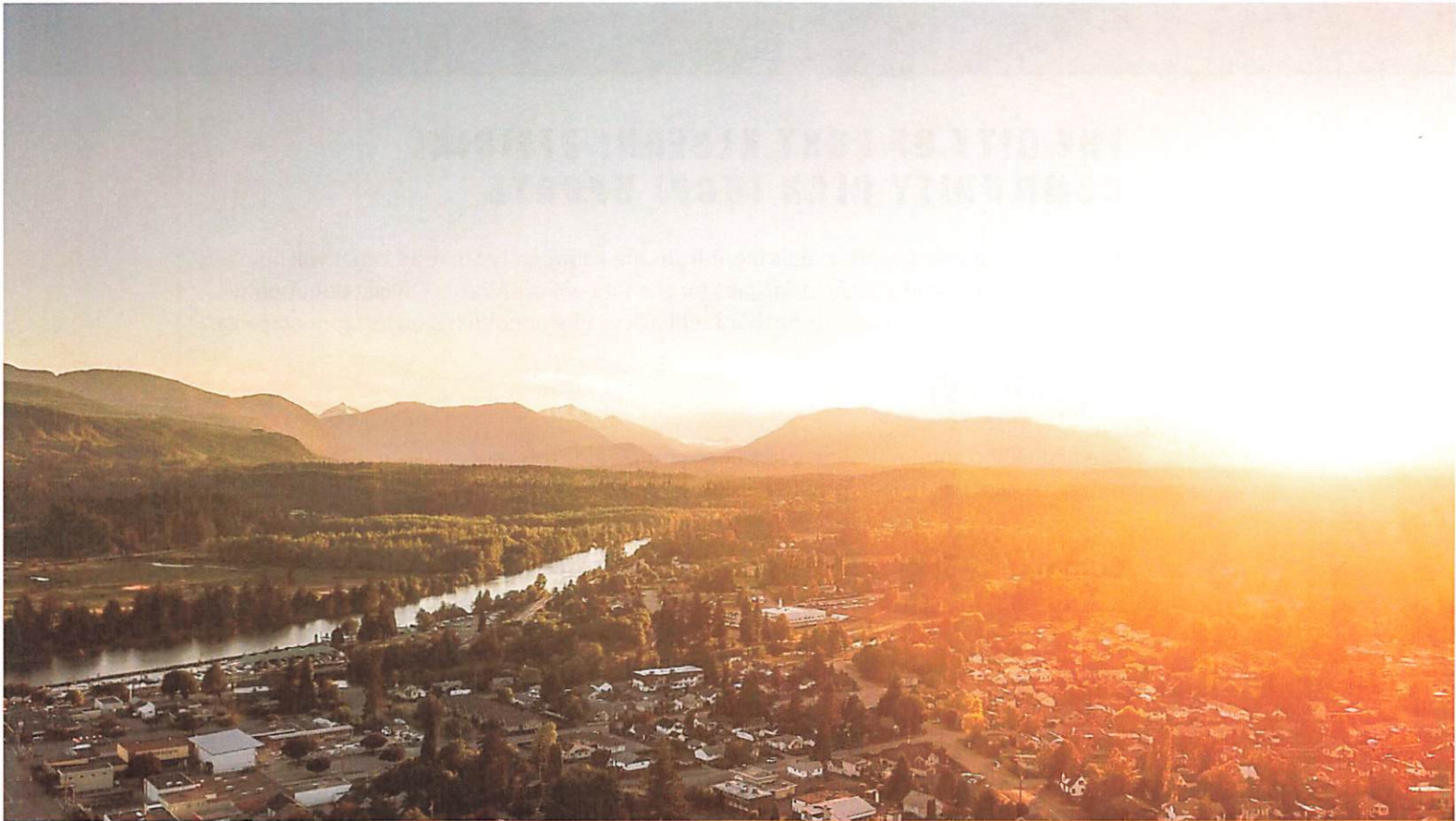
- Engagement Summary | Survey #1
- Engagement Summary | Workshop June 2, 2022
- Draft Vision
- Engagement and Communication Strategy prepared by Frank Collaborative June 20, 2022

Copy: T. Slonski, Director of Corporate Services

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— CITY OF —
PORT ALBERNI



ENGAGEMENT SUMMARY

Survey 1: VISION & PRINCIPLES

OFFICIAL COMMUNITY PLAN





THE CITY OF PORT ALBERNI OFFICIAL COMMUNITY PLAN (OCP) UPDATE

This report summarizes the public input from the community Survey #1 that will help inform the vision and guiding principles for the City of Port Alberni Official Community Plan update. Opportunities for further feedback will be announced on letsconnectpa.ca

OVERVIEW

The first OCP community survey has been completed. This report summarizes the outcomes that will help inform the vision and guiding principles for Port Alberni's OCP.

Community Survey Statistics – Who Completed the Survey?

667

Community members responded to the survey during its active phase.

78%

Answered that they lived in the City of Port Alberni.

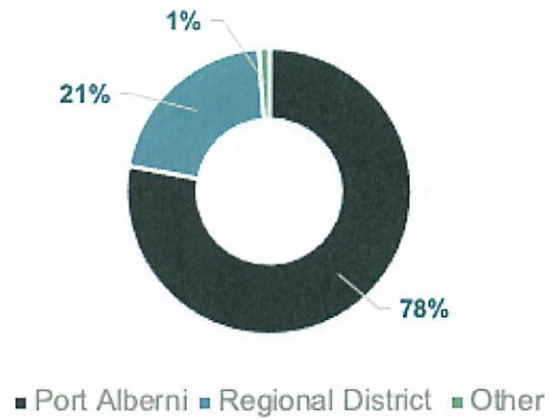
21%

Answered that they live in the Alberni-Clayoquot Regional District

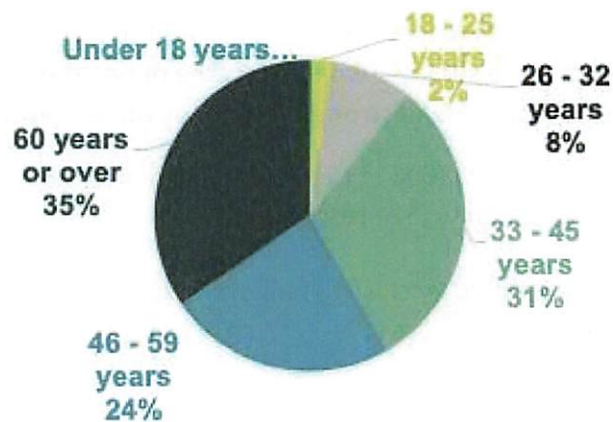
5%

Identified as Indigenous

Where Survey Respondents Live



Age of Survey Respondents



61.7%

Of respondents identified as female

35.2%

Of respondents identified as male

INFORMING THE OCP VISION AND GUIDING PRINCIPLES

Community Survey 1 Outcomes

From the 667-survey respondent's top priorities for the community over the next 20 years, the topics related to:

Housing and Affordability	Healthy Community	Local Agriculture and Food Security
Environmental Protection	Parks and Recreation	Growth and Infrastructure Management

The survey asked respondents to identify Port Alberni's top 5 strengths from a list of choices provided in the survey. **Two items came out as the top strengths of the community as identified by a strong majority of survey respondent:**

- The natural environment (606 of the 667 respondents), and
- Its people, the community (521 respondents)

Other items that were identified by close to half of the survey respondents as strengths include:

- Parks (307 respondents)
- Affordability (305 respondents)
- Tourism opportunities (294 respondents)

Survey respondents indicated that as Port Alberni grows and develops over the next 20 years, residents want Port Alberni to rethink:

*The numbers in the brackets = the number of survey respondents that chose that option.

- Growth and infrastructure management (462*)
- Housing affordability (444)
- Health and active living (388)

- Parks and recreation (386)
- Natural environment and climate change (356)
- Food security (325)
- City and neighbourhood character (323)
- Economic development (320)

ONE BEST THING

In the survey, respondents were asked to share, **What is the one best thing about living in Port Alberni?** Two strong themes emerged from survey respondents:

Nature – access to nature, the scenery, trails, the landscape, forests, mountains, surrounding ecosystems, Sprout Lake.

The Community – the people, location, family-friendly, affordability, small town

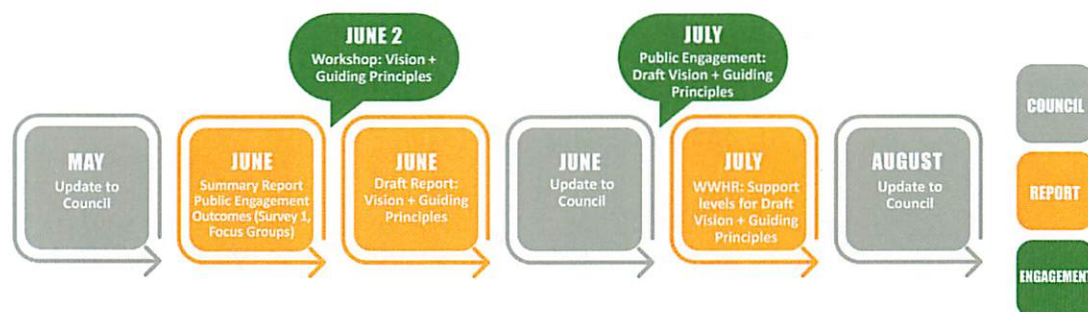


SUMMARY

The outcomes highlighted above are a first step in understanding what several community members view as priorities, strengths, and challenges facing Port Alberni today and opportunities for the future of the community. This survey information was an initial step in creating a community vision and guiding principles for the OCP.

In addition to the survey, a number of small focus groups were hosted and a workshop took place on June 2, 2022 to further discuss community values and visions for Port Alberni. Reports from these events will be posted on letsconnectpa.ca.

NEXT STEPS IN THE PROCESS



The project team is analysing the survey summary results, the focus group discussion outcomes and the June 2 workshop outcomes. A report outlining the draft vision and guiding principles will be presented to Council after for their review and feedback. At that time, the ways the community will be engaged to provide refine the draft vision will be presented to Council. If Council supports the engagement process being proposed, the project team will be announcing engagement opportunities with the public.

Please subscribe to the City's engagement platform: letsconnectpa.ca to review information about community engagement opportunities!

Official Community Plan Project Lead Contact Information:

Marianne Wade

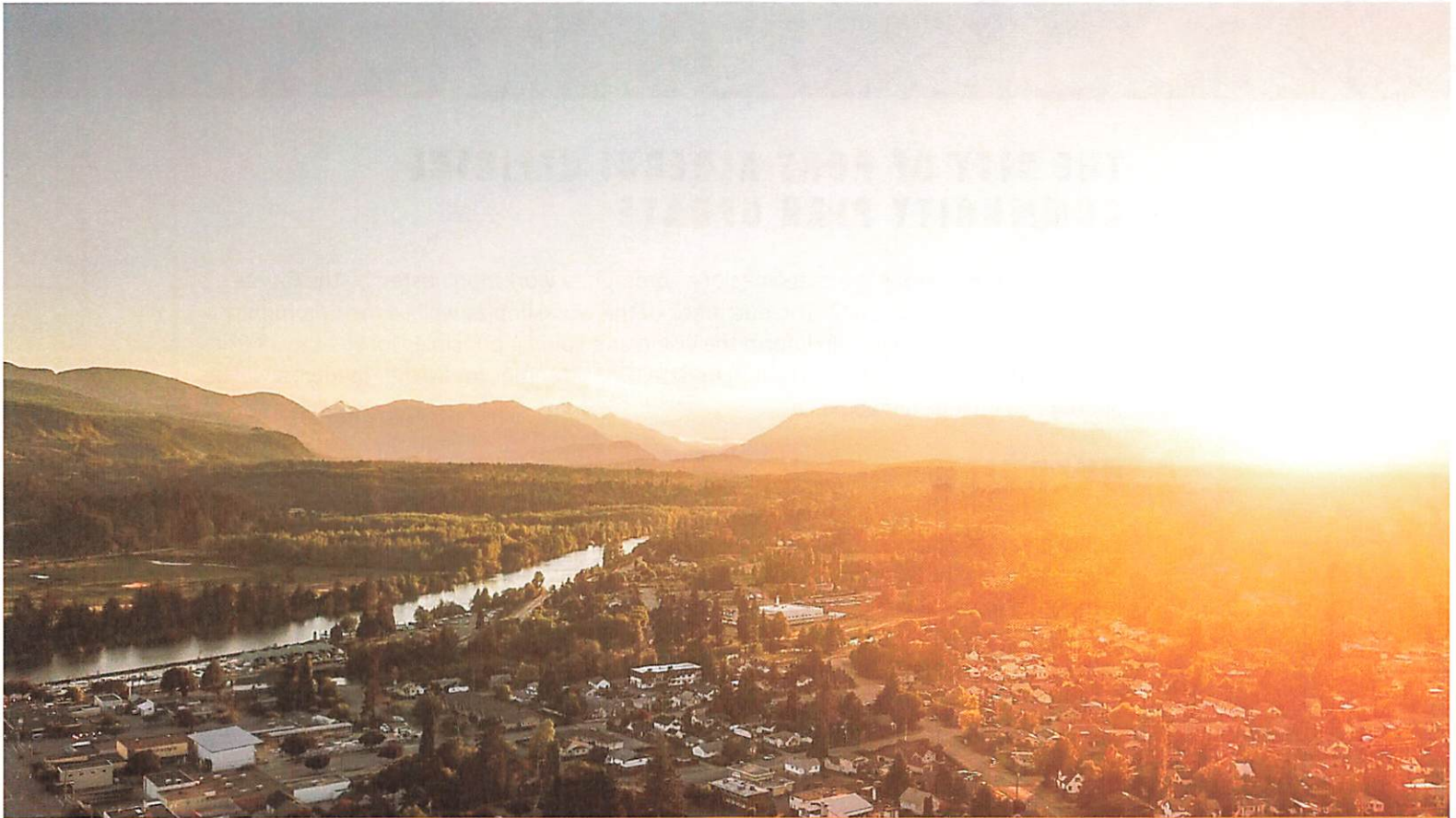
Manager of Planning

City of Port Alberni

ocp@portalberni.ca

Official Community Plan Engagement Webpage:

[Letsconnectpa.ca/ocp](https://letsconnectpa.ca/ocp)



ENGAGEMENT SUMMARY

VISION WORKSHOP JUNE 2, 2022

OFFICIAL COMMUNITY PLAN





THE CITY OF PORT ALBERNI OFFICIAL COMMUNITY PLAN UPDATE

This report summarizes the outcomes of a community workshop hosted by the City of Port Alberni on June 2, 2022. The outcomes of the workshop as well as the Community Survey #1 responses will help inform the vision and guiding principles for the City of Port Alberni Official Community Plan (OCP) update. Opportunities for further feedback will be announced on letsconnectpa.ca

OVERVIEW

Eighty organizations were invited to participate in the first community Vision and Guiding Principles Workshop for the Official Community Plan project. Thirty-one individuals responded to confirm their attendance and 26 individuals attended* the session. The June 2, 2022, workshop was just over two hours long with the key objective of engaging a diverse group of community representatives to identify common community values and ideas to inform a community vision.

Community Workshop Statistics – Who Participated?

80

Organizations invited to attend the workshop on June 2, 2022

31

Individuals confirmed they would attend

26

Participated in the June 2, 2022 workshop

32

Organizations were represented by the 26 attendees (some folks wear multiple hats!)

*APPENDIX 1 lists organizations invited and those able to attend

The Workshop – Values and Vision

The workshop was designed to gain an understanding of common community values and ideas that could inform a 20-year community vision and guiding principles for the Port Alberni Official Community Plan. This report provides a summary of what was heard.

Community Values Discussion

Participants were asked to write down their values individually before discussions with others at their tables took place. Each participant then shared their values with fellow table participants. A table facilitator worked with the group to identify common groupings or themes of community values. The following section outlines common values identified as a result of this exercise. These values will inform the development of Guiding Principles for the OCP.

Reconciliation

Learn from and celebrate the histories, cultures and opportunities of the Tseshaht First Nation and Hupačasath First Nation. Work toward being more inclusive and integrated as a community of communities in the Valley.

Protect the natural environment

Access to trails, natural areas, ecosystems and wildlife in and around the community is a source of pride.

Climate adaptation and mitigation

An ability to reduce the impacts of our actions and proactively address the changing challenges due to climate change.

Diverse, balanced economy

Shift from a resource-based economy to one that supports other sectors, tourism included, to offer opportunities for youth and young families to stay in the community.

Responsible growth

Growth at all costs is not a desired value. But growth that is thoughtful, respectful of those in the community, and environmentally progressive is valued.

Livable

Quality of life for all residents due to housing affordability, food security, social connections and well-designed neighbourhoods accessible by transit and other modes of transportation.

Inclusive

Inclusive and welcoming to all residents, neighbours, and visitors.

Social connections

Sense of community, relationships, diverse cultures, and active volunteerism.

Respect

Respect for all beings, all ages, all abilities, all cultures.

Safety

Social, mental health supports, health care, emergency preparedness.

Accessible

Access to nature, trails, economic opportunities, transit/transportation, social supports, and basic needs.

Active

Protect and enhance the outdoor lifestyle and community recreational opportunities.

Vibrant

The people and surrounding context offer a vibrant community and lifestyle.

Responsible

Take responsibility beyond the short term for fostering community, social connections, climate mitigation and adaptation, economic diversity, and balanced, respectful growth.

Equity

Ensure barriers are removed for those that face them. Food security, health care, mental health supports, and economic opportunities.

Vision for Port Alberni Discussion

Participants were asked to use visioning worksheets to record their hopes and dreams for Port Alberni in the next 20 years. See appendix two for the vision worksheet outcomes.

Then participants were asked to share their vision with other table participants before they worked with the facilitator to identify areas and ideas of commonality and where ideas about the future of Port Alberni may differ.

Once the table conversations wrapped up, table facilitators reported the top three ideas or themes for a vision.

The following section is a record of common vision areas as reported back from the tables.

Table Discussion Outcomes: Common Vision Areas

Natural environment

- Protect
- Accessible nature
- World leaders environmentally

Moving around the community

- Find ways to get people out of cars by providing accessible active transportation, public transit options, car sharing

Complete, Livable Neighbourhoods

- Neighbourhoods designed for access to daily services within walking or active transportation distance
- Green/net zero building standards
- Neighbourhoods foster social connections and support – food security, green spaces, connectivity, safe spaces

Fiscal responsibility

- Use existing infrastructure instead of building new
- Be efficient with development, don't sprawl

People stay in the community

- Tourism
- Youth
- Seniors

Youth and Seniors

- Finding ways to keep/retain youth and seniors in the community
- Access to nature and access to recreation
- Access to health services
- Educational opportunities

Livability

- Quality of life
- Support for the most vulnerable in the community
- Meeting basic needs for all – food security, shelter, health

Reconciliation

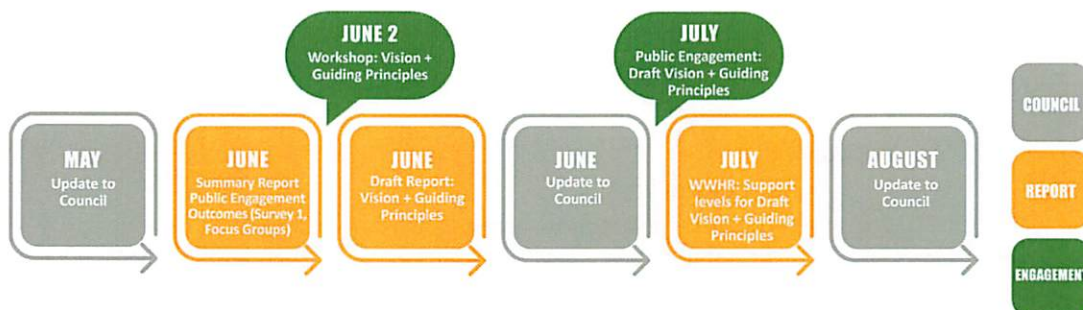
- Indigenous reconciliation should be a priority for the City



SUMMARY

The outcomes from this workshop as well as the Community Survey #1 will inform the Draft OCP Vision and Guiding Principles that will be presented to Council on June 27. Once Council supports the project team's proposal to engage the community to provide their feedback on the Draft OCP Vision and Guiding Principles, the project team will be out in the community during the month of July.

NEXT STEPS IN THE PROCESS



OCP PROJECT LEAD CONTACT INFORMATION

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OCP ENGAGEMENT WEBPAGE

[Letsconnectpa.ca/ocp](https://letsconnectpa.ca/ocp)

Please subscribe to the City's engagement platform: letsconnectpa.ca to learn about upcoming community engagement opportunities!

APPENDIX 1

Invited Organizations/Workshop Attendees

Organization (Bold text indicates a representative(s) attended the workshop)

Advisory Planning Commission

Alberni Clayquot Health Network

Alberni Climate Action

Alberni Climate Circles

Alberni District Historical Society

Alberni District Secondary School

Alberni Valley Chamber of Commerce

Alberni Valley Child Care Society

Alberni Valley Community Foundation

Alberni Valley Emergency Program

Alberni Valley Food Security Action Group

Alberni Valley Lions Club

Alberni Valley Museum

Alberni Valley Nature Club

Alberni Valley Pride

Alberni Valley Senior Citizens Homes Society

Alberni Valley Transition Town Society

Alberni-Clayoquot Continuing Care Society (ACCCS)

Alberni-Clayoquot Regional District

Alberni-Clayoquot Regional District - Ag Development Committee

Arrowsmith Rotary

Better at Home

Bread of Life Centre

Canadian Mental Health Addiction Services

Capitol Theatre & Portal Players Drama Society

Child and Youth Mental Health

Citizens Advocacy Society

Community Action Team / Community Action Initiative

Community Futures Alberni-Clayoquot

Council

čuumas / Tsuma-as Elementary School

Cycle Alberni

District Group

Early Years and District Principal for SD70 Pacific Rim

Ecole Alberni Elementary School

Eighth Avenue Learning Centre

Friends of the Burde Street Beaver Ponds Steering Committee

Island Health

John Howitt Elementary School

Kids R Us Childcare

Kiwanis Hilton Children Centre

Literacy Alberni Society

Maquinna Elementary School

Ministry of Child and Family Development

Mosaic Forest Management

North Island College

North Island College - Elder College

Ocean Friendly PA

Pacific Rim Children and Families

Paper Excellence

Port Alberni Air Quality Council

Port Alberni Christian School

Port Alberni Family Guidance Association

Port Alberni Friendship Centre

Port Alberni Navy League Cadet Core

Port Alberni Neighbourlink Society

Port Alberni Port Authority

Port Alberni Public Health Unit

Port Alberni Shelter Society

Poverty Reduction/Action Group

Riders of the Alberni Valley

Robertson Creek Fish Hatchery

Rollin Art Centre/Community Arts Council

Rotary Club of Port Alberni

Rotary Club of Port Alberni Arrowsmith - Arrowsmith Arts District

Sage Haven Society (formerly ACAWS - Alberni Community and Women's Society)

Salvation Army Alberni Valley Ministries

San Group

School District 70 Pacific Rim

SD 70 Strong Start

Seymour Pacific Developments Ltd.

Shining Star Childcare

The Port Alberni Association for Community Living

Uptown Merchants Society

Vancouver Island Regional Library

Westcoast Aquatic

Western Forest Products

Women's Food and Water Initiative

Wood Elementary School

Young Professionals of Alberni Valley

APPENDIX 2

Vision Worksheet Outcomes by Idea

Twenty-five worksheets were completed and returned back at the end of the workshop. Before group discussions took place, participants were asked to first fill out worksheets individually to answer the question, "Think of the community you hope Port Alberni to be in 20 years." The section below provides descriptions of the main theme areas for a Port Alberni vision.

Think out 20 years. What are your hopes and dreams for Port Alberni?

Environment

- Preservation of wild spaces and wildlife
- A place where environmental all values and access are respected
- To be a community that embraces its natural environment
- Nature remains accessible
- A place that takes its place in the world by reducing our impact on other people (climate change, environmental degradation).
- Keeping our beauty, nature healthy and enjoyable
- Ensure that we encourage individuals to live within their means so as to conserve resources for future generations.
- To protect environmental features and trails
- Protected natural areas including watersheds and forests
- Rehabilitate damage done to natural assets (eg dry creek at Somass)
- Zero air quality PM2.5 exceedances
- Increased carbon sequestration by planting more trees/preserving more land
- Climate mitigation and adaptation is working
- Positive contribution to fighting the climate crisis
- A community that can adapt to a changing climate
- There is an operating adaptation plan for sea level rise
- That this community work together on mitigation and adaptation re: climate change, for the sake of all living things
- Supports in place for water conservation for agricultural producers
- No invasive species
- That the Beaver Ponds will still be there and healthy

Social aspects / Taking Care of Each Other

- A vibrant and thriving agricultural sector that makes the valley more food secure including promotion of suburban food growing (victory gardens) and sales/trade
- Growers' collectives in every neighbourhood for seed saving, sharing plants and food.
- A food-secure Port Alberni: all people at all times having access to safe, personally acceptable and culturally appropriate foods. Produced in a way that is environmentally sound and socially just.
- Strong gleaning program
- A place where I can age in place
- Healthcare at home
- Access to healthcare (physical and mental health)
- A place that seeks to help people in crisis in our own and other communities and lands.
- A community that has supports and services to meet the needs of all community members.
- Respect for ALL people (arts, leisure, culture, sports) and businesses

- To have a vibrant and diverse community
- An inclusive and diverse community
- Equity and access for all
- Collaborative, caring community
- Welcoming
- Unified and supportive
- Community shared views that are accepting of others and fair to everyone
- A place people want to be
- That all citizens have a sense of community pride
- Safe
- A place where young families can stay
- My children can make a life here
- A place where our children and grandchildren can be proud of and live, work comfortably/happy
- A healthy community offering opportunities

Affordability

- Access to affordable housing
- Adequate affordable housing – seniors, disabilities, accessible, supportive – including low income and no barrier
- Economically affordable with a lifestyle that is clean and attractive to the community as a whole – now and in the future

Education

- Educational opportunities for all ages
- A community that values children and early childhood education
- More secondary education opportunities
- That North Island College will have more programs

Recreation

- Access to outdoor activities and recreational facilities are retained
- Accessible sports activity for all including kids
- Outdoor lifestyle and lots of outdoor opportunities for everyone
- Sports tourism
- Amenities of hiking and cycling trails into natural areas with accessibility to all areas of the community.

Reconciliation

- That we adopt First Nations concepts of interconnection and seek to learn from the Nuučaanul peoples about the care of the lands and waters and all they contain.
- A place where Indigenous values are respected and ALL people of the Alberni valley live together with justice, harmony, and respect.
- To set an example as a centre of reconciliation and small city innovation in the face of inevitable environmental and social change.
- I am hoping that in 20 years we do not have to work on reconciliation because we will have great relationships with all our people.
- Reconciliation and inclusion of First Nations values
- That the two First Nations here have resolved their differences
- That land claims will be settled

Economy and Jobs

- A community that thrives with a diverse economy
- To be a community that is able to leverage development/economics so its citizens can live and thrive in a sustainable way
- Diverse economy and jobs for young people to stay
- Jobs for the citizens of tomorrow
- Job opportunities for everyone
- A stable, diverse workforce
- Continue to build on industry such as the 'blue economy', all the while keeping environmental concerns in check and outdoor lifestyle.
- A trade corridor for Vancouver Island.
- Tourist economy – ecotourism. Investment in tourism infrastructure – McLean's Mill, Rail service, Nature trails, pathways etc.
- Jobs, programs to keep families and generations in Port Alberni
- Economy supported by local deliverables
- A strong mix of sustainable commerce and industry
- That the Link Millsite is an industrial area

Growth and Development

- Take a more cautious and planned approach to community growth and development ensuring that the values important to local people are not eroded or sacrificed.
- Promotion of walkable village concept for each of the neighbourhoods identified in the old OCP
- Housing that is connected to nearby services within walking distance.
- Public transit to nearby Island communities and to local parks including Sprout Lake.
- A community with a priority for active transportation with protected bike lanes and pedestrian corridors, integrated public transit and car-sharing.
- A fully sustainable, accessible, affordable transport system with protected bikeways and pedestrian walkways – electric transit and EVs for unserved areas with longer trips
- 60% of vehicles will be electric
- Liveable neighbourhoods for all ages and abilities
- A well-planned community that cares how it appears.
- To have a mix of housing
- Inclusionary zoning – supporting low-income earners and projects.
- Housing that allows all community members to remain in the community as they age (more senior's housing) or as circumstances change (supportive housing)
- Infrastructure to support sustained development
- Don't be afraid to demolish to redevelop. Grow up at densities to support small business within walking distance – especially Uptown.
- Development permit areas for riparian (streams, wetlands), slopes (grade with natural topography – do NOT cut like lower Melrose).
- Blended waterfront. Not all industry but not all tourism
- Recognize heritage (First Nation and Industry) but accept change
- Welcome development but manage it responsibly
- Step 4 building codes
- Use of green energy (with sufficient infrastructure to support it)
- Fossil-free heating systems
- Net-zero housing and commercial facilities including a new aquatic centre
- That all new builds be net-zero standards, old buildings retrofitted
- Node with corridor densification, green spaces

DRAFT VISION

[FOR COMMUNITY FEEDBACK]

We are a uniquely natural, progressive, and inclusive community in the Alberni Valley, acknowledging our shared Western and Indigenous histories. We are dedicated to taking care of each other, our land, our water, and our livelihoods - ensuring equitable access to food, shelter, mobility and supporting all peoples to live, work, stay and thrive here.

TOUCHSTONES

"Touchstones" were once real rocks used to assess the quality of gold and other metals — just scratch a touchstone with a piece of gold to see how pure it is. Today we use the word touchstone figuratively when we talk about the qualities we require in a feature or service.

For the Port Alberni Official Community Plan (OCP), touchstones are the essential principles that will guide how we meet the long-term vision for our community: policies must adhere to at least one touchstone without compromising others.

OCP TOUCHSTONES (GUIDING PRINCIPLES)

1. **Environmental Protection and Leadership:** protect and improve Port Alberni ecosystems; support recovery of damaged ecosystems; be the leaders of environmental stewardship on the Island.
2. **Grow with Tomorrow in Mind:** develop within the reality of a changing climate; require progressive community-focused design and building concepts; provide a diversity of accessible options to move around Port Alberni.
3. **Responsible Infrastructure Management:** utilize what we already have and ensure new infrastructure is resilient to a changing climate.
4. **Healthy, Vibrant Community:** care for those who need the most support; foster a sense of community, relationships, diverse cultures and active volunteerism.
5. **Livability:** Quality of life for all residents by enabling housing options and affordability; food security; social connections and well-designed neighborhoods accessible by transit and other modes of transportation.
6. **Parks and Recreation:** preserve, increase and improve places and spaces for facilities, activities and trails to meet the changing needs of our community.
7. **Diverse, Balanced Economy:** shift from a resource-based economy to one that supports other sectors, tourism included, to offer opportunities for youth and young families to stay in the community.
8. **Reconciliation:** Acknowledge and learn about our histories, celebrate the opportunities and foster strong relationships between Port Alberni, the Hupačasath Nation and the Tseshaht Nation.

- Central farmer's market on main transit route
- Clover planted (bee pollinator) ground covers
- Land use planning uses regenerative principles
- "Growth" – a broad statement. But things will grow whether we like it or not. How do we guide that growth?
- In-depth community planning for growth, economy, environment, etc.

Other

This section includes items that span many of the sections above or were unique and unable to be categorized under a vision theme area because they were more specific to policy implementation or unclear in terms of what the phrase used was referring to.

- Live, work, play, stay!
- A community that will offer our youth a reason to stay
- Services needed to give our youngest the support and services they need to thrive (social, medical, education, economic)
- Focus on maintaining the Valley's uniqueness
- A cultural shift that embodies how people think and on "living here as if we are planning on staying".
- That we choose a vision which contains walkable villages, circular economy, local food sustainability, conversion of empty cement spaces to urban greening projects.
- Port Alberni continues to diversify across all value streams – environment, business, culture and social streams. It becomes a community centred on these values and balanced across all demographic spectrums.
- Balance between economic, social and cultural and environmental well being
- Sharing our space
- The whole area will be high quality, livable and resilient
- Build a conference centre on Somass Lands, along the restored river park.
- Regional municipality
- Robust wildfire strategy and emergency planning response including clean air shelters
- Clear, concise communications to residents for health, episodic events
- Expand bylaws to include rabbitries



CITY OF PORT ALBERNI OCP VISION AND GUIDING PRINCIPLES

ENGAGEMENT AND COMMUNICATIONS STRATEGY



Submitted to City of Port Alberni, Development Services Department

June 2022

DRAFT VISION

(FOR COMMUNITY FEEDBACK)

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- 4. Healthy, Vibrant Community:** care for those who need the most support; foster a sense of community, relationships, diverse cultures and active volunteerism.
- 5. Livability:** Quality of life for all residents by enabling housing options and affordability; food security; social connections and well-designed neighborhoods accessible by transit and other modes of transportation.
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BACKGROUND

The City of Port Alberni began the process of updating the Official Community Plan in November 2021. A consulting firm completed the first step in engagement and background research for developing the vision and guiding principles. A community survey to inform the vision and growth management issues and opportunities received over 600 responses. A number of focus group discussions with stakeholder groups were also held.

The City's Development Services Department is responsible for overseeing the project. Council has stated wide-spread public engagement is required to create the vision and guiding principles for the OCP. The Engagement and Communications Strategy provides an outline of way the community will be informed of the process and engaged.

The Strategy describes:

- engagement purpose and decision makers
- the engagement strategy
 - the principles of engagement
 - the scope of the engagement
 - the project team members
 - stakeholder groups
 - engagement objectives and tactics
- communication strategy, and
- risks and opportunities to be addressed.

This portion of the OCP project began on May 13, 2022 and is anticipated to have a vision and guiding principles presented to Council on August 8, 2022.

PURPOSE AND DECISION MAKERS

The purpose of the engagement and communications strategy, is to identify the decision to be made, the decision statement, and the decision-makers.

Project Purpose: The purpose of the OCP Vision and Guiding Principles (phase 3) of the City's OCP project is to engage the community at large and key stakeholder groups to create a vision and guiding principles for the OCP document.

Engagement Strategy Purpose: The purpose of the engagement strategy is to outline who will be engaged, how they will be engaged and when in the process they will be engaged based on the IAP2 framework for engagement.

Decision Statement: By the end of August 2022, the City of Port Alberni Council will be presented with a draft OCP vision and guiding principles based on community input.

Decision Maker: Council, City of Port Alberni as per Local Government Act legislation.

ENGAGEMENT STRATEGY

The engagement and communication strategies are based on the International Association of Public Participation's (IAP2) public engagement spectrum (see the spectrum on page 5). The spectrum is considered the best practice for designing and actioning engagement and best articulates the engagement goal as well as the promise to the public. For the engagement tactics with various stakeholder groups, the engagement strategy will identify which level of engagement (public participation goal) is being implemented.

Guiding Principles for Engagement Design

The engagement strategy has been designed based on the following engagement planning and design principles.

1. Transparent: Create an environment of no surprises for stakeholders, staff, and Council.
2. Respectful: Public participation requires the mutual respect of all participants and a variety of perspectives. Engagement design can enable safe, respectful participation.
3. Equitable: Seek ways to engage those that typically do not due to systemic inequalities, socio-economic disparity, and resources.
4. Inclusive: The project team will work extensively to involve and enable the participation of all interested parties across the full range of Port Alberni's diverse population.
5. Accessible: Make it easy for people to engage in the process by providing a variety of avenues for the public and stakeholders based on their preferences, level of interest and perception of impact.
6. Connected to Decision Making: Decisions communicate the needs, interests, and values of the diverse community.
7. Continual Improvement: Engagement is about learning from the community; it will be essential to adapt and be flexible as the project evolves.

Out-of-Scope for this Engagement Plan

Throughout the project are items or tasks that are not part of this scope of engagement. Out-of-scope items for this engagement include the following:

- Technical analysis of planning issues is underway and will continue through subsequent project phases. The visioning portion of the project will not include technical analysis.
- The City of Port Alberni, the Hupačasath First Nation and the Tseshaht First Nation have had conversations together about the OCP and how engagement will happen. All engagement opportunities offered to Port Alberni residents will be offered to the Hupačasath First Nation and the Tseshaht First Nation should their community members wish to participate.

Project Team and OCP Advisory Team

OCP Project Team

The City of Port Alberni Development Services team is responsible for the OCP vision and guiding principles phase of the project. FRANK planning collaborative and M! Communications are providing engagement and communications support and recommendations to the staff project team. Staff will provide updates to Council throughout the duration of the project to ensure they are well informed and maintain an ongoing awareness of the process, key inputs, and are supportive of the direction being proposed at certain milestones.

OCP Advisory Team

Staff will be responsible for engaging and communicating with the OCP Advisory Team. The OCP Advisory Team is comprised of the Advisory Planning Commission (APC) members.

The OCP Advisory Team has three important responsibilities for the OCP Vision and Guiding Principles phase of engagement:

1. Provide advice, feedback, input, and ideas from a community perspective to the project team
2. Champion the engagement process, tactics and events with their own organizations and networks
3. Model open and respectful dialogue at the Advisory Team table, with their networks, and in the public realm.

Stakeholder Groups

Initial stakeholder mapping was completed during project initiation in November 2021 and updated in May 2022¹. This list represents known stakeholder groups and will likely be added to as the process evolves. The project team will track who is impacted by the topics throughout the process and engage accordingly.

Stakeholders are identified by:

- a. how much the project impacts them,
- b. what groups/demographics they represent,
- c. the type of decision-making power they have related to the process, and
- d. their interest in participating.

For engagement design, the term stakeholder is used to describe the groups that have a stake in the outcome of a project. As per City direction, community organizations or specific names of groups will be used in communication and reporting materials in place of the term 'stakeholder' as appropriate.

¹ This engagement plan acknowledges the approach of stakeholder mapping is a western, settler approach to engagement planning. The evolving discussions between Council and The Hupačasath First Nation and the Tseshaht First Nation are meant to honour Indigenous decision-making and involvement in the Port Alberni OCP Update and to learn ways to improve how the project team is engaging the Port Alberni community as well.

The general public is not often identified as a key stakeholder; however, it is important to make sure the public is informed and provide opportunities for input and feedback in a variety of ways as the process progresses.

Stakeholder Level	Stakeholder Groups
<p>Primary Stakeholders</p> <p>A primary stakeholder is an individual or an organization that will be directly impacted by the decision to be made (i.e. responsible for implementing the policies related to the vision). A primary stakeholder has decision-making power and/or is an implementer.</p>	<p>Council (Decision Maker)</p> <p>City Departments (Implementers)</p>
<p>Secondary Stakeholders</p> <p>A secondary stakeholder is an individual or an organization that has an interest in the decision being made and is indirectly affected by the outcome. For example, not directly responsible for overseeing the implementation of the decision. It is likely some secondary stakeholders will have more direct engagement than others depending on the subject matter.</p> <p>Secondary stakeholders have an influence on the decision (support, question, reject) but do not have direct decision-making roles.</p>	<p>OCP Advisory Team: Committee representation and process champions</p> <p>Council Committees</p> <p>Community organizations (Arts, Culture, Environment, Economic, Faith, Recreation, Social, etc.)</p> <p>Educational institutions</p> <p>Support service agencies</p> <p>Childcare agencies</p> <p>Businesses</p> <p>Employment industry/organizations</p> <p>Tourism Industry</p> <p>Development/Construction Industry</p> <p>Interior Health</p> <p>Transportation agencies</p> <p>Regional organizations (CSRD, CBT, etc.)</p> <p>General public</p>
<p>Tertiary Stakeholders</p> <p>A tertiary stakeholder is an individual or an organization that knows about the project, is interested in the outcomes but chooses not to participate other than staying informed.</p>	<p>Provincial and Federal agencies</p> <p>Media</p>

Please note: The evolving discussions between Council and The Hupačasath First Nation and the Tseshaht First Nation are meant to honour Indigenous decision-making and involvement in the Port Alberni OCP and to learn ways to improve how the project team is engaging the Port Alberni community as well. This process will continue in coordination with Port Alberni resident engagement.

Engagement Objectives

Engagement objectives detail the purpose of the engagement and articulate three things:

1. with whom the engagement is taking place
2. the intensity of the engagement (in reference to the IAP2 spectrum levels of inform to empower)
3. the intended results.

Objective: The public is informed about the process, and how and when there are opportunities to participate.

Objective: A diverse representation of key stakeholder groups and demographics are involved in the process to work with the project team to identify community values and elements of a vision for Port Alberni.

Objective: A diverse representation of key stakeholder groups and demographics are consulted on the draft OCP vision and guiding principles.


Objective: The project team will work to find ways to involve stakeholder groups representing those that have socio-economic challenges.

Objective: The public is consulted on the draft vision and guiding principles.

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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The following table outlines the main engagement techniques being proposed. Some steps may be supplemented by other tactics (i.e. pop-ups, coffee klatches, community events, polling, focused conversations, etc.) to strive for an equitable process, reach a diverse audience and offer accessibility for those that don't typically engage.

Action <u>Engagement objective</u>	Who?	Tactics
Publish steps, timeline, and summary report from engagement in Phase 2 Public is <u>informed</u>	Public Council City Staff	Let's Connect PA Direct emails Newsletter Posters at busy locations
<u>Involve</u> stakeholders in identifying key elements for the vision and guiding principles	Secondary stakeholder group representatives (social, economic, environment, culture) City staff Council	Facilitated workshop (COMPLETED June 2, 2022)
Between July 4 – 22, <u>consult</u> primary and secondary stakeholders in testing the draft vision and guiding principles drafted by the project team. Focus resources to <u>involve</u> sectors that were under-represented in the community survey and at the June 2 workshop.	OCP Advisory Team Project Team Primary and secondary stakeholders	Vision and Guiding Principles discussion and feedback guide <ul style="list-style-type: none"> • Pop Up Events • Focused Discussions (remote and in person) • Coffee Klatches • Let's Connect PA
Publish results of the Vision and Guiding Principles feedback. Public is <u>informed</u> .	Public Council City Staff	Let's Connect PA Direct emails Newsletter

COMMUNICATIONS APPROACH

The communications plan is designed with the following guidelines in mind:

- **Consider all audiences:** Review all stakeholders affected by the work underway and use tactics to best meet their needs.
- **Open and honest:** Adhere to the commitment of sharing information and other materials to help establish trust and credibility.
- **Factual, relevant, and accurate:** Present information clearly, outlining the need and benefits of the process, as well as the considerations being reviewed, such as potential challenges and the implications for various decisions.
- **Linked to strategy:** Messages align with Port Alberni Strategic Plan to demonstrate the purpose and provide context for why work is being done, as well as how it supports progress towards goals and vision for the community.
- **Timely:** Information is provided to stakeholders at regular intervals.

How we will communicate – recommended tactics

Continue to use the following for communication/engagement/feedback as per the initial phase of the project:

- OCP vision engagement plan brand
- Email Address: OCP@portalberni.ca
- Port Alberni – Let's Connect site: letsconnectpa.ca/ocp

Tactics will include (but are not limited to) these items:

- City of Port Alberni Press Release(s)
- City Connect Newsletter (quarterly newsletter)
- Let's Connect OCP page Engagement Site
 - Subscriber's newsletter
 - Process graphic – updated to show current process milestone
 - Homepage updates
 - Surveys/Polls/Feedback
- Port Alberni.ca website: portalberni.ca/official-community-plan (updates to OCP landing page – content and graphics)
- Advertising (Alberni Valley News)
- Direct emails to stakeholder lists
- City Staff email communication (276 internal employees)
- Social Media campaign: FB, LI, Tw (post frequency TBD)
- Poster(s)
- Phase Completion Survey

First Nations Communication

- First Nation's communication (Tseshaht First Nation and the Hupačasath First Nation) will be facilitated through Government to Government conversations.

ENGAGEMENT AND COMMUNICATIONS RISKS AND OPPORTUNITIES

Initial risks and opportunities that could impact the success of the engagement process have been identified as follows:

1. **Timing:** Due to previous scheduling issues, and an upcoming municipal election in the fall, the timing for engagement is to take place during the month of July. This is not the best timing for local engagement as many people are on vacation. With a variety of opportunities and locations throughout the community in July, stakeholders will have a variety of ways to engage.
2. **City Staff Capacity:** Staff time is required to execute items such as webpage posting, media advertisements, responding to inquiries, engagement work, etc. If there is limited staff availability for engagement events or communication implementation, there may be scheduling delays.
3. **Community Interest:** Post-pandemic challenges, and day to day responsibilities for community members will likely affect the interest level and capacity to engage on a topic like the OCP vision and guiding principles. The project team will continually adjust, be flexible and learn of ways to make communications materials and engagement opportunities accessible for community members.

CONCLUSION

A detailed schedule and plan for the project team's reference will be developed once Council indicates changes or support for the engagement and communications approach outlined in this document.

Consultant project engagement contact:

Kelly Learned, RPP MCIP

Principal

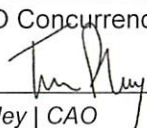
FRANK planning collaborative

Treaty 7 and Métis Region 3 Territory

Canmore, AB

Kelly@frankplans.com

Date: June 21, 2022
File No: 1855-01
To: Mayor & Council
From: T. Pley, Chief Administrative Officer
Subject: Funding Opportunities | Strategic Priorities Fund

Prepared by: <i>T. Slonski</i> Director of Corporate Services	Supervisor: <i>T. Pley</i> CHIEF ADMINISTRATIVE OFFICER	CAO Concurrence:  T. Pley CAO
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RECOMMENDATION[S]

1. THAT Council authorize staff to submit an application to the 2022 Strategic Priorities Fund | Capital Infrastructure Stream titled "Sustainable Environmental Infrastructure Upgrade - Phase 1" and in advance of the deadline date of June 30, 2022.
2. THAT Council authorize staff to submit an application to the 2022 Strategic Priorities Fund | Capacity Building Stream titled "Digital Asset Management & GIS Strategy" and in advance of the deadline date of June 30, 2022.

PURPOSE

To seek Council approval to submit funding applications to the Canada Community-Building Strategic Priorities Fund Capital Infrastructure and Capacity Building Streams.

BACKGROUND

In April of this year, UBCM announced that it would be accepting applications through the Canada Community-Building Fund [CCBF] BC, and being administered by UBCM on behalf of Canada and the Province of BC. Formerly the federal Gas Tax Fund, the CCBF invests over \$300 million in federal funds on an annual basis to BC for projects that benefit BC's local governments. A component of the CCBF, the Strategic Priorities Fund [SPF] is the third intake of the CCBF and will see an investment of up to \$300 million for local government capital and capacity building projects in BC, excluding the Metro Vancouver region. The application-based program targets funds for investments that are large in scale, regional in impact or innovative.

Eligible investment categories include a variety of infrastructure supports as well as planning projects [e.g., asset management and long-term infrastructure planning]. The SPF identifies two funding streams:

1. Capital Infrastructure; and
2. Capacity Building

Under the program funding guidelines, a municipality may submit one application under each stream. The City is positioned to submit an application to each stream in advance of the June 30, 2022 deadline and are identified in the analysis section of this report.

ALTERNATIVES/OPTIONS

1. That Council authorize staff to submit an application to the 2022 Strategic Priorities Fund | Capital Infrastructure Stream titled “Sustainable Environmental Infrastructure Upgrade – Phase 1” and in advance of the deadline date of June 30, 2022. AND FURTHER, THAT Council authorize staff to submit an application to the 2022 Strategic Priorities Fund | Capacity Building Stream titled “Digital Asset Management & GIS Strategy” and in advance of the deadline date of June 30, 2022.
2. That Council provide alternate direction.

ANALYSIS

Capital Infrastructure Stream

1. Sustainable Environmental Infrastructure Upgrade – Phase 1 [Argyle Street – 1st to 3rd Avenue]
This project will have a three-pronged approach to improving the environmental impact of CPA infrastructure:
 - Reduction of Combined Sewer Overflow [CSO] events by separating one of the largest catchment areas that contribute to CSO events;
 - Improve the active transportation functionality in the area by continuing the widening of sidewalks between 1st and 3rd Avenue, creating a more walkable, welcoming and safer pedestrian experience;
 - Reduction of stormwater discharges to the environment [to the Somass] by installing nature assets infrastructure [eg. Silva cells] that will lower the impact of stormwater creation and the renewal of infrastructure.

Capacity Building Stream

2. Digital Asset Management & GIS Strategy | Capacity Building
This project speaks to a phased approach as follows:

Phase 1 (Immediate needs)

- Gap analysis of current asset management datasets and data models
- Digital asset & lands management standard operating procedures and workflows
- GIS system modernization & integration with Asset Management Software (AssetFinda)

Phase 2 (Near future needs)

- Public tool for flagging transportation & mobility issues – creating work orders
- Asset condition assessments & replacement forecasting (starting with facilities)

Phase 3 (Long term needs)

- Adoption of ParcelMap BC & data alignment

IMPLICATIONS

Taking advantage of funding opportunities, when available, will have a positive impact to the City's financial position and contribute to the responsible management of its assets.

COMMUNICATIONS

None at this time.

BYLAWS/PLANS/POLICIES

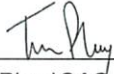
SUMMARY

In April of this year, UBCM announced that it would be accepting applications from local governments to fund capital infrastructure projects and well as planning projects [such as asset management]. City staff have prepared two applications and are positioned to apply to each stream under the SPF. Should the City be successful in its applications the program provides up to a maximum of \$6M in funding.

ATTACHMENTS/REFERENCE MATERIALS

Copy: A. McGifford, Director of Finance
R. Dickinson, Director of Engineering & Public Works
P. Deakin, Economic Development Manager

Date: June 20, 2022
File No: 1855-20
To: Mayor & Council
From: T. Pley, CAO
Subject: Local Food Infrastructure Fund

Prepared by: <i>P. DEAKIN</i> Economic Development Manager	Supervisor: <i>T. PLEY</i> T. PLEY, CHIEF ADMINISTRATIVE OFFICER	CAO Concurrence:  Tim Pley CAO
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RECOMMENDATION[S]

- THAT Council reaffirm the City's endorsement of the Alberni Valley Food Charter [2012] and direct staff to apply to the Government of Canada's 'Local Food Infrastructure Fund' to receive and manage grant funding on behalf of the Port Alberni Port Authority, Agriculture Development Committee, Alberni Valley Food Security Group and the Alberni Valley Farmers Institute for infrastructure to expand food systems and in advance of the deadline date of July 15, 2022.*
- FURTHER, THAT Council authorize the allocation of \$2,500 of Economic Development funds towards the project pending a successful grant application.*

PURPOSE

This report is provided to seek Council direction regarding an application to the Local Food Infrastructure Fund.

BACKGROUND

The Local Food Infrastructure Fund (LFIF) is a 5-year, \$60 million federal initiative ending March 31, 2024. It was created as part of the Government of Canada's Food Policy for a healthier and more sustainable food system in Canada. The third intake for the Fund closes July 15, 2022.

Several groups have been working collaboratively to identify infrastructure that would expand our food system. These groups include the Agriculture Development Committee, the Port Alberni Port Authority (for its Dock + Food Hub), Alberni Valley Food Security Group, the Alberni Valley Farmers Institute, and the City of Port Alberni. Priority will be given to projects that demonstrate strong partnerships with other sections of the food supply chain and/or demonstrate community engagement, high impact and an ability to mobilize multiple resources.

The LFIF is aimed at community-based, not-for-profit organizations with a mission to reduce food insecurity by establishing and strengthening their local food system. After considering the merits of each of the groups to be the applicant for the Fund, it was concluded that the City was the entity most likely to succeed as an applicant.

Although the qualifying phrase ‘with a mission to reduce food insecurity’ was a bit of a concern, a renewal of the original endorsement by City Council of the Alberni Valley Food Charter on December 10th of 2012 may be enough evidence to support the application. To best support the grant application and project, it is recommended that Council reaffirm the City’s support for the *Food Charter* (attached).

The groups working on the application have identified the ‘new food systems’ for which grant funding is sought below. These systems would be ‘housed’ at the Dock + Food Hub and utilized by community groups as needed.

Food system component 1: **Food Processing (equipment):**

- commercial juice extractor + its installation
- commercial pasteurizer
- meat cutting bandsaw
- fruit washing station
- fish filleting station
- fruit prep equipment (peelers, slicers, corers, etc.)

Food system component 2: **Food Distribution (storage & transport):**

- refrigerated trailer
- refrigerated seacan
- shelving and hooks for inside seacans
- utility, security and lighting upgrades
- trolleys, carts, ramps

These are estimated to cost a total of \$425,000 which is well above the minimum grant application threshold of \$100,000 and below the maximum threshold of \$500,000. Applicants and their partners are required to contribute 25% of the costs. The 25% share is being made up as follows:

- | | |
|--------------------------------------|--------------|
| • Port Alberni Port Authority | \$103,050.00 |
| • Alberni Valley Farmer’s Institute | \$ 500.00 |
| • ACRD | \$ 1,700.00 |
| • Alberni Valley Food Security Group | \$ 1,000.00 |

ALTERNATIVES/OPTIONS

1. THAT Council reaffirm the City’s endorsement of the Alberni Valley Food Charter [2012] and direct staff to apply to the Government of Canada’s ‘Local Food Infrastructure Fund’ to receive and manage grant funding on behalf of the Port Alberni Port Authority, Agriculture Development Committee, Alberni Valley Food Security Group and the Alberni Valley Farmers Institute for infrastructure to expand food systems. FURTHER, THAT Council authorize the allocation of \$2,500 of Economic Development funds towards the project pending a successful grant application.
2. Adopt an amended resolution
3. Take no action and defer consideration of the matter to the 2023 City budget process.

ANALYSIS

Option 1: Reaffirm the City's endorsement of the Alberni Valley Food Charter [2012] and direct staff to apply to the Government of Canada's 'Local Food Infrastructure Fund' and authorize the allocation of \$2,500 of Economic Development funds towards the project pending a successful grant application.

Pro: A significant quantity of new infrastructure could be added to the community's developing food ecosystem. This would help to address food safety, security and supply concerns.

Pro: The City's contribution would establish it as a financial partner with the other organizations. The \$2,500 would be used to reduce the Port Authority's contribution.

Con: Council's *Corporate Strategic Plan* does not explicitly identify food safety, security and supply concerns.

Con: The \$2,500 in Economic Development funds could be used for another initiative.

Option 2: Reaffirm Council's support for the *Alberni Valley Food Charter*, approve the City as an applicant to the Local Food Infrastructure Fund but authorize a different amount to be contributed to the project.

Pro: Establishing a lower contribution would leave the economic development allocation at or closer to the level Council established during its budget process.

Pro: Establishing a higher contribution would signal to the community and the funding agency that food insecurity is a concern for the City.

Con: The allocation is not entirely necessary as the Port Authority is prepared to contribute the 25% required of the applicant. Other groups are contributing based on their financial capacity.

Option 3: Take no action and reconsider during the 2023 budget process.

Pro: The delay may allow for a reconsideration of the investment.

Con: The delay might subject a future application to more competition as other communities realize that the 2023 intake would be the final one.

Con: The 2023 intake is likely to have a different focus than the 2022 intake as the 1st and 2nd intakes were markedly different in nature than the current one.

Con: the group would lose the momentum it has built around food issues.

IMPLICATIONS

The primary implications are that:

- The City would be endorsing a Food Charter developed in 2012 but which has nevertheless withstood the test of time as to its appropriateness.
- The City would be supporting a collaborative effort of several food sector agencies.
- Even though the Port Authority is contributing most of the 25% required by the applicant, the City would have to 'own' the new food systems for a minimum of two years (as prescribed in the applicant guidelines). At that point it would be expected that the ownership would be transferred to the Port Authority for continued operation in conjunction with the Dock + Food Hub.
- A \$2,500 investment would be made from the Economic Development allocation.

COMMUNICATIONS

No communications beyond the groups' meetings are contemplated until a successful grant application is announced.

BYLAWS/PLANS/POLICIES

Alberni Valley Food Charter [2012]

SUMMARY

Council is being asked to consider endorsing a Food Charter endorsed by a previous Council in 2012, approve an application to the Local Food Infrastructure Fund and contribute \$2,500 to food infrastructure should the grant application be successful.

ATTACHMENTS/REFERENCE MATERIALS

- Alberni Valley Food Charter
- Excerpt from Regular Meeting of Council minutes held December 10, 2012 endorsing the Charter

Copy:

- *D. McGifford, Director of Finance*
- *T. Slonski, Director of Corporate Services*

Alberni Valley Food Charter

History of this Food Charter

Amidst significant conversation about a Food Charter for this region, this Food Charter was put forward in 2012 by Vicki Lee, then president of the Port Alberni Farmer's Market. It was endorsed by the Alberni Clayoquot Regional District, the City of Port Alberni, Alberni Valley Social Planning Council, the Alberni Valley Transition Town Society, and the ACRD Agricultural Development Committee. The goal of which is to promote Food Security and to strengthen our local food system.

Principles

Community Economic Development

Locally-based food systems enhance the City and the Region's economy. Greater reliance on local food systems strengthens our local and regional economies, creates employment, and increases food security.

Ecological Health

A whole-system approach to food protects our natural resources, reduces and redirects food waste, and contributes to the environmental stability and well-being of our local, regional, and global communities

Social Justice

Food is a basic human right. All residents need accessible, affordable, healthy, and culturally appropriate food. Children in particular require adequate amounts of nutritious food for normal growth and learning.

Collaboration and Participation

Sustainable food systems encourage civic engagement, promote responsibility, and strengthen communities. Community food security improves when local government collaborates with community groups, businesses, and other levels of government on sound food system planning, policies and practices.

Celebration

Sharing food is a fundamental human experience. Food brings people together in celebrations of community and diversity.



Food Security Exists when all people, at all times, have access to nutritious, safe, personally acceptable and culturally appropriate foods, produced in ways that are environmentally sound and socially just.

Definitions

Culturally appropriate food:

refers to essential nutrients within specific cultural diets.

i.e. foods of the First Nations peoples of the Region.

Local producers:

Anyone who is producing food as a way of supporting their household whether financially with commercial foodstuffs or as a homestead, farm, or backyard garden.



To create a just and sustainable food system, we can:

1. Be leaders in municipal and regional food-related policies and programs. Support regional farmers and food producers. Expand urban agriculture and food recovery opportunities.
2. Promote composting and the preservation of healthy soil and encourage humane treatment of animals raised for food.
3. Support sustainable agriculture and preserve farm land resources
4. Improve access to healthy and affordable foods and increase the health of all members of our City and Regional District.
5. Talk together and teach each other about food while celebrating our City's and Region's diverse food cultures.
6. Champion the importance of food security to federal, provincial, and regional government partners.
7. Champion the right of all residents to have access to adequate amounts of safe, and nutritious food without the need to resort to emergency food providers and advocate for policies that support the secure and dignified access to the food people need
8. Sponsor nutrition programs and services that promote healthy growth in children and help prevent diet-related diseases in later life.
9. Partner with local producers, community, cooperative, business, and government organizations to increase the availability of healthy local foods.
10. Support events that highlight the City and Region's diverse food shed. Promote food safety programs and services.
11. Foster a civic culture that inspires all City and Regional residents and all local government departments to support local food producers and food programs that provide cultural, social, economic and health benefits by adopting food purchasing practices for City and Regional sponsored events that serve as a model of health, social and environmental responsibility.
12. Encourage the use of our community gardens to increase food self-reliance, improve fitness, contribute to a cleaner environment, and enhance community development.
13. Advocate for the protection of local producers, agricultural lands and support agriculture through initiatives that highlight the importance of our farmers by working towards an equitable economy that values food producers and the land they grow food on.
16. Foster policies that encourage and assist City residents to produce their own food in their gardens and back-yards.
17. Recognize that water is an intricate and essential element to a healthy community and advocate for responsible usage and the protection of our watershed.
18. Work with community agencies, residents' groups, businesses and other levels of government to achieve these goals



Wild deer. A common traditional food local to the Alberni Valley.

Alberni Valley Transition Town Society
Dedicated to a resilient, low carbon Society.
Port Alberni, BC.
P:250-730-9110
www.avtransitiontown.org

At the Regular meeting of Council on December 10, 2012 Council passed the following motion:

McLeman/Chopra

That Council for the City of Port Afberni endorsed the Food Charter as presented and provide support as required for any grant funding applications.

Carried


ANNUAL REPORT 2021



FOR THE FISCAL YEAR ENDED DECEMBER 31, 2021.
REGULAR COUNCIL AGENDA - JUNE 27, 2022

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 **PHOTO CREDITS:** Tyler Cave, Lyndon Cassel, ECN Photography, Explore Port Alberni, Christopher Pouget, West Coast Pictures



PORT ALBERNI AT A GLANCE

In the heart of Vancouver Island, connected by the sea, wrapped in a blanket of emerald moss and cloaked in ancient history sits Port Alberni, a vibrant waterfront community with over 19,000 residents*. Located within the traditional unceded territories of Tseshaht and Hupacasath First Nations, Port Alberni provides stunning nature views featuring the majestic Beaufort Mountain Range, the 48-kilometer long Alberni Inlet and the protected wetlands of the Somass River Estuary. It boasts terrific outdoor recreational opportunities and provides an excellent quality of life for residents and visitors alike.

Port Alberni has a deep sea port, state-of-the-art secondary school, hospital, a well-developed array of recreational facilities, significant tourism attractions and an upgraded airport, not to mention it has some of the lowest property costs in British Columbia. While forestry and related manufacturing have long been the main-stay of the Port Alberni economy, diversification efforts are being directed into tourism, marine industry, aerospace, the arts and clean technologies.

*Source: Statistics Canada Demographic Analysis Section, BC Stats Ministry of Citizens' Services Government of British Columbia February 2022



“YOUR CITY PROVIDES AND FACILITATES THE DELIVERY OF HIGH-QUALITY CORE MUNICIPAL SERVICES AND PROGRAMS.”

ABOUT YOUR LOCAL GOVERNMENT

The City of Port Alberni local government is committed to providing local services, facilities, safety and infrastructure for the community. Through a sensible approach to municipal government, the City recognizes the need to balance social, environmental, economic and cultural perspectives in all aspects of its operations and services.

The City also places special emphasis on ‘sustainability,’ ensuring that the needs of today’s citizens are met while also planning strategically for the needs of future generations.

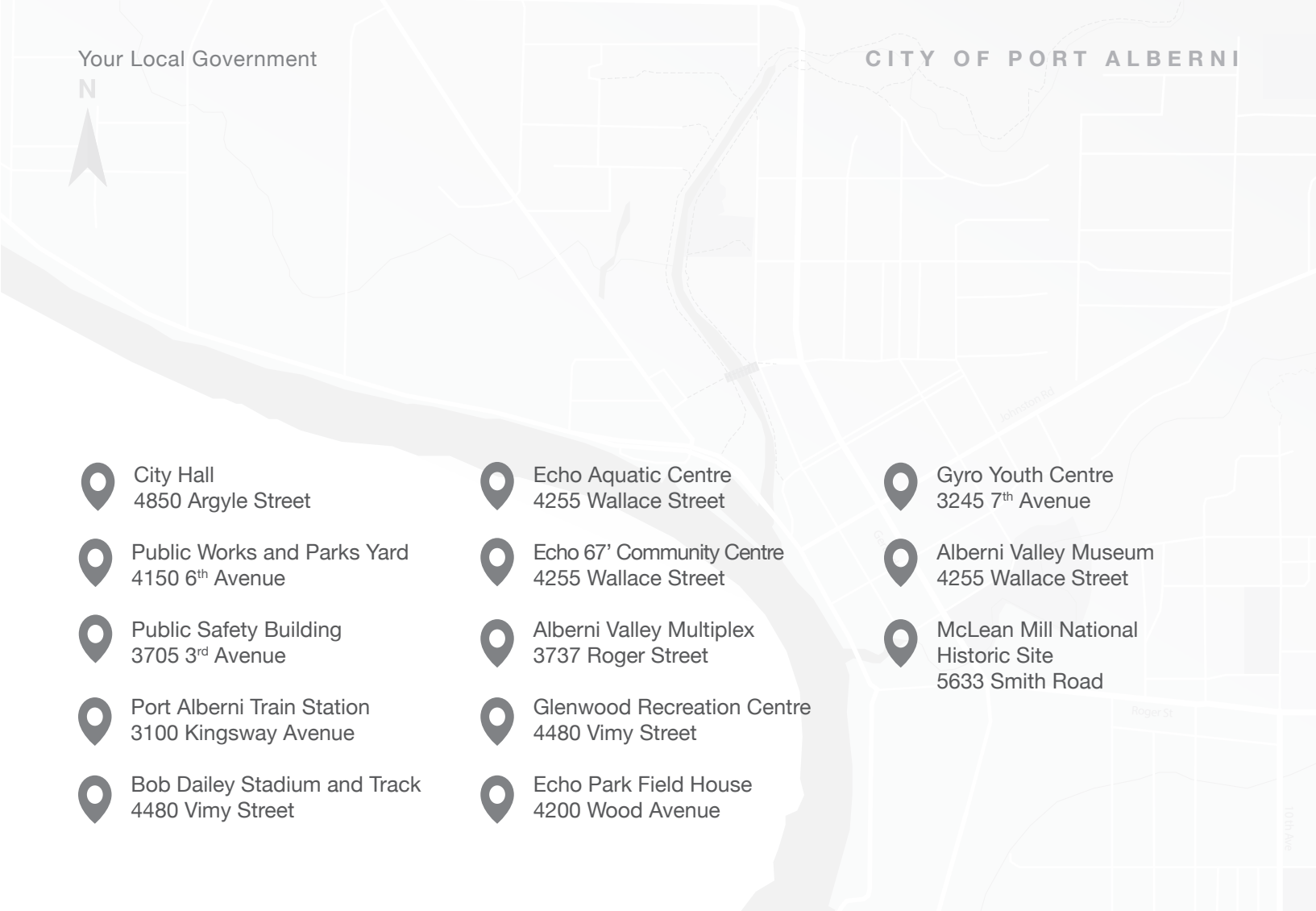
The City of Port Alberni is made up of nine internal departments and one external department, the RCMP, and employs over 200 people. Of that, approximately 140 are full-time positions with the remainder being either part-time or auxiliary. These employees are dedicated to serving the public by helping manage City-led programs and operating City-owned facilities. Each department reports to the Chief Administrative Officer (CAO) who undertakes the management and administration of City operations.

The Chief Administrative Officer (CAO) of the City is appointed by, and reports to, City Council. In leading the senior management team, the CAO sets the overall direction to ensure achievement of Council’s Strategic Plan.

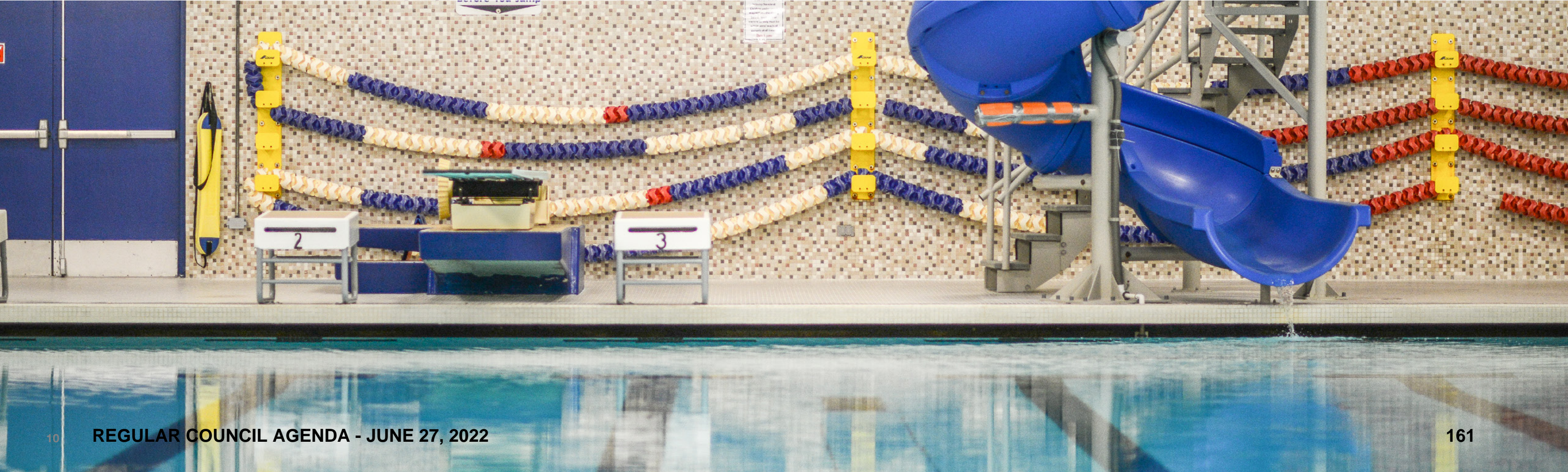
A critical responsibility for the CAO is to ensure all operations are conducted not only within the framework of the City’s values and goals but within legal legislative requirements.

CITY FACILITIES

The City of Port Alberni maintains a complete program of essential services and manages a number of public facilities that bring life and energy to the community. These facilities are:



- City Hall
4850 Argyle Street
- Public Works and Parks Yard
4150 6th Avenue
- Public Safety Building
3705 3rd Avenue
- Port Alberni Train Station
3100 Kingsway Avenue
- Bob Dailey Stadium and Track
4480 Vimy Street
- Echo Aquatic Centre
4255 Wallace Street
- Echo 67' Community Centre
4255 Wallace Street
- Alberni Valley Multiplex
3737 Roger Street
- Glenwood Recreation Centre
4480 Vimy Street
- Echo Park Field House
4200 Wood Avenue
- Gyro Youth Centre
3245 7th Avenue
- Alberni Valley Museum
4255 Wallace Street
- McLean Mill National Historic Site
5633 Smith Road





MESSAGE FROM YOUR MAYOR



From the unceded territories of the Tseshaht and Hupacasath First Nations whose lands we are grateful to be able to live and work on, I am pleased to present the City of Port Alberni’s 2021 Annual Report. 2021 has felt like the year of progress. With many of our major projects beginning to take shape and some significant steps having been taken, it has been an exciting time to lead this community.

The *2019-2023 Corporate Strategic Plan* was created and released shortly after Council was sworn in, in 2018 with a vision to create a ‘Complete Community’; and in every step taken to date, this Plan has truly been our guide. In reflecting back on the past year, I continue to be proud of Council’s determination and unanimity in implementing this vision.

Several of Council’s core strategic projects saw advancement in 2021 thanks to the focus of Council and the hard work of staff. Plans were finalized and construction began on the Public Safety Building, the Train Station revitalization is under way with the search for a commercial tenant to add vibrancy, and over \$4 million in grant funding was secured to construct a state of the art, purpose-built childcare centre.

Thanks to the dedication of local service providers and our strong partnership with BC Housing and higher levels of government, funding was approved for several affordable and supportive housing projects in 2021. A ‘Complete Community’ needs a broad range of housing options and Council was able to contribute to the success of these projects by reduction of development cost charges, and in some cases with the donation of land. We know that upon completion, these projects will have a direct impact on lifting many members of our community out of poverty, and we are proud to support this critical work.

Of course, the most notable announcement of 2021 was Council’s strategic acquisition of the Somass Sawmill lands. A cornerstone goal of the *2019-2023 Corporate Strategic Plan* envisions that “the public has access to and use of the City’s waterfront while

marine-based industries thrive and contribute to a strong economy.” The redevelopment of the Somass Lands is our opportunity to realize the concept and vision of industry and quality of life co-existing on our incredible waterfront. Council would like to recognize the Alberni Valley Community Forest Corporation [AVCFC] for their years of hard work, sustainably managing our community-owned forest corporation. The dividends provided by the AVCFC made the purchase of the Somass Lands possible.

As we make progress on some big and exciting initiatives, it’s easy to take for granted the day-to-day work that keeps our organization functioning. The recreation programs we’re so fortunate to have, the clean water that runs from our taps, and so much more that people may not even know goes on. A big thank you to the incredible staff at the City and the Regional District for their tireless and often under-recognized work. We appreciate you.

As we enter the final year of our term, I feel more fortunate than ever to have had the opportunity to lead this Council and I would like to recognize each member of Council for their commitment to serve the community through these roles. It has been a pleasure to work alongside each of you creating meaningful change in Port Alberni.

Sincerely,

Sharie Minions,
Mayor

MESSAGE FROM YOUR CAO



On behalf of the City staff team I am pleased to support Council in the presentation of the 2021 Annual Report.

If 2020 was the year of COVID-19, 2021 was the year that we accepted the permanence of changes resulting from the pandemic response. The term “new normal” took on new meaning in 2021. Phrases such as “supply chain,” “climate emergency,” and “atmospheric river” have become commonplace. Disruptions to everyday life have become expected and accepted. This is not wartime and shouldn’t be compared to the unthinkable challenges of wartime, but one does begin to get an understanding of how decades of peace and prosperity have conditioned us to expect a certain amount of reliability in everyday life. In 2021 we began to accept that had changed.

Some great things happened for the City of Port Alberni in 2021. The City purchased the Somass Lands, an idle waterfront sawmill in the heart of the community. With this step, and with Council’s vision for the repurposing of those lands, more residents began to see a different future for our community. This and a few other newsworthy events created a buzz outside of Port Alberni about our community. That buzz has been reflected in unprecedented development proposals. The City has expanded our Development Services department, and will likely need to continue expanding capacities in various departments to respond to development pressures.

One of Mayor and Council’s top priorities is enhancing the relationships between the City and First Nations. This is a national priority, and one that the City of Port Alberni has and should continue to lead on. In 2021 good relationships got better. In late 2021 the City, Hupacasath First Nation and Tseshah First Nation were accepted into the Federation of Canadian Municipalities’ Community Economic Development Initiative (CEDI). Through the CEDI program, a facilitated working group was established with representation from the City, Tseshah and Hupacasath to help develop a partnership that supports our mutually beneficial economic development.

As we move into 2022, I reflect on how the community and the organization have changed over recent years. I commend Mayor and Council for their forward-looking vision, for staying the course in pursuing that vision while being inclusive and kind, and lastly for valuing the contribution of city personnel. I also commend city personnel for the work that they do and the pride they take in providing high-quality services in our community.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Pley".

Tim Pley,
Chief Administrative Officer



YOUR CITY COUNCIL

Elected officials 2018 – 2022

The City is governed by a Council of seven who are responsible for municipal leadership and decision making. Council establishes policies and sets priorities to ensure their decisions consider the interests and well-being of the public and that of the land we live on.

From left to right: Debbie Haggard – Councillor, Ron Paulson – Councillor, Helen Poon – Councillor, Ron Corbeil – Councillor, Dan Washington – Councillor, Sharie Minions – Mayor, Cindy Solda – Councillor





“TO ENHANCE
THE QUALITY
OF LIFE FOR
RESIDENTS
AND
TAXPAYERS
BY CREATING
A VIBRANT
WATERFRONT
COMMUNITY.”

OUR MISSION & VISION

Port Alberni is a vibrant waterfront community at the heart of Vancouver Island that recognizes the waterfront as its greatest natural asset and works to ensure it integrates residents, tourists, arts, culture, industry and innovation.

SUSTAINABLE & ENVIRONMENTALLY RESPONSIBLE

We are committed to principles of economic, social and environmental sustainability. The City provides and maintains environmentally responsible services and infrastructure that meet our current and future needs.

WELCOMING, ACCESSIBLE & ATTRACTIVE

We are an attractive and livable City that embraces and celebrates its natural, historical and cultural resources.

Residents and visitors are welcomed and included in all aspects of service delivery. We are recognized for service excellence through staff consistently delivering high-quality services and meeting the needs of the public.

ACTIVELY CREATING OUR FUTURE

Mayor and Council provide strong leadership based on a long-term vision which will be of benefit to the broader community.

Citizens have access to all public information and participate in decisions that affect their well-being. The City includes economic, social and environmental factors in their decision-making processes.

SAFE, CARING & HEALTHY

We are committed to creating a safe and healthy community that provides safe and accessible facilities, and high-quality municipal services and programs for the enjoyment and well-being of its citizens.

Our greatest asset is the “social capital” created by the active involvement of staff and volunteers in all aspects of service delivery.

ECONOMICALLY ROBUST & DIVERSE

The City encourages and supports economic development and the creation of a diversified economy, through active promotion of the City and partnering with a wide range of related agencies and organizations.

The City is business friendly and ensures policies and bylaws support a diversified economy including entrepreneurial activity, industry, small business, agriculture and tourism.

FISCALLY RESPONSIBLE

The City is committed to being fiscally responsible and to creating a climate for investment and involvement by its citizens.

STRATEGIC PRIORITIES

The City’s five strategic priorities represent the framework for achieving its vision of being a vibrant waterfront community. Each year the City undergoes a budget process that helps align the City’s priorities with its municipal projects and spending. The priorities, coupled with the mission, bridge where the City has been and where it wants to go - it sets out a clear sense of purpose for its staff and citizens through a number of goals and strategies.

Strategic Plan Goals and Strategies include:

1 RESPOND TO DEMOGRAPHIC CHANGE/IMPROVE QUALITY OF LIFE

- Be a community that is connected by safe, walkable, green streets and accessible multi-modal pathways.
- The Uptown District is revitalized and flourishing.
- The City adapts in response to ongoing demographic change and community development.
- The public has access to and the use of the City’s waterfront while marine-based industries thrive and contribute to a strong economy.

2 ENABLE THE NEW ECONOMY

- The tourism/visitor sector of the local economy flourishes.
- Heavy truck traffic is moved off of 3rd Ave in Uptown District.
- The economy grows with an emphasis on small business.
- The community has a strategy that effectively encourages investment and sustainable growth.
- The City takes an active and innovative role in the redevelopment of brownfield sites.





3 PROVIDE AND MAINTAIN QUALITY SERVICES

The highest and best use is made of City-owned assets.

The City provides quality local government services that are valued by users, without duplicating services that are available through other public or private providers, unless doing so is in the public's interest.

The City's Heritage Network, assets and related agencies are aligned and provide services desired by the community. Heritage services are authentic and inclusive of all eras, cultures and perspectives.

The City's citizens receive the best value from its service providers.

4 CHAMPION ENVIRONMENTAL LEADERSHIP

Continuous improvements are made in terms of reducing the amount of solid waste generated within the City that is landfilled.

City infrastructure is renewed in a sustainable and environmentally conscious manner.

Brownfield sites in the community are remediated in a timely manner.

5 FOSTERING A COMPLETE COMMUNITY (SAFE, HEALTHY AND INCLUSIVE)

The community is tidy. Neighbourhoods are celebrated for their uniqueness. There are locally authentic public spaces. Citizens are proud of their community.

People are safe and feel safe.

The community is connected with safe pathways and trails that are multi-modal. Pedestrians and cyclists are safe and feel welcome.

People know where they are within the City through the use of effective and authentic wayfinding signage.

The City continues on a thoughtful and sustainable path of reconciliation with First Nations and First Nations citizens.

COMMITTEES, COMMISSIONS & BOARDS

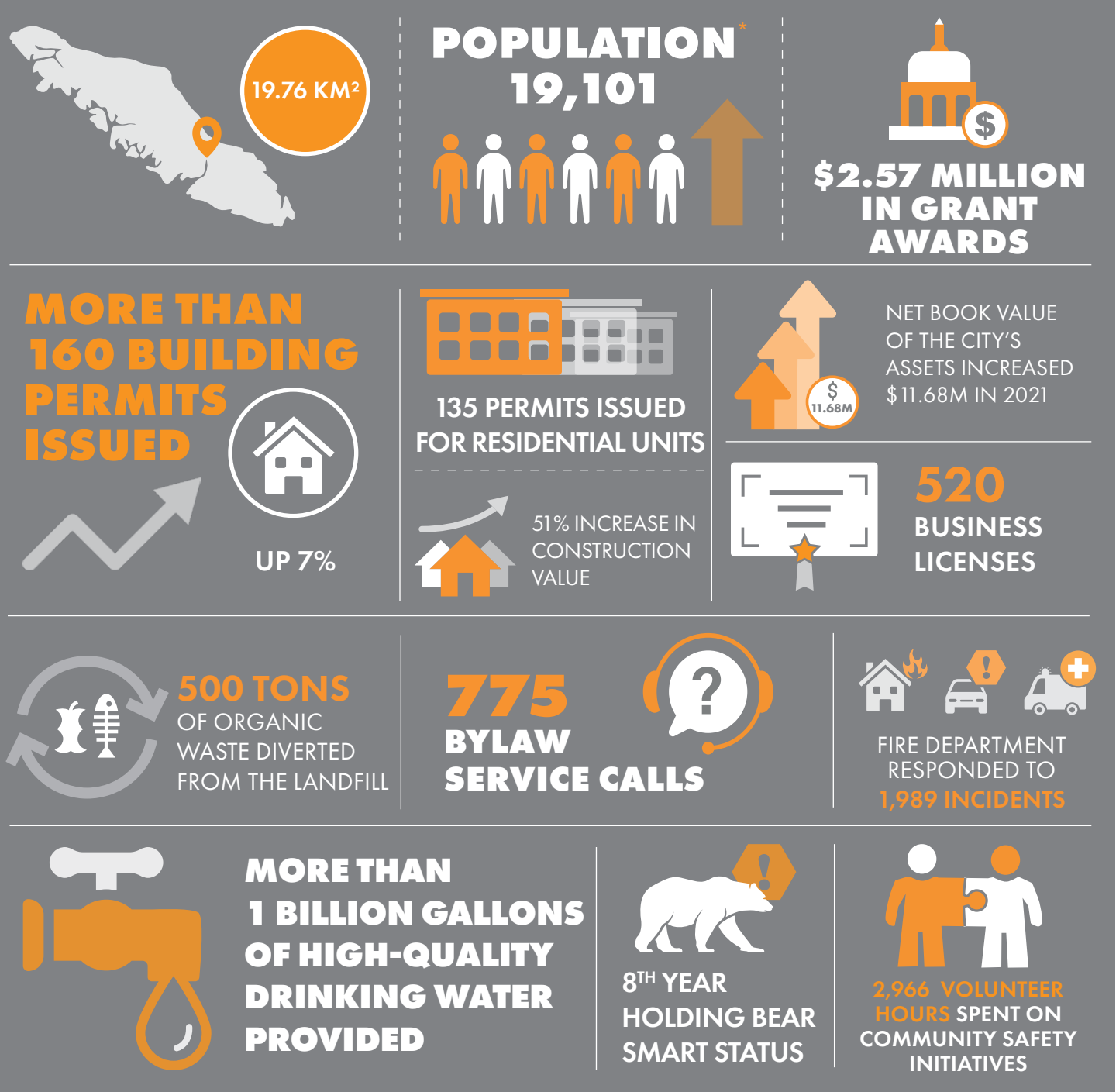
COMMITTEES, COMMISSIONS & BOARDS
Alberni Clayoquot Regional District Board
Personnel Committee
Audit Committee
Community Investment Program
Court of Revision
Board of Variance

COMMITTEES, COMMISSIONS & BOARDS
Advisory Planning Commission
Alberni Valley Heritage Commission
Advisory Traffic Committee
Port Alberni Port Authority Board
Air Quality Council



“TO FOSTER
A COMPLETE
COMMUNITY - SAFE,
HEALTHY
AND INCLUSIVE.”

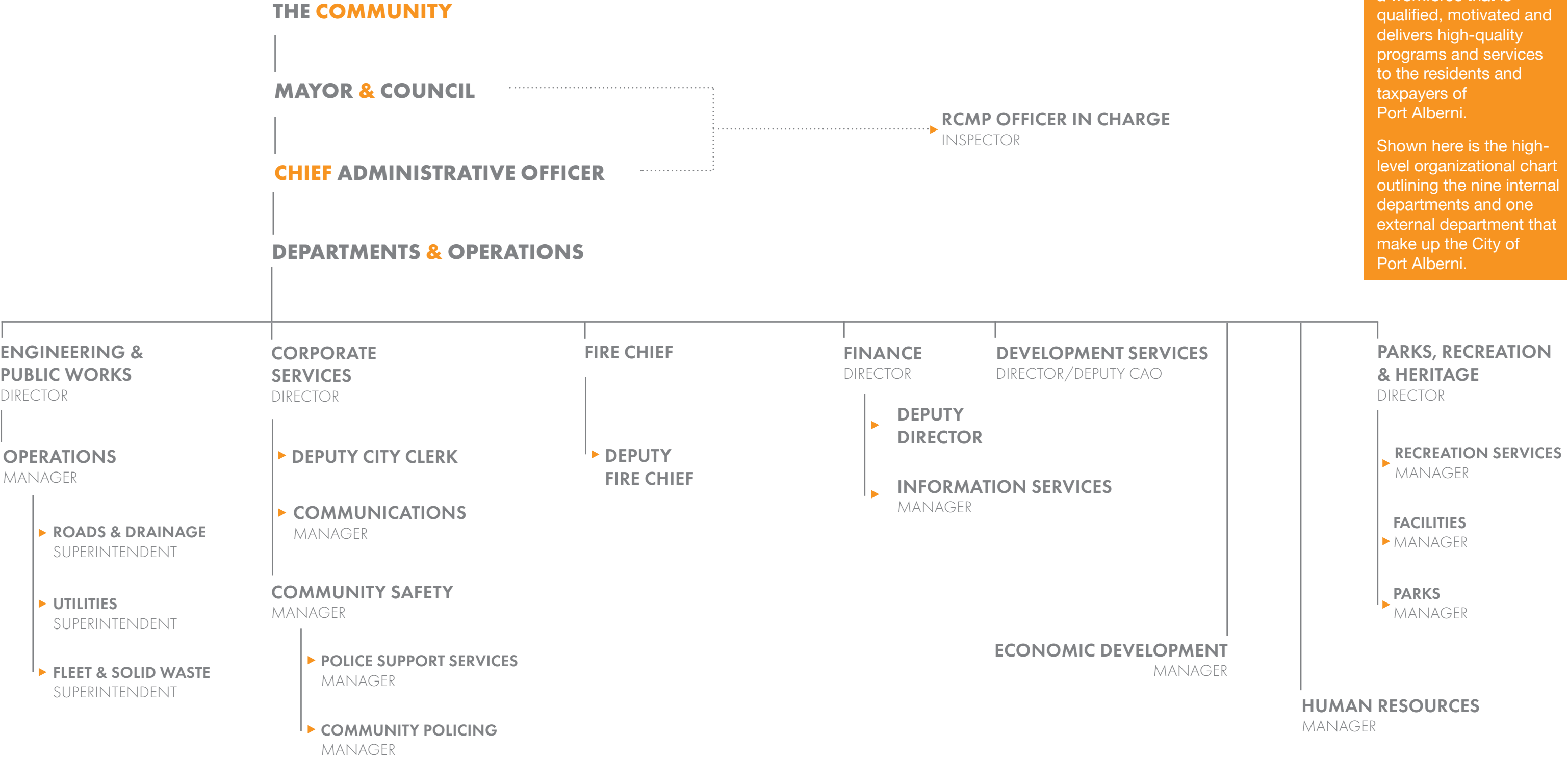
ABOUT PORT ALBERNI



*SOURCE: STATISTICS CANADA, DEMOGRAPHIC ANALYSIS SECTION, BC STATS, MINISTRY OF CITIZENS' SERVICES; FEB 2021

171 31

CORPORATE STRUCTURE





DEPARTMENT REPORTS



YOUR RCMP

The RCMP is Canada’s national police service and is contracted by the City to provide policing in Port Alberni. Confident in meeting future challenges, they are committed to preserving the peace, upholding the law and providing a quality of service in partnership with the community.

WE DELIVER FOR YOU

CALLS FOR SERVICE

The Port Alberni Detachment saw a decrease in total calls for service within the City for 2021 compared to 2020. Total calls for service decreased from 11,088 to 10,433, for a decrease of 6 per cent. Total crime decreased by 5 per cent.

The detachment employs 20 municipal employees in support of police operations. There are 15.5 full-time (FTE) positions and several casual municipal employees who are being led by the detachment’s Manager of Police Support Services.

The Port Alberni Detachment continues to deliver an enhanced Crime Reduction Strategy in the community. Three officers are assigned to the Crime Reduction Unit where their mandate is to focus policing efforts on the community’s chronic offenders. Chronic offenders are defined as the small percentage of criminals who are responsible for a large percentage of crime in the community.

LET’S TALK PROGRESS

MISSING AND MURDERED INDIGENOUS WOMEN & GIRLS WORKING GROUP [MMIWG]

A working group has been established and includes representatives from the National MMIWG Inquiry; RCMP Domestic Violence; Police-Based Victim Services; Nuu-chah-nulth Tribal Council; Sage Haven Society [formerly Alberni Community and Women’s Services Society]; Alberni Drug and Alcohol Prevention Service and Quu’asa Health and Wellness. The purpose of the working group is to:

- » Share information gathered by each representative about the local

sex trade. This ensures efforts are not duplicated and may assist in strengthening investigations.

- » Provide valuable information related to cultural safety and experiential feedback with respect to the handling of sexual offence investigations at the detachment level.
- » Form a network which can mobilize to provide critical supports to persons in crisis or needing immediate assistance to exit a harmful situation (i.e. sex trade workers).
- » Provide education and awareness of human trafficking to local businesses and agencies including schools, hotels, child protection agencies and group homes.
- » Ensure a wrap-around approach is taken to address victims of sexual offences and human trafficking.

MONDAY NIGHT PROJECT

The Monday Night Project was developed to offer support and protection to high-risk, marginalized women and girls. The project includes a peer-supported drop-in night staffed by Nuu-chah-nulth Tribal Council mental health harm reduction workers. Women can access free sanitary and beauty products, harm reduction supplies and a warm meal. The drop-in sessions also include programs focused on protection.

SAFE REPORTING PROGRAM

The Safe Reporting Program is run in partnership with Alberni Drug and Alcohol Prevention Service (ADAPS). A police station environment can often be a barrier to individuals coming forward to report a crime. This program,

which is victim-centered and trauma informed, offers young victims of crime, the opportunity to initiate a report at ADAPS in a youth-centered room, with a plain clothes officer, and supported by a registered psychologist who specializes in working with youth sexual assault victims.

INTO THE FUTURE

Priorities for 2022-2023 include:

- » Crime reduction with a particular focus on property crimes and drug offences.
- » Additional education, awareness and enforcement in relation to family violence.
- » Indigenous policing with a focus on excellence, drugs, traffic, youth and visibility.
- » The ongoing wellness of all RCMP employees.





YOUR DEVELOPMENT SERVICES

The City's Development Services department works proactively with local agencies and the community to develop a complete, balanced, and liveable community. This is achieved by developing regulatory strategies for City-wide planning, facilitating zoning and subdivision applications, administering building permits and inspections, and completing other projects that involve land use and community development.

WE DELIVER FOR YOU

Your Development Services department works proactively with local agencies and the community to develop a complete, balanced, and livable community. This is achieved by developing regulatory strategies for City-wide planning, facilitating zoning and subdivision applications, administering building permits and inspections, and completing other projects that involve land use and community development.

LET'S TALK PROGRESS

Providing access to a range of housing, including affordable and accessible housing, is a major concern in the City of Port Alberni and throughout the Province. The City completed its first Housing Needs Report and Council formally adopted the report in early 2021. The Housing Needs Report provides important information and data to be able to better address and prioritize future housing needs for all residents.

During 2021 numerous housing projects were started or completed:

- » Maitland Street Village, a 46-unit energy efficient housing project was completed.
- » The next phase of the Westcoast Native Housing Society (Rainbow Gardens) 47-unit, five storey senior housing project is progressing.
- » The next phase of construction for Portview Landing, consisting of a four storey multi-family and six townhouse buildings (a total of 93 units), is planned for mid 2022.
- » The VRS Communities Society received approval for a 102 unit, five-storey senior housing project, with construction to begin in mid 2022.
- » The San Group of Companies

began construction of a new re-manufacturing mill on Stamp Avenue.

- » Renovations to the emergency section of West Coast General Hospital began in 2021, with completion expected in 2022.
- » Construction also began on a new Coastal Credit Union building, the Shaw Cable Data Centre and a Wendy's Restaurant.

FAST FACTS

- » The City of Port Alberni continues to grow and the number of development projects are increasing. Over 160 Building Permits were issued in 2021, including 135 new residential dwelling units.
- » The value of construction increased from just over \$35 million in 2020 to over \$53 million in 2021.

AWARDS/GRANTS

- » The City of Port Alberni received a grant in 2020 for \$21,950 to undertake an Uptown District Revitalization Strategy. The Development Services department partnered with Vancouver Island University's Master of Community Planning team to develop this strategy, which was completed and formally adopted by Council in 2021.



**MORE
THAN 160
BUILDING
PERMITS
ISSUED IN
2021**

**UP 7%
FROM
2019**

**135 PERMITS ISSUED FOR
RESIDENTIAL UNITS**



**51% INCREASE
IN VALUE OF
CONSTRUCTION**

**PORT ALBERNI
RECEIVED A
GRANT IN 2020 TO
UNDERTAKE AN
UPTOWN DISTRICT
REVITALIZATION
STRATEGY**





INTO THE FUTURE

In alignment with City Council’s *Corporate Strategic Plan*, the Development Services department aims to improve quality of life in Port Alberni by helping to foster a complete community that is safe, healthy and inclusive.

In 2021, the City of Port Alberni began the work to develop a new Official Community Plan (OCP). The development of a new OCP will continue throughout 2022 and include direct consultation with First Nations as well as a number of engagement opportunities with community partners and the public to create the vision and guiding principles for the OCP. In addition to assisting the City of Port Alberni in identifying and directing the long-term vision of the community, the OCP will provide objectives and policies for a wide range of issues that will help guide decisions on a variety of municipal priorities.

As part of the City of Port Alberni’s approach to improving housing stock and a variety of housing options, the department will investigate and present new regulations for secondary suites, laneway/carriage homes and short-term rentals.

Through these projects and City Council’s *Corporate Strategic Plan*, the Development Services department will help shape the future of Port Alberni and continue the transformation of the City into a vibrant waterfront community.



YOUR FIRE DEPARTMENT

The Port Alberni Fire Department (PAFD) is committed to the health and well-being of its staff and the community, and aims to enhance awareness through education and public participation while providing premier fire and rescue services. In addition to fire suppression and prevention services, the PAFD also provides medical, vehicle rescue, technical rescue, hazardous material response and fire investigation.

WE DELIVER FOR YOU

A year defined by a pandemic, 2021 saw the restoration of medical first responder calls exceeding pre-pandemic levels while a return to travel saw a marked increase in motor vehicle incidents. The heat dome that the City experienced in June resulted in a sudden spike in medical related calls and dried out wildland interface areas, which set up a busier than normal wildfire season for the Port Alberni Fire Department (PAFD).

LET'S TALK PROGRESS

Port Alberni Fire Department had its busiest year on record in 2021, responding to 1,989 calls over the year; an increase of 55% from the previous year. After the province drastically reduced medical responses by all fire departments for more than half of 2020, PAFD has responded to 110% more medical first responder calls in 2021. Structure fire responses in Port Alberni were also up 76% and motor vehicle incidents increased by 30%.

PAFD has continued to have a strong social media presence that has become one of the Alberni Valley's most trusted sources for timely and accurate information. Over the course of the year, PAFD's Facebook

followers grew from 4,000 to over 5,900 with some posts reaching as many as 55,000 individuals.

FAST FACTS

- » Fire Inspections are now completed on iPads which allows the inspector to digitally share the inspection reports, as well as any deficiencies, with the building or business owner immediately. This creates efficiencies and allows the owner to correct any issues in a timely manner, making the building safer for employees and the public.

INTO THE FUTURE

While Fire Engine #1 had been set to be replaced in 2021, supply chain issues delayed the building of the apparatus, now scheduled for delivery ahead of summer 2022. The new engine was built in Winnipeg, Manitoba by Fort Garry Fire Trucks (FGFT). Engine #1 is the first fire apparatus built by FGFT to feature battery-powered idle-mitigation technology which will turn the diesel engine off whenever possible to reduce greenhouse gas emissions over the life of the fire engine.



**RESPONDED
TO 1,989
INCIDENTS**

**UP 55%
FROM
2020**



**CALLS FOR
STRUCTURE
FIRES: UP 76%**



**MOTOR VEHICLE
INCIDENTS:
UP 30%**



**MEDICAL FIRST
RESPONSE:
UP 110%**





YOUR PARKS, RECREATION AND HERITAGE DEPARTMENT

To enrich the lives of those we serve by ensuring full and equitable access to a wide range of leisure opportunities, and promoting an appreciation for the environment and local heritage.

WE DELIVER FOR YOU

Your Parks, Recreation and Heritage department is responsible for developing, maintaining and operating Port Alberni’s parks, recreation and heritage facilities, ensuring full and equitable access to a wide range of leisure opportunities, and promoting an appreciation for local heritage.

LET’S TALK PROGRESS

In 2021, Parks, Recreation and Heritage worked diligently to support Council’s goals to provide and maintain quality services for our residents and to foster a complete community that is safe, healthy and inclusive.

FACILITIES

Upgrades at City facilities included re-lamping of the Multiplex rinks to provide state-of-the-art lighting that meets National Hockey League broadcast standards. With the installation of additional flagpoles, we now proudly display the Tseshah and Hupacasath flags at City Hall. The City purchased a property in the Uptown District that will become the Public Safety Building where Community Safety [Bylaw] and Community Policing Services will be co-located, and other related agencies.

HERITAGE

We were pleased to host the travelling exhibit “Body Language: Reawakening Cultural Tattooing of Northwest Coast”. The Alberni Valley Museum was one of six museums to be included in a children’s book project, “Stories Museums Tell”. The Museum was also invited to work with and support the Alberni Residential School “Survivor Memories of George Clutesi” project, which is expected to be displayed in summer 2023. Local volunteers invested thousands of hours working with the archives, ensuring that local history is appropriately preserved.

PARKS

Griffin Park in the Uplands area opened during summer 2021, providing a brand-new play structure for children and families to enjoy. Planting trees is a priority for staff, including the purchase of 62 trees for installation along the Johnston Road corridor and the start of tree installation on Rex Road. The memorial program is being updated to improve efficiency for families wishing to honour loved ones with a picnic table, bench, tree or rock.

RECREATION

Due to the continuation of the COVID-19 pandemic, our goal was to provide as many opportunities as possible for children, youth, adults and active agers to recreate safely during this tricky time. Though our attendance was impacted, we were thrilled that almost 31,000 people visited our Aquatic Centre in 2021. Future staffing in aquatics looks bright, as 60 individuals completed advanced leadership courses (required programs to lifeguard and teach swimming lessons). Our new trail riding program was a hit, with 116 participants enjoying our breadth of local trails on their mountain bikes.

FAST FACTS

- » The beautiful bulb displays in our planters each spring don’t go to waste after they finish flowering. Our crew re-plants them throughout our greenspaces to provide beautiful bloom shows for years to come.
- » Old garbage cans have been made new through the hard work of Alberni District Secondary School art students and our in-house sign shop. Cans painted by students are found in a variety

of our parks, and vinyl-wrapped cans will be featured along lower Johnston Road.

- » 977 local kids joined us for spring break, summer, and winter camps.
- » Over 600 children participated in swimming lessons.
- » When our inflatable birthday parties started in September, 8 birthdays were celebrated each month!
- » 6,270 people enjoyed West Coast Winter Wonderland in December at the Alberni Valley Multiplex.



AWARDS/GRANTS

- 2021 Canada Summer Jobs Grant
- » \$22,000 in staff wages supported seven summer camp positions.
- UBCM Community Emergency Preparedness Fund
- » \$50,000 for supplies to outfit our mobile reception centre trailer (purchased in 2020 with a UBCM grant), as well as a storage container, group lodging equipment, and mobile devices and printers for the Emergency Support Services program.
- BC Hydro Power Smart
- » \$28,263 incentive funding for the Multiplex LED lighting upgrades at our Multiplex rinks.
- BC Hydro Regreening Grant
- » \$4,750 towards the boulevard tree revitalization project on Rex Road in 2022.
- BCRPA 2021 Family Day Grant
- » \$2,000 to help subsidize staffing costs for a variety of activities on the Family Day holiday.

INTO THE FUTURE

Heading into 2022, staff are looking forward to seeing our local residents and guests frequenting our facilities with a pace and participation levels similar to pre-pandemic times. We look forward to continued progress on our FireSmart and Bear Smart initiatives, ensuring safe and enjoyable experiences throughout our community. Upcoming projects include seismic and structural upgrades to the historic Train Station, in preparation for hosting a long-term tenant. The review and update of the Official Community Plan will see the creation of a master parks plan, which will guide the process for future parks, playgrounds and greenspaces.



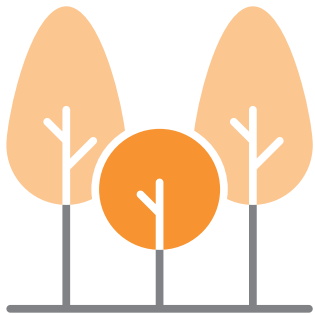
NEARLY 31,000
POOL GUESTS



RECIPIENT OF
MULTIPLE GRANTS
OVER \$100,000
TO AID PROJECTS
IN 2021 AND
BEYOND!



6,270 PEOPLE
ENJOYED WEST
COAST WINTER
WONDERLAND



62 TREES
PURCHASED FOR
INSTALLATION
ALONG THE
JOHNSTON ROAD
CORRIDOR



YOUR FINANCE DEPARTMENT

The Finance department maintains the City’s high standard of financial management by providing citizens, elected officials, staff, and vendors with professional service through the collection and disbursement of funds, financial reporting, and management of assets. The department also oversees the City’s expenditures through the annual financial planning process and expenditure policies.

WE DELIVER FOR YOU

Your finance department is responsible for a number of internal and external services including financial operations such as property taxation and utility billing, the procurement of goods and services, and financial planning and accounting services, including financing and investing as well as asset management, grant administration and statutory reporting.

LET’S TALK PROGRESS

Responsible fiscal management is critical to the effective operation of the City. To improve overall service delivery the Finance department has been focusing on asset management, procurement, investment policy updates and improvements to software and processes.

The full implementation of budgeting software was undertaken in 2021, improving workflow and transforming the collection and maintenance of information across all departments. Moving forward, the software will enable data-driven budgeting and decision making, saving time and allowing for more effective planning and increased transparency for our constituents.

In 2021, the City continued to draft a Strategic Asset Management Plan (SAMP) that provides a better understanding of the life-cycle costs of the City’s assets, for integration into future financial planning processes. The plan will help clarify the condition of the City’s asset inventory and identify replacement or renewal needs. Asset Management not only provides a framework for guiding long-term decision making, but also supports evidence-based decision making when investing in critical infrastructure.

FAST FACTS

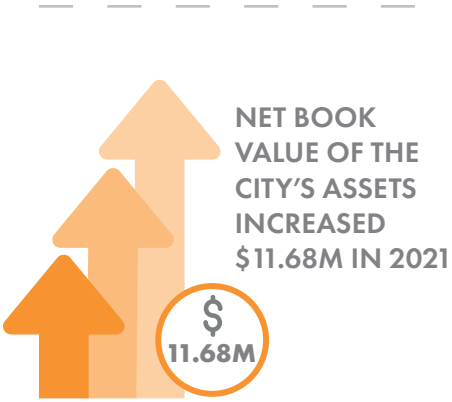
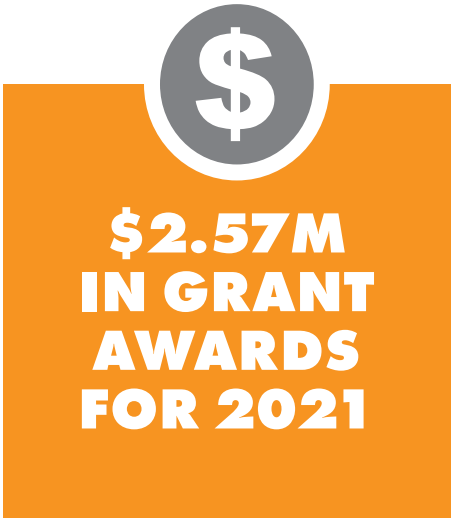
- » In 2021, the department oversaw a \$40.3M operating budget and \$16.4M of capital asset acquisition.
- » A key function of this department is regular financial reporting, which aids in decision making and managing the City’s finances according to budget. Financial reporting is generated from the department on a quarterly basis and provided to the Audit Committee, in addition to statutory reporting requirements.
- » Annual reporting includes preparing the audited financial statements and the Ministry-required Local Government Data Entry forms, as well as the Statement of Financial Information.
- » Investing in our City – the overall net book value of the City’s assets increased \$11.68M over 2021.

AWARDS/GRANTS

- » The City recorded \$2.57M in grant awards for 2021.

INTO THE FUTURE

In alignment with Council’s 2019-2023 *Corporate Strategic Plan* to provide and maintain quality services, the City’s Finance department will continue to work on streamlining its internal processes, improving paperless processes and updating internal systems to better support the needs of staff and residents.



YOUR ECONOMIC DEVELOPMENT DEPARTMENT

The primary function of the Economic Development department is to identify and promote measures that will increase the City's tax base and non-tax revenue sources, retain existing businesses and attract new business ventures to stimulate and diversify the local economy.

WE DELIVER FOR YOU

Your Economic Development department provides business retention and expansion and attraction services for the City of Port Alberni. We also assist with the business licence process and submit grant applications with the intent of getting municipal projects funded by other levels of government, foundations and trusts.

LET'S TALK PROGRESS

The Department worked on the Municipal Regional District Tax, diversification of the economy, grant applications for reconciliation and multi-modal pathways, all of which are goals of Council's *Corporate Strategic Plan*.

Two projects partially funded by the Island Coastal Economic Trust were also completed: an Industrial Land Inventory & Action Plan and an Investment Attraction website www.chooseportalberni.ca

FAST FACTS

- » \$450,000 recovered for Port Alberni businesses and non-profits from various federal and provincial COVID-19 relief programs.
- » 520 business licences issued.
- » 222 surveys distributed to new residents.

AWARDS/GRANTS

The following grant applications were awarded or are in process:

- » \$2.5 million towards a multi-modal pathway connecting Harbour Quay and Victoria Quay.
- » \$379,353 towards the transformation of the Clock Tower at Harbour Quay into a reconciliation initiative acknowledging the forceful

removal of the Tseshaht from their winter village Tlukwatku-is where the Wolf Ritual Tookwaana was performed.

- » \$390,000 towards the rehabilitation of the Train Station.
- » \$62,000 for two Small Business Support positions.
- » \$84,820 towards an Innovation Economy initiative.
- » \$443,126 for improving the health & safety of Port Alberni's unhoused population.
- » \$45,000 for the First Nation & Municipal Community Economic Development Initiative Program.
- » \$148,400 towards a joint project with Hupacasath First Nation for cultural heritage improvements at the Victoria Quay.

INTO THE FUTURE

2022 will see a continued focus on lifestyle improvements on the premise that 'investment follows talent and talent follows lifestyle'. Your Economic Development department will continue to support value-added activities in the agriculture, aquaculture and forestry sectors and foster a sector of the economy devoted to (especially marine) restoration and regeneration activities. Continued assistance will be offered to employers in their recruitment processes which will require innovative approaches to housing. The department looks forward to collaboration with local organizations in achieving these shared goals.



**SUBMITTED
GRANT
APPLICATIONS
WORTH MORE
THAN \$3.9M**



**520
BUSINESS
LICENSES**



**222
SURVEYS
DISTRIBUTED TO
NEW RESIDENTS**



Burde Street Pump Station

YOUR ENGINEERING AND PUBLIC WORKS DEPARTMENT

The City's Engineering and Public Works department designs and manages work on municipal infrastructure including streets, bridges, sewer systems, storm drainage, water and solid waste/garbage collection. The Department also manages cemetery administration and oversees streets maintenance including snow and ice removal, street sweeping, sidewalk maintenance, street lighting, traffic control signals, signage and road construction.

ENGINEERING & PUBLIC WORKS

Your Engineering and Public Works department is dedicated to providing high quality services to enable the growth, health and quality of life in Port Alberni. Services provided are directly linked to the City's 2019-2023 *Corporate Strategic Plan* by advancing the following objectives:

- » Provide and sustain needed municipal infrastructure for now and future generations.
- » Provide sustainable transportation corridors.
- » Promote sustainable environmental practices.

The department designs, operates and manages work on municipal infrastructure including streets, bridges, sewer and storm drains, and the potable water system. The department also manages solid waste and provides administration and operation of Greenwood Cemetery.

LET'S TALK PROGRESS

STREETS

The City Streets crew maintains over 150 kilometres of paved roads and 135 kilometres of sidewalks. They perform asphalt surface repairs, vegetation control, street sweeping, snow and ice removal as well as streetlights, signage, and traffic light maintenance.

In 2021 the Public Works and Parks departments completed an Uptown and Johnston Road corridor reinvigoration with street, lane and sidewalk cleaning, including new tamper-proof waste receptacles and a freshened look of the existing receptacles with new paint and vinyl wrapping.

WATER

The City water crew looks after the potable water system including three supply dams, five reservoirs, the water treatment plant, four pump stations, and the distribution system with over 170 kilometres of pipe, 740 fire hydrants and 6,800 water meters.

In 2021 City crews replaced 130 metres of aging watermain along Morton Street between 9th and 10th Avenue.

WASTEWATER

The wastewater crew operates the wastewater and stormwater collection system comprised of over 260 kilometres of sanitary and storm mains, 3,600 manholes, 2,350 catch basins, six pumping stations, 110 storm outlets, four combined sewer overflows, and the wastewater treatment facility.

During 2021 contractors continued to work on completing upgrades to the City's wastewater treatment facility. Upon completion, the upgraded facility will provide enhanced environmental protection, increase operational capacity and ensure the City meets current wastewater treatment standards. The facility was commissioned in January of 2022 with completion scheduled for summer 2022.

The Engineering and Public Works department designed and built a new backwash connection for the Echo Aquatic Centre eliminating overflow previously dispersed to a creek. Operationally and environmentally this is a significant improvement with immediate results.

Following a failure of the sewer forcemain that leads from the Argyle pump station to the Somass River, staff were able to repair the

failure and construct a bypass in the event of future breaks. Through engagement with First Nations and the implementation of monitoring, staff were able to effectively monitor flows resulting in increased reaction time and improved outcomes.

The final phase of the Coal Creek Combined Sewer Separation Project was substantially completed with the construction of new sanitary and storm mains and connections on Melrose Street from 6th Avenue to 11th Avenue significantly reducing the frequency of sewage releases from that outfall.

The next phase of the Burde Street to Cowichan Reservoirs Water Supply Main Replacement Project was completed with construction of Phase 5, which included the trunk on 15th Avenue from Montrose Street to Fowlie Crescent.

The City's *Liquid Waste Management Plan* was endorsed by the Province and will now be used as a policy document to guide stormwater and wastewater related projects.

SOLID WASTE

Since launching Sort'nGo Organics in Port Alberni last September, we've seen more than 500 tons of organic waste diverted from the landfill. As we transform that kitchen/food/garden waste into compost we continue to see positive results from the program.

Comparing monthly statistics from before the service started to April 2022 saw a 44 per cent decrease in garbage generation – a decrease from 280 to 156 tonnes per month. The recycling collection has increased by 30 per cent, from 49 to 63 tonnes per month, while the new organics collection averaged 158 tonnes per month.

LET’S TALK PROGRESS
(CONTINUED)

This is great news and shows the positive impact of the 3-stream waste collection service. The benefits from these numbers over time are multiple. Based on these figures, annually the City will:

- » Generate approximately 950 tonnes of compost.
- » Divert 1,320 tonnes of organic waste from the landfill.
- » Prevent 208,000m3 of methane gas production.
- » Save approximately 2,577m3 of landfill space.
- » Extend the life of the landfill by 5 years.
- » Save \$9 million dollars of costs related to the life of the landfill.

ENGINEERING

The Engineering team provides support to public works, residents, and developers involved in improving our City.

In the interest of improving intersection safety, the City partnered with ICBC to complete a ‘Network Screening Study’ to identify the top 20 collision-prone intersections with the

intent to establish an ‘Intersection Improvement Program’ that will help prioritize safety improvements throughout the City.

The Engineering department supported BC Hydro with the replacement of their leased lights. More than 1,000 lights had LED’s installed reducing energy use by more than 50% and improving visibility.

FAST FACTS

- » In 2021 Port Alberni used 4.1 million cubic meters of potable water, which is about 515 litres per person per day or the equivalent of each person having 3.7 baths per day. Of all the water supplied, 86% came from China Creek, with the remaining 14% coming from Bainbridge Lake.
- » In 2021 the average weight of garbage collected per household per week was 10.9 kilograms.
- » Engineering and Public Works responded to 855 requests for service.

AWARDS/GRANTS

- » The City succeeded in obtaining an Active Transportation grant for

\$20,000 which will support engagement of services users and the public in updating the City’s *Active Transportation Plan* in conjunction with the Official Community Plan review and update.

INTO THE FUTURE

In alignment with Council’s 2019-2023 *Corporate Strategic Plan* priorities, a number of key initiatives were continued in 2021 and are scheduled for 2022.

The department will continue to support the Finance department in establishing the City’s Asset Management Plan which will enable crews to plan the appropriate investment on the right infrastructure at the right time.

Plans will continue for construction of portions of the Connect the Quays pathway, a multi-use path that will improve connectivity between the City’s two waterfront public areas.

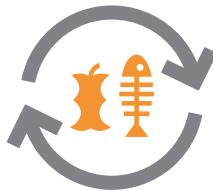
The Clock Tower restoration project, representative of the City’s commitment to meaningful reconciliation of past wrongs, will be unveiled in partnership with Tseshaht First Nation in June of 2022 as the Wolf Tower.



MORE THAN 4M
CUBIC METERS OF
HIGH-QUALITY
DRINKING WATER
PROVIDED



RESPONDED TO
855 REQUESTS
FOR SERVICE -
14% INCREASE



500 TONS OF ORGANIC
WASTE DIVERTED FROM
THE LANDFILL



44 %
DECREASE
IN GARBAGE
GENERATION



MORE THAN 1,000 LIGHTS
HAD LED’S INSTALLED
REDUCING ENERGY USE BY
MORE THAN 50%





YOUR ADMINISTRATION DEPARTMENT

The City's Administration team consists of the Chief Administrative Officer, Corporate Services department, Human Resources, and support staff. The Department provides services to Council, staff and the public that supports informed responsive, transparent and effective governance.

WE DELIVER FOR YOU

Your City Administration team is comprised of the Chief Administrative Officer, Corporate Services Department, Human Resources, and support staff working collaboratively to facilitate and deliver high-quality services to our citizens.

LET'S TALK PROGRESS

Corporate Services is largely responsible for internal activities such as legislative services, communication, and information services. Corporate Services is also responsible for public services like bylaw & parking compliance, community policing and RCMP support services.

The department provides support for Council, Committees of Council and departmental operations, ensuring a coordinated and balanced implementation of Council's *2019-2023 Corporate Strategic Plan*. During 2021 Corporate Services succeeded in preparing 22 Regular meetings of Council, 31 Special meetings of Council, five Public Hearings and four Committee of the Whole meetings. In response to COVID-19 the majority continued to be held virtually until October when Council was able to return to in-person meetings.

Some key projects brought before Council included: the public engagement results of the Connect the Quays Pathway Project, a multi-modal pathway between the Victoria Quay and Harbour Quay; implementation of the three-stream solid waste collection service to include recycling, organics and garbage; and receipt of a \$390,000 grant from the Community Economic Recovery Infrastructure Program (CERIP) to support the Train Station Rehabilitation Project.

Throughout 2021, the Community Policing program partnered with many agencies, businesses and citizens of Port Alberni to improve neighbourhood and road safety. Delivering a number of programs, the 17 active volunteers contributed 2,966 hours in community policing initiatives including:

- » 1,780 hours dedicated to Crime Watch.
- » 71,487 vehicles monitored through the City's ICBC sponsored Speed Watch Program and 65,440 vehicles monitored for Distracted Driving.
- » 2,252 Property Crime Awareness letters were delivered to residents and their surrounding neighbours that were impacted by theft or break and enter with 920 cars visually inspected for protection from Auto Crime.
- » 175 bikes were registered through the 529 Garage Program to combat Bike Theft.

Through these Community Safety initiatives, Community Policing endeavours to strengthen community and police partnerships by educating, engaging and empowering volunteers to support and assist the Port Alberni RCMP in the safe and effective delivery of authorized crime reduction and prevention activities.

In conjunction with Community Policing, the RCMP and other agencies the City's Community Safety [Bylaw] team was busy responding to a variety of files aimed at reducing crime and improving the quality of life for all of Port Alberni's citizens. 2021 saw 775 calls for service with 34% of the calls related to the Traffic Bylaw, 22% related to the Property Maintenance Bylaw, and 7% of calls related to the Zoning Bylaw. Over the course of the year

21 Bylaws were either introduced or amended by City Council.

In fall of 2021, Council approved multiple contracts delivering on grant funds received through the UBCM Strengthening Communities' Services fund to support the unsheltered population and to address related community health and safety challenges. A special Coordination Hub will oversee development of Homeless Outreach Services, Temporary Employment for Unsheltered Homeless, Youth Outreach Services and a Drop-In Centre. This project is a unique opportunity to showcase the important work of valued community partners.

In addition to adapting to the frequently changing COVID-19 protocols and public health orders, while ensuring the continued safety of both staff and the public, Human Resources continued to support all City departments through a variety of functions including the hiring, training and development of staff, as well as the oversight of the City's occupational health and safety program.

2021 was another year of transition within staff and the City's leadership team. A number of key positions were filled including the Director of Development Services/Deputy CAO, and the Director of Engineering and Public Works.

With a number of retirements occurring, the Public Works department went through a re-organization and change in the leadership team, with the appointment of a Manager of Operations and the hiring of three new superintendents.

FAST FACTS

- » Port Alberni is proud to be one of only eight communities to receive Bear Smart status. The Bylaw Team works with both the Conservation Officer Service and the Wildsafe BC Coordinator to promote safer management of attractants in our community. Over the course of the year, Bylaw responded to 24 calls from the public to address attractants issues.
- » In April, Hupacasath First Nation, City of Port Alberni and Tseshah First Nation became one of only eight community partnerships across Canada to receive funding for a three-year program to support First Nations and neighbouring municipalities to build respectful and equitable partnerships, and to develop capacity for long-term planning for joint community economic development.
- » To assist local businesses in finding innovative and creative ways of servicing the community, the City continues to extend Licences of Occupation for businesses to expand their operations onto sidewalk areas and other City-owned properties.

INTO THE FUTURE

Looking forward to 2022, the Chief Administrative Officer will continue to encourage his team to achieve excellence and support Council’s Strategic Plan by ensuring the organization’s priorities align while remaining fiscally responsible.

Some of these priorities include completion of the Clock Tower restoration project at the Harbour Quay, which will be celebrated in partnership with Tseshah First Nation at the “Re-awakening of ʕuukʔatquuʔis: Wolf Tower” unveiling event. The displacement of Tseshah from Tlukwatku-is and the redevelopment of that site represents a pivotal moment in Alberni Valley history and a tangible example of the City’s commitment to meaningful reconciliation.

The City’s acquired building in the Uptown District that will serve as the Public Safety Building will undergo renovations to create work spaces for Bylaw Services and Community Policing staff as well as office space for related agencies. The Public Safety Building, set to open fall of 2022, will bolster the City’s innovative approach to community safety and help address current and emerging public safety challenges. Stay tuned for details on the grand opening!

Port Alberni’s historic Train Station has long stood at the corner of Argyle Street and Kingsway Avenue, a testament to the times past, and now a beacon of opportunity for Port Alberni’s future. Recognizing that this historic landmark is an important piece in advancing the revitalization of Uptown, the City moved forward with inviting proponents to submit proposals for transforming this iconic site into a new, thriving business.

With the news that the City was successful in its application for \$2.5M in grant funding, planning continues for the Connect the Quays Pathway, a multi-use path that will improve connectivity between the City’s two waterfront public areas. Acquisition of the 43-acre site of the former Somass Division in August of 2021 aligns with Council’s *Corporate Strategic Plan*, the Pathway project and the goal of creating permanent public access to the waterfront and park-space for the people of the Alberni Valley to enjoy as well as offering the City of Port Alberni a unique opportunity to transform once industrial lands into a community asset focused on a comfortable mix of multi-family housing, park and open space, local small businesses and enhanced natural environment.

City residents will be heading to the polls on Saturday, October 15, 2022 to vote for municipal, regional district and school district representatives. Local government elections are held every four years in B.C., with the last general local election held in October 2018.

The administration department will continue to strive for excellence in all aspects of municipal management/ governance and will continue to improve processes and ensure transparency so as to build trust and understanding within the community. Through meaningful and purposeful projects, the department will support Council in building a complete and vibrant community.

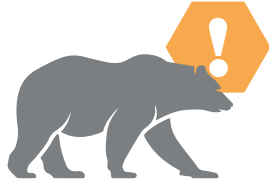


775 BYLAW SERVICE CALLS



2,966 VOLUNTEER HOURS SPENT ON COMMUNITY SAFETY INITIATIVES

8TH YEAR HOLDING BEAR SMART STATUS



SUCCESSFUL GRANT APPLICATION OF \$2.5M

CONNECT THE QUAYS PATHWAY



SORT’N GO NEW 3-STREAM CURBSIDE COLLECTION





FINANCIAL STATEMENTS



Consolidated Financial Statements of
CITY OF PORT ALBERNI
Year Ended December 31, 2021

CITY OF PORT ALBERNI
CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2021

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Independent Auditor's Report



To the Mayor and Council of the City of Port Alberni:

Opinion

We have audited the consolidated financial statements of the City of Port Alberni (the "City"), which comprise the consolidated statement of financial position as at December 31, 2021, and the consolidated statements of operations, accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the City as at December 31, 2021, and the results of its consolidated operations, changes in its net financial assets and its consolidated 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 Auditor's Responsibilities for the Audit of the consolidated Financial Statements section of our report. We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical 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.

Other Matter

Our audit was performed for the purpose of forming an opinion on the consolidated financial statements taken as a whole. The current year's supplementary information, including schedules 1 to 11, have been presented for purposes of additional analysis. The supplementary schedules 1, 2, 3, and 4 have been subjected to the auditing procedures applied to the consolidated financial statements and, in our opinion, this supplementary information is presented fairly, in all material respects, in relation to the consolidated financial statements taken as a whole. We do not express an audit opinion on schedules 5 to 11 because our examination did not extend to the detailed information therein.

Other Information

Management is responsible for the other information, consisting of an annual report, which is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

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

Management is responsible for the preparation and fair presentation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the City'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 City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's 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 these consolidated 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 consolidated 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 City'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 City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated 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 auditor's report. However, future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the City to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We 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.

Nanaimo, British Columbia

May 9, 2022


Chartered Professional Accountants

CITY OF PORT ALBERNI
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As at December 31, 2021

	2021	2020
FINANCIAL ASSETS		
Cash and cash equivalents	\$ 12,720,513	\$ 10,980,337
Investments (Note 3)	20,240,566	26,487,148
Accounts receivable (Note 4)	6,344,112	6,556,170
Inventory for resale	68,959	52,859
Investment in government business enterprise (Note 5)	1,200,374	1,512,323
	40,574,524	45,588,837
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities (Note 6)	8,454,469	6,135,519
Deferred revenue (Note 7)	9,299,524	7,145,763
Refundable deposits	1,052,203	314,332
Long-term debt (Note 8, Schedule 3)	13,479,858	13,943,928
	32,286,054	27,539,542
NET FINANCIAL ASSETS	8,288,470	18,049,295
Commitments and Contingencies (Note 14)		
Significant Event (Note 15)		
NON-FINANCIAL ASSETS		
Inventory of supplies	518,079	475,837
Prepaid expenses	139,175	273,226
Tangible Capital Assets (Note 11, Schedule 1)	143,828,035	132,151,528
	144,485,289	132,900,591
ACCUMULATED SURPLUS (Note 12)	\$ 152,773,759	\$ 150,949,886

Approved on behalf of the City


Andrew McGifford
Director of Finance

The accompanying notes are an integral part of these consolidated financial statements.

CITY OF PORT ALBERNI
CONSOLIDATED STATEMENT OF OPERATIONS
As at December 31, 2021

	Budget (Note 16)		2021	2020
REVENUE				
Taxation (Schedule 4)	\$	24,680,709	\$ 24,818,993	\$ 23,730,348
Sale of services		10,548,377	11,467,272	10,541,469
Other revenue from own sources		878,555	1,230,103	785,252
Investment income		268,000	254,505	440,146
Grants and transfers (Note 13)		5,291,028	2,565,914	9,121,805
Recognition of development cost charges (Note 7)		-	165,907	-
Gain (loss) on disposal of tangible capital assets		-	(145,806)	684,376
Income (loss) from investment in government business enterprise (Note 5)		-	(11,949)	376,136
Other		360,000	-	-
		42,026,669	40,344,939	45,679,531
EXPENSES				
General government services	\$	3,924,394	\$ 4,023,779	4,526,974
Protective services		12,405,343	13,851,539	11,593,909
Transportation services		4,103,080	6,375,826	5,698,081
Environmental health services		1,523,802	1,226,059	1,023,172
Environmental and economic development		1,520,939	1,456,896	1,835,748
Recreation and cultural services		5,846,213	6,846,620	7,579,114
Water utility		1,804,669	2,552,198	2,489,889
Sewer utility		1,724,519	2,166,413	1,933,765
Other		-	21,736	5,365
		32,852,959	38,521,066	36,686,018
ANNUAL SURPLUS		9,173,710	1,823,873	8,993,513
Accumulated surplus, beginning of year		150,949,886	150,949,886	141,956,373
ACCUMULATED SURPLUS - END OF YEAR	\$	160,123,596	\$ 152,773,759	\$ 150,949,886

CITY OF PORT ALBERNI
CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
As at December 31, 2021

	Budget (Note 16)		2021	2020
ANNUAL SURPLUS				
	\$	9,173,710	\$ 1,823,873	\$ 8,993,513
Acquisition of tangible capital assets		(9,991,445)	(16,436,118)	(14,564,960)
Amortization of tangible capital assets		-	4,598,806	4,597,550
Loss (gain) on disposal of tangible capital assets		-	145,806	(684,376)
Proceeds from sale of tangible capital assets		-	15,000	977,883
		(817,735)	(9,852,633)	(680,390)
Acquisition of supply inventory		-	(518,079)	(475,837)
Acquisition of prepaid expenses		-	(139,175)	(273,226)
Consumption of inventory of supplies		-	475,837	490,306
Use of prepaid expenses		-	273,225	242,899
		-	91,808	(15,858)
CHANGE IN NET FINANCIAL ASSETS		(817,735)	(9,760,825)	(696,248)
Net financial assets, beginning of year		18,049,295	18,049,295	18,745,543
NET FINANCIAL ASSETS - END OF YEAR	\$	17,231,560	\$ 8,288,470	\$ 18,049,295

The accompanying notes are an integral part of these consolidated financial statements.

The accompanying notes are an integral part of these consolidated financial statements.

CITY OF PORT ALBERNI
CONSOLIDATED STATEMENT OF CASH FLOWS
As at December 31, 2021

	2021	2020
Cash provided by (used in):		
OPERATING ACTIVITIES		
Annual surplus	\$ 1,823,873	\$ 8,993,513
Non-cash items		
Amortization of tangible capital assets	4,598,806	4,597,550
Loss on disposal of tangible capital assets	145,806	(684,376)
Loss (income) from investment in government business enterprise	11,949	(376,136)
Actuarial adjustment	(99,821)	(86,584)
Inventory of supplies	(42,242)	14,470
Prepaid expenses	134,050	(30,327)
Changes in working capital balances		
Accounts receivable	212,058	(1,494,584)
Inventory for resale	(16,100)	(21,444)
Accounts payable and accrued liabilities	2,318,950	(349,345)
Deferred revenue	2,153,761	369,006
Refundable deposits	737,871	(131,879)
	11,978,961	10,799,864
CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	(16,436,118)	(14,564,960)
Proceeds from sale of tangible capital assets	15,000	977,883
	(16,421,118)	(13,587,077)
INVESTING ACTIVITIES		
Dividend from government business enterprise	300,000	2,000,000
Change in investments	6,246,582	1,971,714
	6,546,582	3,971,714
FINANCING ACTIVITIES		
Repayment of long-term debt	(364,249)	(254,557)
INCREASE IN CASH AND CASH EQUIVALENTS	1,740,176	929,944
Cash and cash equivalents - beginning of year	10,980,337	10,050,393
CASH AND CASH EQUIVALENTS - END OF YEAR	\$ 12,720,513	\$ 10,980,337

The accompanying notes are an integral part of these consolidated financial statements.

CITY OF PORT ALBERNI
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2021

1. General

The City of Port Alberni (the "City") is a municipality in the Province of British Columbia and operates under the provisions of the Community Charter. The activities of the City are carried out through the following funds: General Revenue Fund, General Capital Fund, Reserve Funds, Water Revenue Fund, Water Capital Fund, Sewer Revenue Fund, and Sewer Capital Fund.

In December 2009 the City of Port Alberni incorporated a company known as Alberni Valley Community Forest Corporation. The City retains full ownership of the company. Alberni Valley Community Forest Corporation general operations include forestry and business activities associated with forestry including harvesting and selling timber and non-timber forest products.

2. Significant Accounting Policies

The consolidated financial statements of the City are prepared by management in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada. Significant accounting policies are as follows:

Reporting entity

The consolidated financial statements reflect the assets, liabilities, revenues, expenses, and accumulated surplus of the City. Inter-departmental balances and transactions have been eliminated.

The City's business partnership, the Alberni Valley Community Forest Corporation, which is owned and controlled by the City but not dependent on the City for their continuing operations, are included in the consolidated financial statements using the modified equity method.

Under the modified equity method, the accounting policies for the wholly owned subsidiary are not adjusted to conform to those of the city. The Alberni Valley Community Forest Corporation reports under International Financial Reporting Standards. The City's investment in this entity is recorded at acquisition cost and is increased for the proportionate share of post-acquisition earnings and decreased by post acquisition losses and distributions received.

The City administers certain trusts on behalf of external parties which are excluded from the financial statements.

Basis of Presentation

The City practices fund accounting. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. Funds currently in use are:

General Revenue Funds account for all financial resources except those required to be accounted for in another fund. The General Revenue Fund is the City's operating fund including collection of taxation, administering operations, roads, policing, fire protection etc.

Capital Funds account for all capital assets and unfunded work-in-progress of the City and offset by long-term debt and investment in capital assets.

Reserve Funds account for activities within designated funds established for specific purposes with the approval of the Ministry of Community Development. The funds are governed by bylaws defining their purpose and are funded primarily by budgetary contributions from the General Revenue Fund plus interest earned on the fund balances.

CITY OF PORT ALBERNI
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2021

CITY OF PORT ALBERNI
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2021

2. Significant Accounting Policies (continued from previous page)

Water and Sewer Funds account for operations that are financed and operated in a manner similar to private business operations, where the intent is that costs of providing the services on a continuing basis be financed through user charges.

Basis of accounting

The City follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

Revenue recognition

Taxes are recognized as revenue in the year they are levied. Taxes may be adjusted by the Province by way of supplementary roll adjustments through the BC Assessment appeal process. Levies imposed by other taxing authorities are not included as taxes for municipal purposes. Charges for water and sewer usage, solid waste collection and recreation programs and admissions are recorded as sales of service and are recognized as revenue when the service or product is rendered by the City. Development contributions are recorded as contributed tangible capital assets at their fair value on the date of contribution. Other revenue is recorded when performance of services is complete, amounts are measurable, and collectability is reasonably assured. Income from investments in government business enterprises is recorded using the modified equity method based on the annual earnings from the government business enterprise for the year.

Government transfers

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Deferred revenue

Deferred revenue includes non-government grants, contributions and other amounts received from third parties pursuant to legislation, regulation and agreement which may only be used in certain programs, in the completion of specific work, or for the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed, or the tangible capital assets are acquired. Development cost charges are amounts which are restricted by government legislation or agreement with external parties. When qualifying expenditures are incurred development cost charges are recognized as revenue in amounts which equal the associated expenses.

Investment income

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance. Investment income is allocated to various reserves and operating funds on a proportionate basis.

Cash equivalents

Cash equivalents include short-term highly liquid investments with a term to maturity of 90 days or less at acquisition.

Debt

Debt is recorded net of principal repayments and actuarial adjustments.

2. Significant Accounting Policies (continued from previous page)

Employee future benefits

The City and its employees participate in a Municipal Pension Plan. The Plan is a multi-employer contributory defined benefit pension plan. Payments in the year are expensed. Sick leave benefits and retirement severance benefits are also available to the City's employees. The costs of these benefits are actuarially determined based on service and estimates of retirement ages and expected future salary and wage increases. The obligation under these benefit plans is accrued based on projected benefit costs as employees earn the future benefits.

Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

Tangible capital assets

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all costs directly attributable to acquisition, construction, or interest from financing of the tangible capital asset. Contributed tangible capital assets are recorded as revenue at fair value at the time of contribution. The useful life is applied straight line to calculate amortization at the following estimated useful lives:

Asset	Useful life - years
Land improvements	10 to 20 years
Buildings, including building components	25 to 40 years
Machinery and equipment	5 to 30 years
Engineering structures	30 to 75 years
Storm systems	45 to 75 years
Transportation systems	15 to 60 years
Water systems	8 to 75 years
Sewer systems	8 to 75 years

Amortization is charged annually, including in the year of acquisition and disposal. Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and are recorded as revenue.

The City has capitalized interest costs associated with the construction of tangible capital assets, during the period of construction only.

Natural resources that have not been purchased are not recognized as assets in the financial statements.

Works of art and cultural and historic assets are not recorded as assets in these financial statements.

Inventory of supplies

Inventory of supplies held for consumption is recorded at the lower of cost and replacement cost, using the first in, first out method.

CITY OF PORT ALBERNI
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2021

CITY OF PORT ALBERNI
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2021

2. Significant Accounting Policies (continued from previous page)

Use of estimates

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating provisions for accounts receivable, inventory, accrued liabilities, performing calculations of employee future benefits and estimating the useful lives of tangible capital assets. Liabilities for contaminated sites are estimated based on the best information available regarding potentially contaminated sites that the City is responsible for. Developer contributions of tangible capital assets are recorded at the City's best estimate of fair value on the date of contribution, calculated using engineering plans and standardized item cost estimates. Actual results could differ from these estimates.

Refundable deposits

Receipts restricted by third parties are deferred and reported as refundable deposits under certain circumstances. Refundable deposits are returned when the third party meets their obligations, or the deposits are recognized as revenue when qualifying expenditures are incurred.

Liability for contaminated sites

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the City is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2021.

At each financial reporting date, the City reviews the carrying amount of the liability. Any revisions required to the amount previously recognized is accounted for in the period revisions are made. The City continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

During the year, the City purchased multiple lots related to a former mill site (the Somass lands). The City is in the early stages of engaging environmental engineers to assess the amount of potential contamination on those lots and any required remediation associated with those lots. Any liability for contaminated sites is not currently estimable. When a reasonable estimate can be obtained, the City will record a liability at that time.

Reserve accounts

Reserves for future expenditures are non-statutory reserves, which represent an allocation of revenue for specific purposes.

Financial instruments

The City's financial instruments consist of cash and cash equivalents, investments, accounts receivable, accounts payable and accrued liabilities, refundable deposits, and long-term debt. Unless otherwise indicated, it is management's opinion that the City is not exposed to any significant interest, credit, or currency risks arising from these financial instruments.

3. Investments

Investments include funds invested in Guaranteed Investment Certificates and Money Market Funds with Raymond James and the Municipal Finance Authority of B.C. The investments are carried at market value which is equal to the carrying value. The investments have various maturity dates between Jan 2022 and Mar 2022 with a range of interest rates between 0.15% and 2.40%.

4. Accounts Receivable

	2021	2020
Property taxes	\$ 960,065	\$ 978,414
Provincial government	-	186,686
Federal government	139,540	108,159
General	5,244,507	5,282,911
	<u>\$ 6,344,112</u>	<u>\$ 6,556,170</u>

5. Investment in government business enterprise

The investment in the Alberni Valley Community Forest Corporation (AVCFC) is reported as a government business enterprise (GBE) and accounted for using the modified equity method. Under this method, the government business' accounting principles are not adjusted to conform with those of the City and inter-corporate transactions are not eliminated. The City owns 100% of the issued and outstanding shares.

The AVCFC financial statements were prepared under International Financial Reporting Standards (IFRS).

The following table provides condensed supplementary financial information for the corporation at December 31, 2021:

	2021	2020
Financial position		
Assets	\$ 1,515,587	\$ 2,022,376
Liabilities	306,469	501,309
Equity	1,209,118	1,521,067
	<u>1,515,587</u>	<u>2,022,376</u>
Operations		
Revenue	1,950,627	637,062
Expenses	1,962,576	290,926
Net income (loss)	<u>(11,949)</u>	<u>376,136</u>
 Summary of investment in GBE	 2021	 2020
AVCFC shares	\$ 1	\$ 1
Accumulated earnings to date	1,200,373	1,512,322
	<u>\$ 1,200,374</u>	<u>\$ 1,512,323</u>

During the year the City received a dividend from AVCFC of \$300,000 (2020 - \$2,000,000)

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6. Accounts payable and accrued liabilities

	2021	2020
Other local governments	903,604	25,700
Trade accounts	5,002,228	3,088,966
Salaries and wages	269,467	578,318
Accrued debenture interest	82,071	83,556
Accrued employee benefits	2,197,099	2,358,979
	<u>\$ 8,454,469</u>	<u>\$ 6,135,519</u>

Employee future benefits

The City provides benefits for sick leave, vacation pay and certain retirement benefit arrangements to its employees.

a) Retirement benefit payments

The City provides retirement benefits to qualifying employees who cease employment with the City after a specified length of service. Retirement benefits are estimated for individual employees as per the appropriate collective agreement, based on estimated salary costs at the time of anticipated retirements, and discounting expected pay-outs over estimated years of service.

	2021	2020
Benefit liability – beginning of year	\$ 757,700	\$ 724,800
Add: current service costs	52,900	50,700
Interest on accrued benefit obligations	21,200	29,400
Amortization of actuarial loss	16,300	16,300
Less: Benefits paid	(82,300)	(63,500)
Benefit liability – end of year	765,800	757,700
Unamortized actuarial loss (gain)	126,800	79,000
Accrued benefit obligation – end of year	<u>\$ 892,600</u>	<u>\$ 836,700</u>

The retirement liability requires no contribution from the employees.

b) Accrued vacation liability

	2021	2020
Accrued vacation liability – end of year	<u>\$ 1,165,399</u>	<u>\$ 1,192,279</u>

c) Accumulated sick leave liability

The City provides benefits for sick leave to all its employees. Employees in the classification of CUPE and Firefighter accumulate sick leave on a monthly basis and can only use this entitlement for paid time off under certain circumstances. Sick leave is accumulated to a maximum as determined by the appropriate collective agreement. Sick leave for management employees does not accumulate. At December 31, 2021, this liability is estimated at \$139,100 (2020 - \$330,000).

6. Accounts payable and accrued liabilities (continued)

d) Employee benefit obligations

	2021	2020
Accrued benefit obligation	\$ 892,600	\$ 836,700
Accrued vacation payable	1,165,399	1,192,279
Accumulated sick leave liability	139,100	330,000
Total employee benefit obligations	<u>\$ 2,197,099</u>	<u>\$ 2,358,979</u>

7. Deferred revenue

Capital grants are restricted to spending on capital project expenses. Other deferred revenue is not restricted. Federal Gas Tax Agreement funding has broad guidelines for use for projects that result in cleaner air, clearer water, or decreased greenhouse gas emissions.

	2021	2020
Capital grants, opening balance	\$ 27,997	\$ 27,997
Capital grants, receipts	551,180	-
Capital projects recognized into revenue	-	-
Capital grants, ending balance	579,177	27,997
Property taxes	1,954,557	1,566,136
Other	1,064,621	1,135,099
Development cost charges (DCC's)	1,889,119	1,763,639
Federal Gas Tax Agreement	3,812,050	2,652,892
	<u>\$ 9,299,524</u>	<u>\$ 7,145,763</u>

Development cost charges (DCCs)

Opening balance	\$ 1,763,639	\$ 1,581,681
Add: DCCs received during the year	284,232	175,713
Less: Amount recognized as revenue	(165,907)	-
Add: Interest	7,155	6,245
	<u>\$ 1,889,119</u>	<u>\$ 1,763,639</u>

Federal Gas Tax funds

Opening balance	\$ 2,652,892	\$ 2,509,877
Add: Funding received during the year	1,989,899	799,581
Less: Amount recognized as revenue	(833,374)	(674,419)
Add: Interest	2,633	17,853
	<u>\$ 3,812,050</u>	<u>\$ 2,652,892</u>

Federal Gas Tax funding is provided by the Federal government. The use of funding is established by a funding agreement between the City and the Union of British Columbia Municipalities (UBCM). These funds may be used towards designated infrastructure projects that help communities build and revitalize public infrastructure supporting economic growth and a clean environment.

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8. Debt

Debt Reserve Fund

The Alberni-Clayoquot Regional District (ACRD) obtains long-term debt, on behalf of the City, through the Municipal Finance Authority (MFA), pursuant to security issuing bylaws under the authority of the Local Government Act, to finance certain capital expenditures.

The MFA is required to establish a Debt Reserve Fund. Each regional district through its member municipalities who share in the proceeds of a debt issue is required to pay into the Debt Reserve Fund certain amounts set out in the debt agreements. The MFA pays into the Debt Reserve Fund these monies from which interest earned thereon less administrative expenses becomes an obligation to the regional districts.

It must then use this fund, if at any time there are insufficient funds, to meet payments on its obligations. When this occurs, the regional districts may be called upon to restore the fund.

The loan agreements with the ACRD and the MFA provide that, if at any time the scheduled payments provided for in the agreements are not sufficient to meet the MFA's obligations in respect to such borrowings, the resulting deficiency becomes a liability of the City.

As a condition of the loan agreements, the City is obligated to provide security by way of demand notes and interest-bearing cash deposits (sinking fund balances) based on the amount of the debt. If the debt is repaid without default, the deposits are refunded to the City. The demand notes are held by the MFA and upon maturity of the debt, the demand notes are released. As of December 31, 2021, there are contingent demand notes of \$258,452 (2020 - \$258,452) that are not recorded in the City's financial statements.

Long-term Debt

All debenture debt is owed to the MFA and is reported at gross amount. The City has no debt assumed by others on its behalf and has assumed no debt for others. Debenture debt by Bylaw is detailed on Schedule 3.

Principal payments on long-term debt as of December 31, 2021, for the next five years are as follows:

Long-term Debt		
2022		364,249
2023		364,249
2024		364,249
2025		364,249
2026		364,249
Total	\$	1,821,245

Scheduled long-term debt repayments may be suspended in the event of excess sinking fund earnings within the MFA. Principal paid during the year was \$364,249 (2020 - \$254,557). Total interest expense during the year was \$380,470 (2020 - \$237,062). Included in revenue is \$99,821 (2020 - \$86,584) of actuarial adjustments on the City's annual debt principal repayments invested by MFA. This annual investment income results in a reduction in the overall cost of borrowing.

9. Trust Funds

The City operates the cemetery and maintains a cemetery perpetual care fund in accordance with the Cremation, Internment and Funeral Services Act. The trust fund assets and liabilities are not included in the consolidated financial statements. As at December 31, 2021, the balance of funds held in trust was \$158,296 (2020 - \$167,608).

10. Municipal Pension Plan

The City and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2020, the plan has about 220,000 active members and approximately 112,000 retired members. Active members include approximately 42,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2.866 million funding surplus for basic pension benefits on a going concern basis.

The City of Port Alberni paid \$1,315,157 (2020 - \$1,318,011) for employer contributions while employees contributed \$1,100,705 (2020 - \$1,110,075) to the plan in fiscal 2022.

The next valuation will be as at December 31, 2021, with results available in 2022.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

11. Tangible capital assets

Tangible Capital Assets are stated at their net book value.

	2021	2020
Land	\$ 9,800,514	4,079,264
Land Improvements	4,782,113	4,979,712
Buildings	15,946,183	16,704,894
Machinery and Equipment	5,240,978	5,281,935
Engineering Structures	2,978,771	2,987,812
Storm Drains	15,953,329	16,168,911
Transportation	7,546,554	8,390,332
Water	22,556,290	20,867,741
Sewer	21,287,124	20,284,318
Leased assets	68,889	68,889
	106,160,745	99,813,808
Work-in-progress: Assets under construction not being amortized	37,667,290	32,337,720
	\$ 143,828,035	132,151,528

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11. Tangible capital assets (continued from previous page)

For more information on additions, disposals, and amortization, refer to Schedule of Tangible Capital Assets (Schedule 1).

There were no write-downs of tangible capital assets in 2021 (2020 - \$ nil). Contributed assets recognized in 2021 were nil (2020 \$ nil). Interest capitalized in 2021 was \$204,205 (2019 \$236,280). No amortization has been recorded on assets not in use in 2021.

12. Accumulated surplus

Accumulated surplus consists of individual fund surplus and reserve funds as follows:

	2021	2020
Operations		
General	\$ (25,320,719)	\$ (23,697,457)
Water	1,590,523	2,021,061
Sewer	(1,540,634)	(1,641,587)
	\$ (25,270,830)	\$ (23,317,983)
Capital		
General	\$ 28,289,990	\$ 34,571,374
Water	(591,048)	(6,410,839)
Sewer	(6,692,843)	(5,859,378)
	\$ 21,006,099	\$ 22,301,157
Equity in tangible capital assets		
General	\$ 61,165,297	\$ 49,856,058
Water	22,088,999	27,927,943
Sewer	47,093,885	40,423,599
	\$ 130,348,181	\$ 118,207,600
Reserves		
Reserve funds – statutory		
Parkland acquisition	\$ 293,368	\$ 294,898
Land Sale	90,400	1,795,875
	383,768	2,090,773
Reserve funds – restricted		
Equipment replacement	7,515,548	6,749,653
Carbon fund	305,119	171,313
Parks and recreation capital	2,373,963	2,331,444
Capital works	691,868	1,011,301
Alberni Valley Community Forest Corporation reserve	297,868	2,259,347
	11,184,366	10,117,907
Reserve funds – unrestricted		
General fund – projects and purchases	3,354,050	5,100,368
Loss on taxation	-	1,351,000
Museum purchases	62,040	59,789
RCMP – contract surplus	2,408,962	2,000,000
McLean Mill projects	334,300	334,300
Water fund – projects and purchases	7,177,145	5,287,908
Sewer fund – projects and purchases	1,785,678	5,011,916
	15,122,175	19,145,281
Total reserves	26,690,309	33,759,112
	\$ 152,773,759	\$ 150,949,886

12. Accumulated Surplus (continued from previous page)

The COVID-19 Safe Restart Grant for Local Governments was provided to local governments to assist with the increased operating costs and revenue short-falls as a result of the COVID-19 pandemic. The COVID-19 Safe Restart Grant may be used towards specific eligible costs for funding such as addressing revenue short-falls, facility reopening and operating costs, emergency planning and response costs, bylaw enforcement and protective services, computer and other technology costs, and services for vulnerable persons.

The City of Port Alberni received \$3,536,000 in COVID-19 Safe Restart Grant in 2020 and reports the balance in the General fund – projects and purchases reserve.

	2021	2020
Opening balance	2,241,022	-
COVID-19 Safe restart grant received	-	3,536,000
Deductions:		
Parks and recreation revenue shortfall	(582,472)	(417,849)
Parks and recreation expenditures	(318,219)	(82,941)
COVID-19 costs	(493,930)	(330,374)
BC transit revenue (net) shortfall (excess)	106,950	(106,950)
Community gaming funds shortfall	(231,966)	(356,864)
Closing balance of unspent funds	721,385	2,241,022

13. Grants and Transfers

The City recognizes the transfer of government funding as revenue in the period received and when all related eligibility criteria and stipulations have been satisfied. The government transfers reported on the Consolidated Statement of Operations are:

	2021	2020
Operating Grants		
Federal	\$ -	\$ 3,536,000
Provincial	1,699,488	1,397,067
Total Government Operating Grants	1,699,488	4,933,067
Local	8,500	12,721
Capital		
Federal	833,374	699,419
Federal/Provincial	-	3,476,598
	833,374	4,176,017
Total Government Grants and Transfers	2,541,362	9,121,805
Other Grants – Non-Government	24,552	-
Total Grants and Transfers	\$ 2,565,914	\$ 9,121,805

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14. Commitments and Contingencies:

- a) Regional District Debt:
Debt issued by the Regional District of Alberni Clayoquot is a direct joint and several liability of the District and each member municipality including the City.
- b) Claims for damages:
In the normal course of a year, the City is faced with lawsuits and other claims for damages of a diverse nature. At year end, the City's estimated exposure for such liabilities is not considered to be significant. The City carried general liability insurance with a private insurance carrier in the amount of \$5 million, plus an umbrella policy in the amount of \$45 million. When claims are paid the expense is charge to the General Government expense category.
- c) Commitments:
The City entered into a long-term contract with the Royal Canadian Mounted Police for the provision of police services effective April 1, 2012. Under the terms of this contract, the City is responsible for 90% of policing costs. The 2021 estimated cost of this contract is \$6,898,403 (2020 - \$6,195,994).

15. Significant Event

In early 2020, there was an outbreak of COVID-19 (coronavirus), which has had a significant impact on organizations through the restrictions put in place by the Canadian, provincial, and municipal governments regarding travel, municipality operations and isolation/quarantine orders. The impact of COVID has varied throughout the duration of the pandemic. In 2021, operations were affected by staff shortages including unfilled positions and absenteeism. Supply chain disruptions have delayed or altered projects and Provincial Health restrictions due to COVID have closed or reduced capacity in facilities including parks and recreation. At this time, it is unknown the extent of the impact the COVID-19 outbreak may have on the City as this will depend on future developments that are highly uncertain and that cannot be predicted with confidence. These uncertainties arise from the inability to predict the ultimate geographical spread of the disease and the duration of the outbreak, including the duration of travel restrictions, office closures or disruptions, and quarantine/isolation measures that are currently, or may be put, in place by Canada and other countries to fight the virus.

16. Budget

The budget data presented in these consolidated financial statements includes both operating and capital budgets. The City of Port Alberni budget was approved by Council on April 12, 2021, with the adoption of the Five-Year Financial Plan (2021-2025) Bylaw No 5023, 2021. The chart below reconciles the approved budget per the Financial Plan to the budget reported in these consolidated financial statements.

	2021 Budget
Consolidated Budgeted Surplus, per City of Port Alberni Financial Plan Bylaw No. 5023	\$ -
Add	
Acquisition of tangible capital assets	9,991,445
Contingency	3,736,000
Debt repayments	476,634
Less	
Proceeds of borrowing	-
Transfers from reserves	5,030,369
Consolidated Budgeted Surplus, per Statement of Operations	\$9,173,710

17. Segmented information

The City of Port Alberni provides a wide range of services to its citizens including police, fire, recreation, roads, sewer and water. For reporting purposes, the City's operations and activities are organized and reported by Fund as described in Note 1. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations.

City services are provided by departments and their activities are reported in these funds. Certain departments that have been separately disclosed in the segmented information, along with the services they provide are as follows:

General government services

General government provides internal support services to Council and other departments who provide direct services to its citizens. General government consists of governance, corporate management and program support. Internal departments include Legislative (Council), Chief Administrator's Office, City Clerk's Department, Financial Services, Information Technology, and Human Resources.

Protective services - Police, Fire, and Building Inspection

The Royal Canadian Mounted Police is Canada's national police service. They are committed to preserving the peace, upholding the law and providing quality service in partnership with Canadian communities and for all Canadian citizens. The mandate of the Port Alberni Fire Department is to provide fire suppression services; fire prevention programs; training and education related to prevention, detection or extinguishment of fires.

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17. Segmented information (continued from previous page)

It is the mandate of the Building Inspection Department to provide building inspection services as set out in the building bylaw for residents and builders. Building inspection services are provided in order to assist residents and builders in constructing projects which meet minimum construction standards.

Transportation services

The Public Works Department is responsible for the delivery of municipal public works services related to the planning, development and maintenance of roadway systems, traffic control and street lighting.

Environmental health services

The function of environmental health services is to provide for the collection and disposal of solid waste as well as providing cemetery services to the citizens of Port Alberni.

Environmental and economic development

Environmental development provides services relating to planning, economic development and tourism. The Planning Department develops and administers land use regulations to ensure an orderly and well-planned community. Economic Development includes responsibilities for diversification of the economy through business retention, business attraction and marketing key properties owned by the City.

Recreation and cultural services

The mission of the Parks, Recreation and Heritage Department is to enrich the quality of life of residents and visitors. The parks, facilities, programs and services are designed and delivered to provide the greatest benefit to the community as a whole. The Museum Department works with the community to collect, document, preserve and present all aspects of the cultural heritage of the Alberni Valley and West Coast of Vancouver Island. Cultural services also contribute towards the information needs of citizens through the provision of library services in partnership with the Vancouver Island Regional Library.

Water utility

The Water Department provides for the supply and treatment of safe drinking water to the citizens of Port Alberni.

Sewer utility

The Sewer Department provides for the collection and treatment of wastewater.

The accounting policies used in these segments are consistent with those followed in preparation of the consolidated financial statements as disclosed in Note 2. For additional information see Segmented Information (Schedule 2).

CITY OF PORT ALBERNI
SCHEDULE 1: TANGIBLE CAPITAL ASSETS
As at December 31, 2021

	ASSETS				ACCUMULATED AMORTIZATION				NET BOOK VALUE 2021	NET BOOK VALUE 2020
	Balance December 31, 2020	2021 Additions	2021 Disposals	Balance December 31, 2021	Balance December 31, 2020	2021 Additions	2021 Disposals	Balance December 31, 2021		
Land	4,079,264	5,721,250	-	9,800,514	-	-	-	-	9,800,514	4,079,264
Land Improvements	12,804,828	187,843	-	12,992,671	7,825,116	385,442	-	8,210,558	4,782,113	4,979,712
Buildings	36,610,388	233,424	(113,970)	36,729,842	19,905,494	964,782	(86,617)	20,783,659	15,946,183	16,704,894
Machinery & Equipment	15,234,057	626,434	(93,145)	15,767,346	9,952,122	652,391	(78,145)	10,526,368	5,240,978	5,281,935
Engineered Structures	4,240,108	31,771	-	4,271,879	1,252,296	40,812	-	1,293,108	2,978,771	2,987,812
Storm Drains	24,871,544	126,548	-	24,998,092	8,702,633	342,130	-	9,044,763	15,953,329	16,168,911
Transportation	44,171,888	2,515	-	44,174,403	35,781,556	846,293	-	36,627,849	7,546,554	8,390,332
Water	37,939,225	2,659,316	(341,690)	40,256,851	17,071,484	852,315	(223,238)	17,700,561	22,556,290	20,867,741
Sewer	31,526,522	1,517,447	-	33,043,969	11,242,204	514,641	-	11,756,845	21,287,124	20,284,318
Leased assets	1,425,000	-	-	1,425,000	1,356,111	-	-	1,356,111	68,889	68,889
Work in progress	32,337,720	5,329,570	-	37,667,290	-	-	-	-	37,667,290	32,337,720
	245,240,544	16,436,118	(548,805)	261,127,857	113,089,016	4,598,806	(388,000)	117,299,822	143,828,035	132,151,528

CITY OF PORT ALBERNI
SCHEDULE 2: SEGMENTED INFORMATION
As at December 31, 2021

	General Government	Protective Services	Transportation Services	Environmental Health Services	Environmental & Economic Development	Recreation and Cultural Services	Water Utility	Sewer Utility	Other Funds	Consolidated 2021	Budget (Note 16)	Consolidated 2020
Revenue												
Taxes	\$ 24,818,993	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,818,993	\$ 24,680,709	\$ 23,730,348
Sales of services	354,235	372,826	365,031	944,657	277,449	892,645	3,903,005	3,321,830	1,035,594	11,467,272	10,548,377	10,541,469
Other revenue from own sources	450,402	415,167	-	9,154	177,996	-	40,582	36,990	99,827	1,230,103	876,555	785,252
Investment income	90,357	-	-	-	-	-	67,309	68,968	27,271	254,205	268,000	440,146
Grants	852,775	-	17,347	-	198,004	664,414	-	-	833,374	2,565,914	5,291,028	9,121,805
Recognition of development cost charges	-	-	-	-	-	90,907	-	75,000	-	165,907	-	-
Gain/loss on disposal of assets	-	-	-	-	-	-	-	-	145,806	(145,806)	-	684,376
Income (loss) from investment in Government Business Enterprise	-	-	-	-	(11,949)	-	-	-	-	(11,949)	-	376,136
Other	-	-	-	-	-	-	-	-	-	-	360,000	-
Total revenue	26,567,362	787,993	382,378	953,811	641,490	1,647,966	4,010,896	3,502,788	1,850,255	40,344,939	42,026,669	45,679,531
Expenses												
Salaries, wages, and benefits	2,377,166	5,415,567	2,963,358	486,328	751,603	3,691,524	862,527	521,236	-	17,069,309	17,594,743	16,388,247
Debt servicing	9,123	83,315	-	-	-	7,874	116,197	47,107	-	263,816	495,316	285,363
RCMP contract	-	6,683,045	-	-	-	-	-	-	-	6,683,045	5,831,524	4,778,443
Grants	4,300	-	-	-	328,409	-	-	-	-	332,709	218,500	267,894
Other contracts	46,316	-	912,963	-	100,939	-	-	-	-	1,060,218	1,387,714	965,685
Goods and services	1,385,500	1,397,458	906,277	737,548	206,613	2,053,443	721,159	1,083,429	21,736	8,513,163	7,325,162	9,040,486
	3,822,405	13,579,585	4,782,598	1,223,876	1,387,564	5,752,841	1,699,883	1,651,772	21,736	33,922,260	32,852,959	32,882,336
Amortization	201,374	271,954	1,593,228	2,183	69,332	1,093,779	852,315	514,641	-	4,598,806	-	4,597,550
Total expenses	4,023,779	13,851,539	6,375,826	1,226,059	1,456,896	6,846,620	2,552,198	2,166,413	21,736	38,521,066	32,852,959	36,686,018
Annual surplus (deficit)	22,543,583	(13,063,546)	(5,993,448)	(272,248)	(815,406)	(5,198,654)	1,458,698	1,336,375	1,828,519	1,823,873	9,173,710	8,993,513

	General Government	Protective Services	Transportation Services	Health Services	General & Economic Development	Capital and Cultural Services	Water Utility	Sewer Utility	Other Funds	Consolidated 2020	Budget 2020	Consolidated 2019
Revenue												
Taxes	\$ 23,730,348	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,730,348	\$ 23,739,850	\$ 23,439,470
Sales of services	243,511	446,312	310,501	764,904	152,394	885,462	3,697,711	3,157,946	882,727	10,541,469	10,463,865	10,463,191
Other revenue from own sources	239,441	311,210	-	(6)	148,123	-	(54)	(46)	86,584	785,252	668,715	942,393
Investment income	259,720	-	-	-	-	-	30,956	43,738	105,73	440,146	268,000	716,073
Grants	4,154,067	-	-	-	679,300	-	137,420	3,476,598	674,419	9,121,805	2,124,260	11,172,799
Gain/loss on disposal of assets	-	-	-	-	-	-	-	-	684,376	684,376	-	(49,853)
Income (loss) from investment in Government Business Enterprise	-	-	-	-	376,136	-	-	-	-	376,136	-	1,565,052
Other	-	-	-	-	-	-	-	-	-	-	395,000	-
Total revenue	28,627,087	757,522	310,501	764,898	1,355,955	1,022,882	3,728,613	6,678,235	2,433,838	45,679,531	37,659,690	48,253,754
Expenses												
Salaries, wages, and benefits	2,523,980	5,445,514	2,668,438	348,435	563,917	3,562,238	842,183	433,542	-	16,398,247	17,191,482	17,248,682
Debt servicing	16,284	86,223	-	-	-	7,087	92,761	83,008	-	285,363	487,816	345,855
RCMP contract	-	4,778,443	-	-	-	-	-	-	-	4,778,443	5,550,410	4,863,405
Grants	49,615	-	-	-	218,279	-	-	-	-	267,894	130,700	502,024
Other contracts	39,213	-	869,236	-	63,236	-	-	-	-	965,685	955,082	1,177,254
Goods and services	1,743,838	1,004,725	672,554	1,020,989	922,254	2,911,991	734,062	899,102	5,365	7,520,587	7,493,817	7,493,817
	4,366,390	11,314,905	4,046,619	1,767,686	6,481,316	1,669,006	1,415,652	5,365	32,088,468	31,836,077	31,629,309	
Amortization	160,044	279,005	1,651,462	2,183	68,062	1,097,798	820,883	518,113	-	4,597,550	-	4,658,156
Total expenses	4,526,974	11,593,910	5,698,081	1,023,172	1,835,748	7,579,114	2,489,889	1,933,765	5,365	36,686,018	31,836,077	36,287,195
Annual surplus (deficit)	24,100,113	(10,836,388)	(5,387,580)	(258,274)	(479,793)	(6,556,232)	1,238,724	4,744,470	2,428,473	8,993,513	5,823,613	11,966,559

CITY OF PORT ALBERNI
SCHEDULE 3: DEBT
As at December 31, 2021

										Debt Reserve Cash Balance Dec. 31, 2020	Debt Reserve Income & Expenses	Debt Reserve Cash Balance Dec. 31, 2021
Security Issuing Bylaw	Purpose	Term in Years	Annual Interest Rate	Maturity Date	Original Issue	Balance Dec. 31, 2020	Principal Paid	Actuarial Recognized	Balance Dec. 31, 2021			
Long-term debt												
4575	General	25	1.75%	19-Apr-31	3,375,064	1,892,652	81,042	59,296	1,752,314	53,113	903	54,016
4807	General	30	3.00%	14-Oct-44	428,300	284,138	102,523	2,026	179,589	4,668	80	4,748
4846	General	20	2.20%	8-Apr-35	912,000	739,065	32,249	6,053	700,763	10,397	177	10,574
					4,715,364	2,915,855	215,814	67,375	2,632,666	68,178	1,160	69,338
4848	Water	30	2.20%	8-Apr-45	2,000,000	1,792,244	38,743	7,271	1,746,230	22,799	388	23,187
4807	Waste Water	30	3.00%	14-Oct-44	5,321,700	4,785,829	-	25,175	4,760,654	61,738	1,050	62,788
4939	Waste Water	30	1.45%	09-Apr-50	4,450,000	4,450,000	109,692	-	4,340,308	45,147	768	45,915
					9,771,700	9,235,829	109,692	25,175	9,100,962	106,885	1,818	108,703
					16,487,064	13,943,928	364,249	99,821	13,479,858	197,862	3,366	201,228

CITY OF PORT ALBERNI
SCHEDULE 4: TAX LEVIES AND GRANTS IN LIEU OF TAXES
As at December 31, 2021

	Budget (Note 16)		2021	2020
TAX LEVIES				
General purpose	\$	23,721,229	\$ 23,849,069	\$ 22,602,042
Off-street parking		14,500	14,266	10,714
Utility		725,000	736,720	768,761
Parcel Tax		-	-	123,234
		24,460,729	24,600,054	23,504,750
Grants in lieu of taxes		219,980	218,939	225,598
Total Municipal Taxes		24,680,709	24,818,993	23,730,348
COLLECTIONS FOR OTHER GOVERNMENTS				
School Districts		5,040,892	6,003,287	5,040,891
Alberni Clayoquot Regional Hospital District		700,665	671,425	667,300
Alberni Clayoquot Regional District		1,372,574	1,462,475	1,495,840
B.C. Assessment		181,000	187,634	182,328
Vancouver Island Regional Library		804,622	804,622	792,460
Municipal Finance Authority		700	676	676
		8,100,453	9,130,119	8,179,495
Total Taxes Collected	\$	32,781,162	\$ 33,949,112	\$ 31,909,843

CITY OF PORT ALBERNI
SCHEDULE 5: GENERAL GOVERNMENT EXPENSES
As at December 31, 2021
(UNAUDITED)

	Budget (Note 16)		2021	2020
Legislative	\$	211,546	\$ 207,000	\$ 200,045
City manager's office		213,636	149,752	228,305
Municipal clerk's office		563,541	523,143	556,200
Legal fees		20,000	30,488	83,092
Financial management		840,239	850,477	863,122
Administration vehicle		9,913	16,553	16,884
External audit		27,300	28,358	26,775
Purchasing		126,480	150,521	138,651
Buildings		161,522	246,291	212,864
Information services		733,309	906,487	822,098
Appraisals		-	4,655	3,425
Personnel		335,482	324,431	328,349
Election expenses		-	-	-
Training and development		160,941	84,329	83,791
Damage claims		22,082	2,135	411
Grants and grant funded programs		11,000	4,300	49,615
Office equipment supplies and printing		449,203	387,971	411,555
Public liability insurance		450,000	413,533	466,990
Other general services		56,200	49,049	397,700
Administration recoveries		(483,500)	(507,492)	(498,000)
Reconciliation Committee		-	-	5,551
Asset Management Plan		-	142,675	114,100
Debt servicing		15,500	9,123	16,273
Total	\$	3,924,394	\$ 4,023,779	\$ 4,526,974

CITY OF PORT ALBERNI
SCHEDULE 6: PROTECTIVE SERVICES EXPENSES
As at December 31, 2021
(UNAUDITED)

	Budget		2021	2020
	(Note 16)			
Police protection	\$	7,766,649	\$ 9,098,214	\$ 6,936,775
Fire protection		3,870,382	4,002,475	3,859,631
Emergency measures		550	8,436	7,102
Building and plumbing inspections		113,638	173,856	148,537
Animal pound operations		151,328	139,164	149,263
Bylaw enforcement		411,593	345,879	406,379
Debt servicing		91,203	83,515	86,223
	\$	12,405,343	\$ 13,851,539	\$ 11,593,910

CITY OF PORT ALBERNI
SCHEDULE 7: TRANSPORTATION SERVICES EXPENSES
As at December 31, 2021
(UNAUDITED)

	Budget		2021	2020
	(Note 16)			
COMMON SERVICES				
Engineering administration	\$	588,360	\$ 706,430	\$ 700,665
Engineering consulting services		166,017	242,605	126,031
Public works supervision		347,573	395,298	374,011
Equipment and supplies		45,328	109,633	36,432
Building and yard maintenance		265,953	253,422	302,387
Equipment maintenance		775,986	1,088,391	1,021,107
		2,189,217	2,795,779	2,560,633
ROADS AND STREET MAINTENANCE				
Roadway surfaces maintenance		1,216,005	1,994,008	1,784,983
Snow and ice removal		192,977	202,391	113,403
Parking		14,500	10,959	14,330
Gravel		206,227	108,847	231,836
Bridges and retaining walls		43,655	47,776	56,152
Street lighting		311,035	335,086	389,974
Traffic control		238,305	293,351	314,002
		2,222,704	2,992,418	2,904,680
OTHER				
Ditch and dyke maintenance		100,880	139,312	112,344
Storm sewers		215,052	802,551	578,667
Public transit		976,629	910,373	869,210
Other		90,498	66,257	45,640
Recoveries		(1,691,900)	(1,330,864)	(1,373,093)
		(308,841)	587,629	232,768
	\$	4,103,080	\$ 6,375,826	\$ 5,698,081

CITY OF PORT ALBERNI
SCHEDULE 8: RECREATION AND CULTURAL SERVICES
As at December 31, 2021
(UNAUDITED)

	2021				2020		
	Budget Revenue	Actual Revenue	Budget Expense	Actual Expense	Budget Operating Deficit	Actual Operating Deficit	Actual Operating Deficit
RECREATION SERVICES							
Administration	\$ -	\$ -	\$ 593,541	\$ 457,953	\$ (593,541)	\$ (457,953)	\$ (416,445)
Leisure Centre	247,150	187,059	560,934	589,954	(313,784)	(402,895)	(336,368)
Swimming pool	231,925	92,570	445,326	511,988	(213,401)	(419,418)	(331,800)
Arena	492,033	255,874	866,672	1,450,500	(374,639)	(1,194,626)	(1,057,153)
Parks, Playgrounds, and other	21,500	8,653	1,813,391	1,963,679	(1,791,891)	(1,955,026)	(1,847,529)
Programs	75,890	306,815	989,778	1,110,667	(913,888)	(803,852)	(1,075,703)
	1,068,498	850,971	5,269,642	6,084,741	(4,201,144)	(5,233,770)	(5,064,998)
CULTURAL SERVICES							
Museum services	24,800	11,774	386,571	429,926	(361,771)	(418,152)	(336,945)
McLean Mill	-	29,900	190,000	331,953	(190,000)	(302,053)	(1,291,709)
	24,800	41,674	576,571	761,879	(551,771)	(720,205)	(1,628,654)
	\$ 1,093,298	\$ 892,645	\$ 5,846,213	\$ 6,846,620	\$ (4,752,915)	\$ (5,953,975)	\$ (6,693,652)

CITY OF PORT ALBERNI
SCHEDULE 9: SALES OF SERVICES
As at December 31, 2021
(UNAUDITED)

	Budget (Note 16)	2021	2020
GENERAL REVENUE			
General Services	\$ 2,012,631	\$ 2,256,726	\$ 1,809,954
Arena	492,033	255,874	353,646
Leisure Centre	247,150	187,059	195,122
Parks, playgrounds and other	21,500	8,653	11,545
Swimming Pool	231,925	92,570	98,586
Programs	75,890	306,815	180,835
Museum	24,800	11,774	15,828
McLean Mill	-	29,900	29,900
	3,105,929	3,149,371	2,695,416
MISCELLANEOUS REVENUE	-	1,035,594	882,727
SERVICES PROVIDED TO OTHER GOVERNMENTS	171,238	57,472	107,669
WATER REVENUE			
Sale of water	3,951,843	3,885,851	3,613,668
Connections and sundry charges	97,698	17,154	84,043
	4,049,541	3,903,005	3,697,711
SEWER REVENUE			
Sale of sewer service	3,111,167	3,161,365	3,029,811
Connections and sundry charges	110,502	160,465	128,135
	3,221,669	3,321,830	3,157,946
	\$ 10,548,377	\$ 11,467,272	\$ 10,541,469

CITY OF PORT ALBERNI
SCHEDULE 10: OTHER REVENUE FROM OWN SOURCES
As at December 31, 2021
(UNAUDITED)

	Budget (Note 16)	2021	2020
Licences and permits	\$ 247,280	\$ 404,130	\$ 297,705
Fines and costs	17,000	10,038	13,506
Land and building rentals	145,500	177,986	148,123
Penalties and interest	247,800	279,179	189,507
Miscellaneous revenue	220,975	258,948	49,828
Other revenue from own sources - Capital Fund	-	99,822	86,583
	<u>\$ 878,555</u>	<u>\$ 1,230,103</u>	<u>\$ 785,252</u>

CITY OF PORT ALBERNI
SCHEDULE 11: SEWER AND WATER UTILITIES
As at December 31, 2021
(UNAUDITED)

	Budget (Note 16)	2021	2020
WATER UTILITY			
Administration	496,701	643,366	607,168
Service of supply	219,175	269,843	249,304
Pumping	295,627	315,820	334,733
Transmission and distribution	749,166	1,278,781	1,254,224
Debt servicing	44,000	44,388	44,460
	<u>\$ 1,804,669</u>	<u>\$ 2,552,198</u>	<u>\$ 2,489,889</u>
SEWER UTILITY			
Administration	\$ 545,386	\$ 489,252	\$ 511,569
Sewage treatment and disposal	319,086	561,957	488,871
Sewage collection system	343,332	560,517	576,402
Sewage pump stations	170,102	507,580	273,668
Other	2,000	-	246
Debt servicing	344,613	47,107	83,009
	<u>1,724,519</u>	<u>2,166,413</u>	<u>1,933,765</u>

PERMISSIVE TAX EXEMPTIONS

Financial Statements

Under the provisions of Section 224 of the *Community Charter*, Council may, on or before October 31, exempt land and/or improvements from municipal property taxes for the next calendar year, subject to meeting certain requirements which in general, restrict exemption to non-profit organizations using the lands for specific non-profit purposes.

The *Community Charter* also provides for statutory (automatic) tax exemptions for a range of properties held or used by governments and public agencies, including places for public worship. These exemptions do not require Council authorization.

In 2021, Property Taxes foregone through Permissive Tax Exemptions equaled \$226,197.64.

REGISTERED OWNER	EXEMPTION
CHARITABLE OR NOT FOR PROFIT	
Alberni Community & Women's Services Society (2 properties)	\$5,948.52
Alberni Valley Alano Club	\$469.61
Alberni Valley Childcare Society (Stepping Stones Too)	\$5,248.46
Alberni Valley Rescue Squad	\$7,728.66
Bread of Life Centre	\$1,818.34
Canadian Mental Health Association, Port Alberni Branch (7 properties)	\$14,015.15
CTH Management Association (Kiwanis Hilton Children's Centre; 2 properties)	\$26,852.10
Hupacasath First Nation (Ooh-Ah-Tluk-Kuu-Wil Society)	\$9,176.02

Port Alberni Association for Community Living (5 properties)	\$18,413.84
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REGISTERED OWNER	EXEMPTION
Port Alberni Maritime Heritage Society (2 properties)	\$7582.51
Portal Players Dramatic Society	\$3861.52
Somass War Memorial Building Society (Royal Canadian Legion Branch 293)	\$1183.08
ATHLETIC OR RECREATIONAL PROGRAMS YOUTH/SENIORS	
Alberni Athletic Association	\$18,759.55
Port Alberni Black Sheep Rugby Club	\$7,978.45
Port Alberni Gymnastics Association	\$13,166.82
Port Alberni Lawn Bowling Club	\$3,075.19
MUNICIPAL PROPERTY	
The Alberni Valley Bulldogs	\$812.21
Alberni District Fall Fair (2 properties)	\$11,997.78
Alberni Valley Curling Club	\$5,691.10
Alberni Valley Junior Baseball Association	\$99.77
Alberni Valley Minor Hockey Association	\$431.40
Alberni Valley Minor Softball	\$511.50

REGISTERED OWNER	EXEMPTION
Alberni Valley Youth Soccer Association	\$2,381.83
Community Arts Council of the Alberni Valley	\$4,210.01
Echo Sunshine Club	\$132.09
Mount Arrowsmith Skating Club	\$399.08
Tsunami Swim Club	\$238.89
Port Alberni Men's Slowpitch League	\$35.83
Western Vancouver Island Industrial Heritage Society	\$9,302.49
PARTNERING AGREEMENTS	
BC SPCA	\$2,234.28
Central Park - 'Gaiga Square'	\$1,559.78
Uchucklesaht Capital Assets Inc.	\$1,752.30
HOSPITAL/COMMUNITY CARE FACILITY/SENIORS	
Alberni-Clayoquot Continuing Care Society	\$2,513.92
Alberni-Clayoquot Continuing Care Society (Echo Village)	\$3,265.53
Alberni Valley Senior Citizens' Homes (Pioneer Towers)	\$1,230.16
Alberni-Clayoquot Continuing Care Society (Fir Park Village)	\$1,260.82
Alberni Valley Hospice Society	\$5,292.02

REGISTERED OWNER	EXEMPTION
PLACES OF PUBLIC WORSHIP	
Trinity Anglican Lutheran Church	\$2,022.09
Alberni Valley Gurdwara Society	\$1,193.34
Bishop of Victoria - Notre Dame Church	\$2,482.65
Gateway Community Church	\$1,528.94
Alberni Valley Christian Reformed Church	\$2,324.50
Glenwood Gospel Hall	\$1,417.88
Khalsa Diwan Society - Guru Nanak Sikh Temple	\$398.38
Sri Sanatan Dharam Society	\$795.56
Horn of Oil Ministries	\$1,447.13
Lathom Road Gospel Hall	\$901.79
Arrowsmith Baptist Church	\$2,307.00
Jericho Road Church	\$359.31
BC Association of Seventh Day Adventist Church	\$1,371.40
Pentecostal Assemblies of Canada (Elim Tabernacle)	\$760.55
Alberni Valley United Church	\$2,143.12
Grace Lutheran Church	\$1,198.77
Church of the Nazarene (Canada Pacific District) Southside Community Church	\$342.65

ANNUAL REPORT 2021



City Hall,
1000 Highway 1, Suite 200,
Port Alberni, BC, V9Y 1V8

REGULAR COUNCIL AGENDA - JUNE 27, 2022



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**CITY OF PORT ALBERNI
BYLAW NO. 5054**

**A BYLAW TO PROVIDE FOR THE DETERMINATION OF VARIOUS PROCEDURES FOR THE CONDUCT OF
LOCAL GOVERNMENT ELECTIONS AND ASSENT VOTING**

WHEREAS, pursuant to the *Local Government Act*, the Council of the City of Port Alberni may, by bylaw, determine various procedures and requirements to be applied in the conduct of local government elections and assent voting;

AND WHEREAS, the Council of the City of Port Alberni wishes to establish various procedures and requirements under these authorities;

NOW THEREFORE, the Council of the City of Port Alberni, in open meeting assembled, enacts as follows:

PART 1 | INTERPRETATION

Citation

1.1 This Bylaw may be cited as "City of Port Alberni Election and Assent Voting Bylaw No. 5054, 2022"

Repeal

1.2 The following bylaws are hereby repealed:

"Automated Vote Counting System Authorization and Procedure Bylaw No. 4963"; and
"Election and Assent Voting, 2018, Bylaw No. 4964"

Definitions

1.3 In this Bylaw the following terms have the following meanings:

"acceptable mark" means a mark that the **vote counting unit** is able to identify, which has been made by an elector in the space provided on the **ballot** opposite the name of any candidate or opposite either 'yes' or 'no' on any other voting questions.

"applicant" means an elector who wants to vote by mail and makes a request for a mail ballot.

"authorized person" means a person that the **applicant** has authorized, on the **applicant's** behalf, to:

- (a) pick up a mail ballot package; or
- (b) drop off a completed mail ballot package

"automated vote counting system" means a system that counts, records votes and processes and stores election results, which is comprised of:

- (a) a number of **ballot scan vote counting units**, each of which rests on two compartment ballot box, one compartment of which is for voted **ballots** and **returned ballots** which have been reinserted using the **ballot override procedure**, and the other of which is a **storage ballot compartment**;
- (b) a number of **portable ballot boxes** into which voted **ballots** are deposited where a **vote counting unit** is not being used, for counting after the close of voting on general voting day; and
- (c) A data storage device.

"ballot" means a single automated ballot card designed for use in an **automated vote counting system**, which shows:

- (a) the names of all of the candidates for each of the offices to be filled; and,
- (b) all of the choices on all of the other voting questions on which the opinion of, or assent of, the electors is sought.

"ballot return override procedure" means the use, by an election official, of a device on a **vote counting unit**, which causes the unit to accept a **returned ballot**.

"certification envelope" means the envelope on which an **Applicant** records their full name and address and declaration of their entitlement to vote.

"City" means the City of Port Alberni.

"data storage device" means a device which plugs into the **vote counting unit** and into which is pre-programmed;

- (a) the names of all of the candidates for each of the offices to be filled;
and
- (b) all of the choice for each question on the ballot;

and which records and retains information on the number of **acceptable marks** made for each.

"election headquarters" means Port Alberni City Hall, 4850 Argyle Street, Port Alberni, British Columbia, or other location as designated by the Chief Election Officer.

"memory card" means a computer software device which is inserted into the **vote counting unit** and into which is pre-programmed the names of all the candidates for each of the offices to be filled, and the alternatives of "yes" or "no" for each question on the **ballot**, and which records and retains information on the number of **acceptable marks** made for each.

"portable ballot box" means a ballot box for use in the election, where a **vote counting unit** is not being used at the time of voting.

"results tape" means the printed record generated from a **vote counting unit** at the close of voting on general voting day which shows the number of votes for each candidate for each of the offices to be filled, and the number of votes for and against each bylaw or other matters on which the opinion or assent of the electors is sought.

"returned ballot" means a voted **ballot** which was inserted into the **vote counting unit**, but which was not accepted and which was returned to the elector with an explanation of the **ballot** marking error that caused the **ballot** not to be accepted.

"secrecy envelope" means an envelope that has no identifying marks in which a mail ballot is placed by the elector to preserve the secrecy of their **ballot**.

"secrecy sleeve" means an open-ended folder or envelope available which may be used to cover **ballots** to conceal the choices made by each elector.

"storage ballot compartment" means one of two separate compartments in the ballot box under each **vote counting unit** into which voted **ballots** are temporarily deposited in the event that the unit ceases to function.

"vote counting unit" means the device into which voted **ballots** are inserted and which scans each **ballot** and records the number of votes for each candidate and for and against each question on which the opinion or assent of the electors is sought.

PART 2 | ELECTOR REGISTRATION

- 2.1 As authorized under section 76 of the *Local Government Act* for all elections and opinion or assent voting, the most current available provincial list of voters prepared under the *Election Act*, becomes the register of resident electors on the 52nd day before general voting day.

Part 3 | NOMINATION DOCUMENTS

- 3.1 As authorized by section 89 of the *Local Government Act* and in addition to access under section 89(7)(a), public access to nomination documents will be provided by posting the documents on the City website as soon as practicable after the time of delivery to the Chief Election Officer until 30 days after the declaration of the election results under section 146 of the *Local Government Act*.
- 3.2 Number of Nominators:
- (a) The minimum number of qualified nominators for Mayor or Councillor is 10.

Part 4 | ORDER OF NAMES ON BALLOT

- 4.1 The order of names of candidates on the ballot will be determined by lot in accordance with section 117 of the *Local Government Act*.

PART 5 | USE OF VOTING MACHINES

- 5.1 Council hereby provides for the use of an **automated vote counting system** for the conduct of elections and voting on bylaws or other matters on which the opinion or assent of the electors is sought.

PART 6 | AUTOMATED VOTING PROCEDURES

- 6.1 The presiding election official for each voting place will offer and if requested, ensure that a demonstration of how to vote using a **vote counting unit** is provided to an elector, as soon as such elector enters the voting place and before a ballot is issued.
- 6.2 Upon completion of the voting demonstration, if any, the elector shall proceed as instructed, to the election official responsible for issuing **ballots**, who upon fulfilment of the requirements of the *Local Government Act*, shall then provide a ballot to the elector, a **secrecy sleeve** if requested by the elector, and any further instructions the elector requests.
- 6.3 Upon receiving a ballot, and **secrecy sleeve** if so requested, the elector shall immediately proceed to a voting booth to vote.

- 6.4 The elector may vote only by making an **acceptable mark** on the ballot:
- (a) beside the name of each candidate of choice, up to the maximum number of candidates to be elected for each of the offices to be filled; and
 - (b) beside a choice, up to the maximum number of choices permitted, on any other question on the ballot.
- 6.5 Once the elector has finished marking the ballot, the elector must place the ballot into the **secrecy sleeve**, if one has been requested; and proceed to the **vote counting units**, and under the supervision of the election official in attendance, insert the ballot directly from the **secrecy sleeve**, if applicable, into the **vote counting unit** without the **acceptable marks** on the ballot being exposed.
- 6.6 If, before inserting the ballot into the **vote counting unit**, an elector determines that a mistake has been made when marking the ballot or if the ballot is returned by the **vote counting unit**, the elector may return to the voting booth to correct the ballot or request a replacement **ballot** by informing the election official in attendance.
- 6.7 Upon being informed of the replacement ballot request, the presiding election official shall issue a replacement **ballot** to the elector and mark the **returned ballot** 'spoiled' and shall retain all such spoiled **ballots** separately from all other **ballots** and they shall not be counted.
- 6.8 If the elector declines the opportunity to obtain a replacement ballot and has not damaged the ballot to the extent that it cannot be reinserted into the **vote counting unit**, the election official shall, using the **ballot return override procedure**, reinsert the **returned ballot** into the **vote counting unit** to count any **acceptable marks** which have been made correctly.
- 6.9 Any ballot counted by the **vote counting unit** is valid and any **acceptable marks** contained on such **ballots** will be counted, subject to any determination made under a judicial recount.
- 6.10 Once the **ballot** has been inserted into the **vote counting unit** and the unit indicates that the **ballot** has been accepted, the elector must immediately leave the voting place.
- 6.11 During any period that a **vote counting unit** is not functioning, the election official supervising the unit shall insert all **ballots** delivered by the electors during this time, into the **storage ballot compartment**, on the understanding that if the **vote counting unit**:
- (a) becomes operational, or
 - (b) is replaced with another **vote counting unit**;
- the **ballots**, in the **storage ballot compartment** shall, as soon as reasonably possible, be removed by an election official and under the supervision of the presiding election official be inserted into the **vote counting unit** to be counted.
- 6.12 Any **ballots** which were temporarily stored in a **storage ballot compartment** during a period when the **vote counting unit** was not functioning, which are returned by the **vote counting unit** when being counted shall, through the use of the **ballot return override procedure** and under the supervision of the presiding election official be reinserted into the **vote counting unit** to ensure that any **acceptable marks** are counted.
- 6.13 The procedures for processing and counting mail **ballots** using an **automated vote counting system** are set out in Part 8 of this Bylaw.

- 6.14 A ballot used in an **automated vote counting unit** may be in the form set out by the Chief Election Officer.

PART 7 | ADVANCE VOTING PROCEDURES

7.1 Required Advance Voting Opportunities

- (a) As required under section 107 of the *Local Government Act*, in addition to the required advance voting opportunity on the 10th day before general voting day, the 3rd day before general voting day is hereby established as an advance voting opportunity for elections and voting on bylaws or other matters on which the opinion or assent of the electors is sought.
- (b) Voting hours for advance voting opportunities shall be from 8:00 am to 8:00 pm at locations designated by the Chief Election officer.

- 7.2 **Vote counting units** shall be used at all advance voting opportunities and voting procedures at the advance voting opportunities shall follow as closely as possible, those described in section 6 of this Bylaw.

- 7.3 At the close of voting at each advance voting opportunity the presiding election official in each case shall ensure that:

- (a) no additional **ballots** are inserted in the **vote counting unit**;
- (b) the **storage ballot compartment** is sealed to prevent insertion of any **ballots**;
- (c) the **results tapes** in the **vote counting unit** are not generated; and
- (d) the **memory card** of the **vote counting unit** is secured.

- 7.4 At the close of voting at the final advance voting opportunity the presiding election official shall:

- (a) ensure that any remaining **ballots** in the **storage ballot compartment** are inserted into the **vote counting unit**;
- (b) secure the **vote counting unit** so that no more **ballots** can be inserted; and
- (c) deliver the **vote counting unit** together with the **memory card** and all other materials used in the election and return to the Chief Election Officer at **election headquarters**.

PART 8 | MAIL BALLOT VOTING

Authorization

- 8.1 As authorized under section 110 of the *Local Government Act*, voting may be done by mail ballot and registration of elector may be done by mail in conjunction with mail ballot voting.
- 8.2 The Chief Election Officer may establish the time limits in relation to voting by mail that are not otherwise established in this Bylaw.

Mail Ballot Application Procedures

- 8.3 An **applicant** shall apply to vote by mail ballot by giving their name and address to the Chief Election Officer during the period established by the Chief Election Officer in the form prescribed by the Chief Election Officer.

- 8.4 Upon receipt of an application for a mail **ballot**, the Chief Election Officer shall:
- (a) make available to the **applicant**, a mail **ballot** package which contains:
 - (i) the content described in section 110(7) of the *Local Government Act*;
 - (ii) additional instructions; and
 - (iii) a statement advising the elector that the elector must meet the eligibility to vote criteria and that the elector must attest to such fact; and
 - (b) record in the register of mail **ballots**, and, upon request in person by an election official, candidate representative or elector, make available for inspection by any such person:
 - (i) the name and address of the person to whom the Chief Election Officer issued the mail **ballot** package;
 - (ii) the number of the elector or "new elector", if that person is not registered as an elector; and
 - (iii) any other information that the Chief Election Officer deems helpful to maintain the register of mail **ballots**.
- 8.5 As per the **applicant's** direction and subject to any time limits established by the Chief Election Officer, the Chief Election Officer may distribute the mail **ballot** package in any of the following ways:
- (a) sending the mail **ballot** package by Canada Post;
 - (b) sending the mail **ballot** package by courier at the expense of the **applicant**;
 - (c) having the mail **ballot** package picked up by the **applicant** at a time and location designated by the Chief Election Officer; or
 - (d) having the mail **ballot** package picked up by an **authorized person** at a time and location designated by the Chief Election Officer.
- 8.6 The Chief Election Officer may request that the **authorized person** show identification and sign a form before providing the **authorized person** with the mail **ballot** package.

Voting Procedure

- 8.7 In order to vote using a mail **ballot**, the elector must mark the ballot in accordance with this Bylaw and any instructions contained in the mail **ballot** package provided by the Chief Election Officer.
- 8.8 After marking the **ballot**, the elector must:
- (a) place the **ballot** in the **secrecy envelope** provided, and then seal the **secrecy envelope**;
 - (b) place the **secrecy envelope** in the **certification envelope**, complete and sign the certification printed on the **certification envelope**, and then seal the **certification envelope**;
 - (c) place the **certification envelope**, together with a completed elector registration application, if required, in the outer envelope, and then seal the outer envelope; and
 - (d) mail or have delivered the outer envelope and its contents to the Chief Election Officer at the address specified so that the Chief Election Officer receives it no later than 8:00 p.m. on general voting day.

Mail Ballot Acceptance or Rejection

8.9 Upon receipt of the outer envelope and its content, the Chief Election Officer must immediately record the date of receipt in the register of mail **ballots**, open the outer envelope, remove and examine the certification envelop and completed elector registration application, if applicable and if satisfied as to:

- (a) the identity of the elector as an **applicant** on the register of mail **ballots**;
- (b) the entitlement to vote of the elector named in the certification;
- (c) the completeness of the certification; and
- (d) if a person is registering as a new elector, fulfilment of the requirements of Sections 65 & 66 and section 70 of the *Local Government Act* and completeness of the application to register,

mark the **certification envelope** as "accepted" and place the accepted **certification envelope** with the other **certification envelopes**.

8.10 If the Chief Election Officer:

- (a) is not satisfied as to the identity and entitlement to vote of the elector named in the certification, or the completeness of the certification;
- (b) is not satisfied that a person registering as a new elector has fulfilled the requirements of sections 65 or 66 and Section 70 of the *Local Government Act*, or has completed the application to register properly; or
- (c) receives the outer envelope after 8:00 p.m. on general voting day;

the Chief Election Officer must not open the **certification envelope**, and must mark the **certification envelope** as 'rejected', note the reason for the rejection, set aside the rejected **certification envelope**, and not count the ballot contained in the rejected **certification envelope** in the election.

8.11 A **certification envelope** rejected under section 8.10 of this Bylaw must remain unopened.

8.12 The Chief Election Officer shall retain in their custody all opened and unopened **certification envelopes**.

8.13 Each **certification envelope** accepted under section 8.9 must be inserted in a **portable ballot box** maintained in the custody of the Chief Election Officer until the **certification envelope** containing the secrecy envelope is opened in accordance with sections 8.19 and 8.20 of this Bylaw.

8.14 Each **certification envelope**, whether 'accepted' or 'rejected', and any related elector registration applications must remain in the custody of the Chief Election Officer for the purpose of dealing with any challenge.

Challenge of Elector

8.15 A person who qualifies under section 126 of the *Local Government Act* may challenge the right of a person to vote by mail **ballot** on the grounds set out in section 126 of the *Local Government Act*.

Elector's Name Already Used

8.16 If the Chief Election Officer determines that another person has already voted or received a mail **ballot** in that elector's name, section 127 of the *Local Government Act* applies to the extent applicable.

Replacement of Spoiled Ballots

- 8.17 If an elector unintentionally spoils a mail **ballot** before returning it to the Chief Election Officer, the elector may request a replacement **ballot** by returning the spoiled **ballot** package in its entirety to the Chief Election Officer before 8:00 p.m. on general voting day.
- 8.18 Upon receipt of a spoiled **ballot** package, the Chief Election Officer must record such fact, mark the spoiled **ballot** package as spoiled, set aside the spoiled **ballot** package, and not count the **ballot** contained in the spoiled **ballot** package in the election.

Processing of Mail Ballots

- 8.19 On general voting day, during the period established by the Chief Election Officer, the Chief Election Officer or presiding election official will, in the presence of at least one other person and any candidate representative:
- (a) deal with any challenges to the electors involving the accepted **certification envelopes**;
 - (b) open the **certification envelopes**;
 - (c) remove the **secrecy envelope** containing the **ballots**;
 - (d) open the **secrecy envelope** and insert the **ballots** into the **vote counting unit** designated for mail **ballot** voting; and
 - (e) secure the **vote counting unit** so that no more **ballots** can be inserted.
- 8.20 After 8:00 p.m. on general voting day, the Chief Election Officer or presiding election official will follow the procedures in Section 8.18 for all remaining accepted **certification envelopes** from mail **ballot** packages received prior to 8:00 p.m. on general voting day but not yet processed.

PART 9 | PROCEDURES AFTER CLOSE OF VOTING ON GENERAL VOTING DAY

- 9.1 After the close of voting on general voting day, each presiding election official, except those responsible for advance voting opportunities and mail **ballot** voting, shall undertake all of the following, generally in the order stipulated:
- (a) ensure that any remaining **ballots** in the **storage ballot compartment** are inserted into the **vote counting unit**;
 - (b) ensure that any mail **ballots** received are inserted into the mail ballot **vote counting unit**;
 - (c) secure the **vote counting unit** so that no more **ballots** can be inserted;
 - (d) generate three copies of the **results tape** from the **vote counting unit**;
 - (e) account for the unused, spoiled and voted **ballots** and place them, packaged and sealed separately, together with the **memory card** from the **vote counting unit** and one copy of the **results tape**, into the **ballots** and results box;
 - (f) complete the **ballot** account and place a copy in the **ballots** and results box;
 - (g) seal the **ballots** and results box;
 - (h) place the voting books, list of electors, the original copy of the ballot account, one copy of the **results tape**, completed registration forms, keys and all completed forms into the election materials box; and
 - (i) deliver, or have available for pick-up the sealed **ballots** and results box, **vote counting units** and the election materials box, to the Chief Election Officer at **election headquarters**.
- 9.2 At the close of voting on general voting day, the Chief Election Officer shall, for the advance voting opportunity where vote counting units were used, proceed in accordance with Section 9.1 of this bylaw so far as applicable.

- 9.3 At the close of voting on general voting day, the Chief Election Officer shall, for the voting opportunity where mail **ballots** were used, proceed in accordance with section 9.1 of this Bylaw so far as applicable.
- 9.4 If the **vote counting unit** is not functioning, **ballots** shall be counted manually.
- 9.5 The **memory cards** of all **vote counting units** shall not be cleared of the official election results, but shall be retained for the period of time required for retention of election materials.
- 9.6 Upon the fulfilment of the provisions of section 9, the Chief Election Officer shall, to obtain the election results, direct an election official to place the results in a spreadsheet, which may be used for display on the City Hall notice board and on the City's website, indicating the total preliminary election results.

PART 10 | RECOUNT PROCEDURES

- 10.1 If a recount is required it shall be conducted under the direction of the Chief Election Officer using the **automated vote counting system** and generally in accordance with the following procedures:
- (a) the **portable ballots** of all **vote counting units** will be cleared;
 - (b) **vote counting units** will be designated for each voting place;
 - (c) all voted **ballots** will be removed from the sealed ballot boxes, except spoiled **ballots**, and reinserted in the appropriate **vote counting unit** under the supervision of the Chief Election Officer; and
 - (d) any **ballots**, returned by the **vote counting unit** during the recount process shall, through the use of the **ballot return override procedure**, be reinserted in the **vote counting unit** to ensure that any **acceptable marks** are counted or, if the **vote counting unit** is not functioning, **ballots** shall be counted manually;
 - (e) to obtain election results, the Chief or Deputy Chief Election Officer shall place the results of each voting place on spreadsheets so as to tally the total election results.
- 10.2 In the event of a tie vote after a judicial recount, the tie vote will be resolved by conducting a lot in accordance with section 151 of the *Local Government Act*.

PART 11 | GENERAL

- 11.1 Any enactment referred to herein is a reference to the enactment of British Columbia and regulations thereto, as amended, revised, consolidated or replaced from time to time.
- 11.2 If any part, section, sentence, clause, phrase or word of this bylaw is for any reason held to be invalid by the decision of any court of competent jurisdiction, the invalid portion shall be severed and the decision that it is invalid shall not effect the validity of the remainder which shall continue in full force and effect and be constructed as if the bylaw had been adopted without the invalid portion.

READ A FIRST TIME this 13th day of June, 2022.

READ A SECOND TIME this 13th day of June, 2022.

READ A THIRD TIME this 13th day of June, 2022.

ADOPTED this day of , 2022.

Mayor

Corporate Officer

CITY OF PORT ALBERNI BYLAW NO. 5050

A BYLAW FOR THE ADMINISTRATION OF THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

WHEREAS, the *Freedom of Information and Protection of Privacy Act, RSBC 1996, Chapter 165*, as amended, requires that a municipality designate the Head and set any fees for services;

NOW THEREFORE, the Municipal Council of the City of Port Alberni assembled, hereby enacts as follows:

Part 1 | INTERPRETATION

Citation

- 1.1 This Bylaw may be cited for all purposes as "City of Port Alberni Freedom of Information and Protection of Privacy Bylaw No. 5050, 2022".

Repeal

- 1.2 Bylaw No. 4200, 1994 "Freedom of Information Bylaw" is hereby repealed.

Definition

- 1.3 The definitions contained in Schedule 1 of the *Act*, shall apply to this bylaw except where the context requires otherwise.

- 1.4 In this Bylaw the following terms have the following meanings:

"Act" means the *Freedom of Information and Protection of Privacy Act, RSBC, 1996 Chapter 165*, as amended from time to time;

"Coordinator" means the person designated as the Information and Privacy Coordinator of the municipality under Section 3 of this Bylaw;

"Head" means the persons designated as the Head of the municipality under Section 3 of this Bylaw; and

"Request" means a request under section 5 of the *Act*.

PART 2 | ADMINISTRATION

- 2.1 The Director of Corporate Administration is designated as the Head for the purposes of the *Act*.
- 2.2 The Deputy City Clerk is designated as the Information and Privacy Coordinator for the purposes of the *Act*.

- 2.3 For the purposes of the *Act*, the Head and the Coordinator shall act in their respective capacities for all Council, Boards, Commissions and Committees of the City of Port Alberni.

PART 3 | POWERS

The Head

- 3.1 The Head shall perform the duties of the Head specified in the *Act*.
- 3.2 The Head may require an applicant who makes a request under Section 5 of the *Act* to pay the fees applicable.

The Coordinator

- 3.3 In accordance with the *Act*, the Head may delegate any of the Head's duties under the *Act* to the Coordinator.

PART 4 | FEES

- 4.1 An applicant making a request shall pay to the City a non-refundable application fee of \$10.00. This application fee does not apply to a request for the applicant's own personal information.
- 4.2 The Schedule of Maximum Fees as established by Freedom of Information and Protection of Privacy British Columbia Regulation 155/2012, as amended from time to time, shall be the maximum fees charged by the City as permitted under the *Act* for:
- (a) locating, retrieving, and producing a record;
 - (b) preparing a record for disclosure;
 - (c) shipping and handling a record; and
 - (d) providing a copy of a record.

READ A FIRST TIME this 13th day of June, 2022.

READ A SECOND TIME this 13th day of June, 2022.


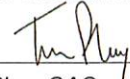
READ A THIRD TIME this 13th day of June, 2022.

ADOPTED this day of , 2022.

Mayor

Corporate Officer

Date: June 1, 2022
File No: 3360-20-4210 Cedarwood Street
To: Mayor & Council
From: Tim Pley, CAO
Subject: Development Application – Proposed Official Community Plan and Zoning Bylaw Amendments
4210 Cedarwood Street - Lot 1, District Lot 1, Alberni District, Plan EPP117819
(PID: 031-660-266)
Applicant: Citaapi Mahtii Housing Society

Prepared by:  S. Smith, Dir. of Development Services/Deputy CAO	CAO Concurrence:  T. Pley, CAO
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RECOMMENDATIONS

- a. THAT "Official Community Plan Amendment No. 38 (4210 Cedarwood Street - Citaapi Mahtii Housing Society), Bylaw No. 5051" be read a third time.
- b. THAT "Zoning Map Amendment No. 49 (4210 Cedarwood Street - Citaapi Mahtii Housing Society), Bylaw No. 5052" be read a third time.

PURPOSE

To consider a development application to amend the Official Community Plan Bylaw No. 4602 and Zoning Bylaw No. 4832 for 4210 Cedarwood Street. The applicant is proposing the RM3 High Density Multiple Family Residential zoning in order to facilitate the development of a 4-storey, 35-unit affordable housing residential building funded by BC Housing's Community Housing Fund. This is a partnership with the Citaapi Mahtii Housing Society, BC Housing and the City of Port Alberni.

BACKGROUND

The City of Port Alberni has received a development application for 4210 Cedarwood Street requesting amendments to the Official Community Plan Bylaw No. 4602 and Zoning Bylaw No. 4832. The applicant proposes to rezone the property in order to facilitate the construction of a 4-storey residential building. The development will provide 35 dwelling units, ranging from studios to four-bedroom units. Parking will be provided, along with storage and bike racks. Attached to the residential building will be a 189 square metre (2034 square foot) amenity space for the residents to utilize.

The Citaapi Mahtii Housing Society proposes to demolish the vacated Cedarwood school and develop the site with affordable rental housing to address the housing needs identified within the First Nations community. The location is close to the hospital, schools, government services, parks, and playgrounds. The project will also provide indoor and outdoor amenity spaces for the residents.

The development will be in partnership with BC Housing, the Citaapi Mahtii Housing Society and the City of Port Alberni. It will be built to meet the BC Housing Design and Construction Standards, and the new provincial standards for energy efficiency and sustainability.

The applicant is requesting to amend the OCP designation of the property from 'Institutional' to 'Multi-Family Residential', and to include the property in 'Development Permit Area No. 1 Multi-Family Residential'. In addition, they are looking to rezone the property from 'P2 – Parks and Recreation' to 'RM3 High Density Multiple Family Residential' to support the proposed use.

ANALYSIS

Corporate Strategic Plan

The *City of Port Alberni Corporate Strategic Plan: 2019-2023* is City Council's leadership document that guides and aligns municipal work and spending. Of the five strategic priorities, this development advances the following goals and strategies:

<u>Priority 1.</u> Respond to demographic change/improve quality of life	
Goals	Strategies
<i>Goal 1.3: The City adapts in response to ongoing demographic change and community development.</i>	<i>Strategy 1.3.1: Review existing plans and guiding documents. Develop new plans for current and future use that reflect current values.</i>
The development will look to address the housing needs within the First Nations community by providing homes for those most in need. The residents will be multi-generational and will include singles, seniors, and families. The four-storey apartment building will accommodate 35 units that includes a mix of studios, 1-bedroom, 2-bedroom, 3-bedroom, and 4-bedroom apartments.	
<u>Priority 2.</u> Enable the new economy	
Goals	Strategies
<i>Goal 2.5: The City takes an active and innovative role in the redevelopment of brownfield sites.</i>	<i>Strategy 2.5.1: Utilizing tools, methods and resources available to a local government, facilitate the redevelopment of brownfield sites.</i>
The proposed project will be the redevelopment of the former school site at 4210 Cedarwood Street. By contributing the land to the Citaapi Mahtii Housing Society, the City is encouraging the redevelopment of a vacant school site for the provision of safe and affordable housing.	
<u>Priority 3.</u> Provide and maintain quality services	
Goals	Strategies
<i>Goal 3.1: The highest and best use is made of City-owned assets.</i>	<i>Strategy 3.1.1: Identify the opportunities, establish priorities, engage the public and stakeholders, and move with purpose on the right projects.</i>
The proposed project will be the redevelopment of the former school site at 4210 Cedarwood Street. By contributing the land to the Citaapi Mahtii Housing Society, the City is encouraging the redevelopment of a vacant school site for the provision of safe and affordable housing.	

Official Community Plan

The OCP sets the policy direction for the City regarding the designation and regulation of land use. The land use categories established in the OCP are intended to guide community development; however, the OCP is also considered to be a “living document” and Council may consider OCP amendments that respond to changing circumstances within the City.

The proposed development aligns with the intent of the Multi-Family Residential designation. The Multi-Family Residential land use is also consistent with the surrounding neighbourhood, which features a high concentration of lands designated Multi-Family Residential, Institutional, General Commercial, and Parks and Open Space.

The subject property is not currently within a Development Permit Area. If the property is re-designated as Multi-Family Residential, the property would then be added to the Development Permit Area No. 1 Multi-Family Residential. Section 488 of the *Local Government Act* allows Development Permit Areas to be established to regulate the form and character of commercial, industrial, or multi-family development. A restrictive covenant has been placed on title, prohibiting construction and the issuance of building and occupancy permits until certain conditions are met. This includes entering into a Development Services Agreement for servicing infrastructure works.

The subject property is a 15-minute walking distance from commercial services; however, the property is located within easy walking distance of a variety of indoor and outdoor public recreational facilities. Residents of the proposed facility will also have convenient access to public transportation as the property is located within a five-minute walk of Routes 2 and 3, west of Alberni District Secondary School.

Zoning Bylaw

The proposed multi-family residential use is consistent with the surrounding neighbourhood, which consists largely of properties zoned P2 Parks and Recreation, R1 Single Family Residential, RM2 Medium Density Multiple Family Residential and C3 Service Commercial.

The plan, as proposed, will require variances to the Zoning Bylaw at the development permitting stage. The applicant will be requesting a variance to the maximum height of the principal building in the RM3 zone from 14 metres (45.9 feet) to 15.24 metres (50 feet). The applicant will also seek a reduction in the number of parking spaces from 44 to 35.

IMPLICATIONS

The proposed application would amend the Official Community Plan Bylaw to change the designation of the property from ‘Institutional’ to ‘Multi-Family Residential’. The proposed application would also amend the Zoning Bylaw to rezone the property from ‘P2 Parks and Recreation’ zone to ‘RM3 High Density Multiple Family Residential’ zone.

The proposed amendments to the OCP and Zoning Bylaw would permit the development of a four-storey residential building with an attached one-storey amenity space. This proposal would add 35 affordable dwelling units to the City’s housing inventory. This proposed affordable housing development addresses some of the housing needs outlined in the *Housing Needs Assessment Report* dated February 2021.

REFERRALS

The Official Community Plan and Zoning Bylaw amendment applications for 4210 Cedarwood Street were circulated to relevant agencies for comment. No major issues with the proposed changes in land use were raised. Site servicing details will need to be confirmed with the Director of the Engineering and Public Works. The

applicant will be required to enter into a works and servicing agreement as part of issuance of a building permit. A no build covenant was placed on title as part of the subdivision which will be discharged when the conditions outlined in the covenant have been met.

The following table summarizes the feedback received for this development application.

Table 2 – Referral Comments		
Comment	Name	Date (mm/dd/yy)
No conflict with gas for this one however there is an existing gas service to the lot, but it's not going to be in conflict due to the development. The customer will have to call in an abandonment order prior to demolishing the existing building.	Fortis	7/5/2021
A.N. – Parks has no objections or concerns. (Jun 30/21) W.T. – No objections or concerns. (July 6/21)	Parks, Recreation, Heritage	6/25/2021
If approved we request the developer contact us in advance to plan mail delivery. A developer supplied Lock Box Assembly will be required and we will need access via our master lock in the intercom.	Canada Post - Nanaimo	6/25/2021
There are no concerns with the approval of this rezoning application given the properties will be connecting to the municipal drinking water system and sewer system.	VIHA	7/9/2021
MoTI has no objections to this rezoning application. Thank you.	Min. of Transportation	6/29/2021
No concerns from Telus.	Telus	6/30/2021

STATUS OF THE APPLICATION

An open house was held on August 4, 2021 from 5:30 pm to 7:30 pm at the development site (4210 Cedarwood Street). Members of the Citaapi Mahtii Housing Society went door to door in the 2 weeks prior to provide information packages and invitations to the public engagement session. Members of Council, City staff as well as residents and local organizations attended the event.

Staff presented the application to the City of Port Alberni Advisory Planning Commission (APC) at their October 13, 2021 meeting.

City Council gave 1st and 2nd readings to the OCP and Zoning amendment bylaws at their regular meeting on May 9, 2022 and a Public Hearing was held on May 31, 2022.

Prior to final adoption, approval from the Ministry of Transportation and Infrastructure and submission of security for the completion of off-site infrastructure works will be required.

SUMMARY

In considering the application to rezone the subject properties, City Council should consider if and how the proposed changes in use align with the Official Community Plan objectives. City Council should also consider whether the proposed amendments are appropriate for the impacted site and other impacted zones where the proposed use is permitted. The impact of the changes to the immediate neighborhoods should be considered.

The proposed change in OCP land use designation from '*Institutional*' to '*Multi-Family Residential*' is consistent with adjacent land uses and the overall proposal aligns with policy objectives for community and housing in the OCP.

The Planning department supports proceeding with the proposed amendments; however, it must be noted that this support does not yet extend to all variances required as a result of the current plans. The development is proposed in a suitable location and staff supports the amendments, but modifications to the plan may be required at the development permitting stage.

ATTACHMENTS/REFERENCE MATERIALS

- a) Public Hearing Minutes dated May 31, 2022.
- b) "Official Community Plan Amendment No. 38 (4210 Cedarwood Street - Citaapi Mahtii Housing Society), Bylaw No. 5051"
- c) "Zoning Map Amendment No. 49 (4210 Cedarwood Street - Citaapi Mahtii Housing Society) Bylaw No. 5052"

C: T. Slonski, Director of Corporate Services
R. Dickinson, Director of Engineering & Public Works
M. Wade, Manager of Planning

PUBLIC HEARING REPORT
Tuesday, May 31, 2022 @ 6:00 PM
In the City Hall Council Chambers | 4850 Argyle Street, Port Alberni, BC

PRESENT: Mayor S. Minions
Councillor D. Haggard
Councillor R. Paulson
Councillor C. Solda

Absent: Councillor R. Corbeil
Councillor H. Poon
Councillor D. Washington

Staff: S. Smith, Director of Development Services | Deputy CAO
S. Darling, Deputy City Clerk

Gallery: 28

CALL TO ORDER & APPROVAL OF THE AGENDA

The meeting was called to order at 6:00 pm.

MOVED AND SECONDED, THAT the agenda be approved as circulated.

CARRIED

Chair Minions noted that the Public Hearing is held pursuant to section 464, 465 and 466 of the *Local Government Act*. Chair Minions then invited the Deputy City Clerk to provide a summary of the application.

1. Description of the Application:

The Deputy City Clerk provided a summary of the application as follows:

The applicant has applied to amend the Official Community Plan Bylaw and the Zoning Bylaw to facilitate the development of a 4-storey, 35-unit affordable housing residential building.

The proposed bylaws are:

- i. "Official Community Plan Amendment No. 38 (4210 Cedarwood Street - Citaapi Mahtii Housing Society), Bylaw No. 5051".

The Bylaw, if amended, will change the designation of the site from 'Institutional' use to 'Multi-Family Residential' use prompting the addition of the site to the Development Permit Area No. 1 – Multiple Family Residential.

- ii. "Zoning Map Amendment No. 49 (4210 Cedarwood Street – Citaapi Mahtii Housing Society) Bylaw No. 5052".

The Bylaw, if amended, will rezone the site from 'P2 Parks and Recreation' to 'RM3 High Density Multiple Family Residential'.

2. **Background Information from the Development Services Department:**

The Director of Development Services | Deputy CAO provided background information regarding the proposed amendments by way of summarizing the report of May 25, 2022.

3. **Correspondence:** None received

4. **Late Correspondence Regarding the Matter:** None received.

5. **Questions/Comments from Council:**

Questions from Council included the following:

- Were letters sent to neighboring residents/businesses?
Notice was provided as is required in response to an Official Community Plan amendment. Further, an open house was held on August 4, 2021 at the development site (4210 Cedarwood Street). Members of the Citaapi Mahtii Housing Society went door to door in the 2 weeks prior to provide information packages and invitations to the public engagement session. Members of Council, City staff as well as residents and local organizations attended the event.
- What will be done with the current structure on site?
The building presently on site will be demolished.

6. **Public Representation:**

- 17 attendees commented in support of the development.

Les Toews, Rosewood Street commented as follows:

- What is the purpose of the site and will there be a manager on site?
The site will provide affordable rental housing to address the housing needs identified within the First Nations community. The development will be managed by the Citaapi Mahtii Housing Society and while the intent is to have a manager on-site, at this time the exact details are yet to be determined.

Dan Mad Elung, Owner | Circle Dairy, 4489 10th Avenue commented as follows:

- Safety Concerns related to delivery trucks coming and going in area.
Developer has taken delivery traffic into account in the layout of the plans and placement of fencing/barriers.
- Concerns over noise associated with delivery trucks in the early morning hours potentially affecting residents.
The development will be built to meet the BC Housing Design and Construction Standards, and the new provincial standards for energy efficiency and sustainability which will assist in mitigating exterior noise.

7. **Closing Remarks by the Chair:**

I would like to remind those present that once the Public Hearing has closed, members of Council may not, as a group or as individuals, receive any further oral or written presentations on this matter, including what might be perceived as informal discussions immediately after the termination of this meeting. I ask all parties to comply with this.

Before closing the Public Hearing, Chair Minions called three times for any further speakers on any of the matters contained in the proposed bylaws.

For the first time, at 7:20 pm, Chair Minions asked for any further input from the public.

Councillor Solda, provided comment with regards to the challenges associated with living unhoused.

At 7:28 pm, Chair Minions called for a second time for input from the public.

Councillor Paulson, commented as follows requested a definition of affordable housing.

At 7:39 pm, Chair Minions called for a third time for input from the public.

Les Toews, Rosewood Street commented as follows:

- What is the ratio of units with regards to subsidy rates?
20 percent 'Shelter Aid' rates
50 percent 'Rent Geared to Income' rates
Remainder 'Market Rent' rates

There being no further speakers, Chair Minions declared the Public Hearing closed.

8. **Termination of the Public Hearing:**

MOVED and SECONDED, THAT this Public Hearing terminate at 7:43 pm
CARRIED

Sara Darling, Corporate Officer

CITY OF PORT ALBERNI

BYLAW NO. 5051

A BYLAW TO AMEND THE OFFICIAL COMMUNITY PLAN
FOR THE CITY OF PORT ALBERNI

The Municipal Council of the City of Port Alberni in Open Meeting Assembled Enacts as follows:

1. Title

This Bylaw may be known and cited for all purposes as "**Official Community Plan Amendment No. 38 (4210 Cedarwood Street - Citaapi Mahtii Housing Society), Bylaw No. 5051**".

2. Official Community Plan Amendments

2.1 **Schedule A (Land Use Map)** that forms an integral part of Official Community Plan Bylaw, No. 4602 is hereby amended to change the designation on Lot 1, District Lot 1, Alberni District, Plan EPP117819 (PID: 031-660-266) located at **4210 Cedarwood Street**, from 'Institutional' use to '**Multi-Family Residential**' use as shown outlined in bold on Schedule "A" attached hereto and forming part of this bylaw.

2.2 **Schedule B (Development Permit Areas Map)** that forms an integral part of Official Community Plan Bylaw, No. 4602 is hereby amended to include Lot 1, District Lot 1, Alberni District, Plan EPP117819 (PID: 031-660-266) located at **4210 Cedarwood Street**, in **Development Permit Area No. 1 - Multiple Family Residential** as shown outlined in bold on Schedule "A" attached hereto and forming part of this bylaw.

READ A FIRST TIME this 9th day of May, 2022.

READ A SECOND TIME this 9th day of May, 2022.

A PUBLIC HEARING WAS HELD this 31st day of May, 2022.

READ A THIRD TIME this day of , 2022.

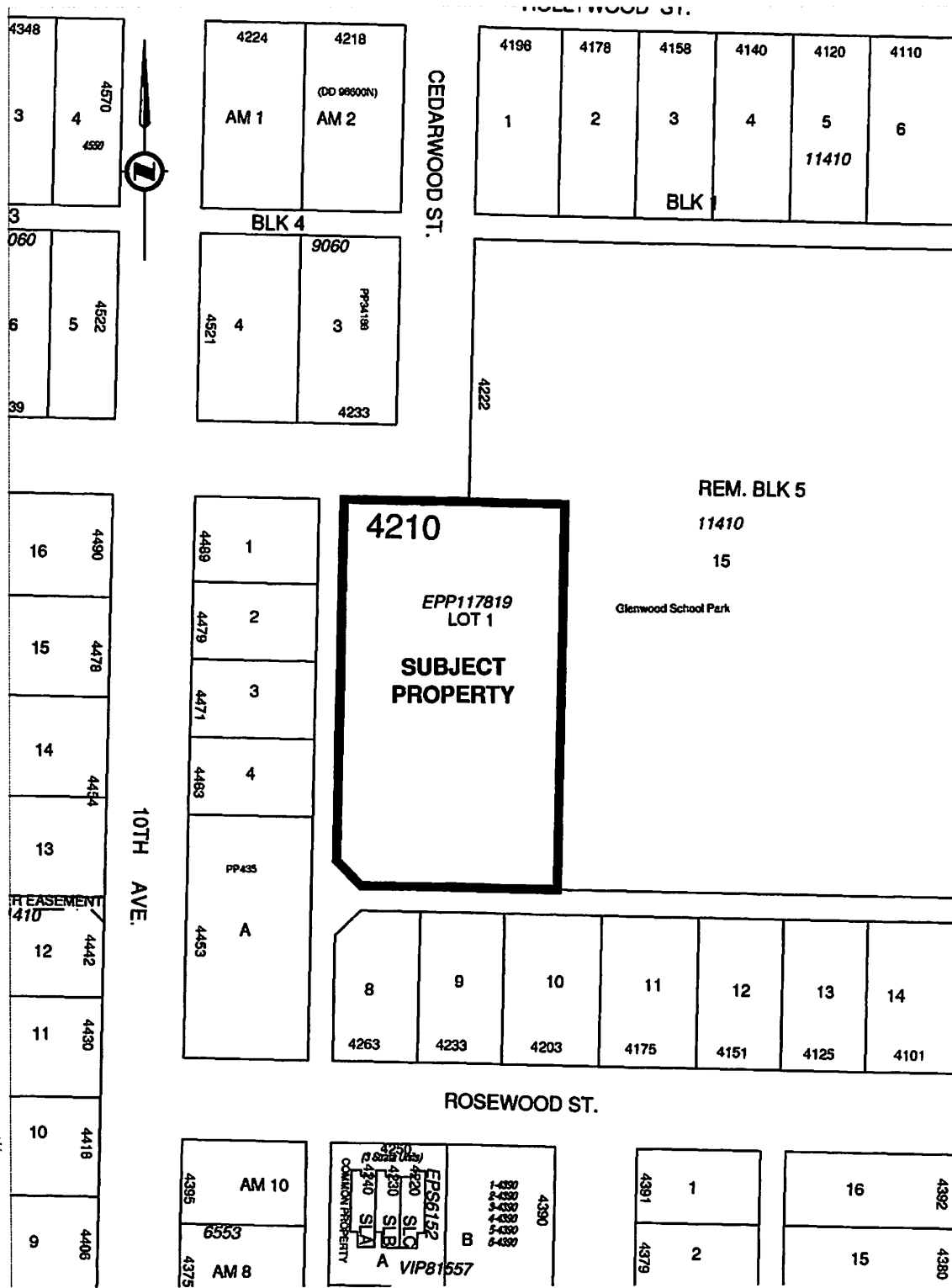
APPROVED BY THE MINISTRY OF TRANSPORTATION this day of , 2022.

ADOPTED this day of , 2022.

Mayor

Corporate Officer

Schedule "A" to Bylaw 5051



4210-CedarwoodSt-DYSArchitecture-OCPAmendBylaw

CITY OF PORT ALBERNI

BYLAW NO. 5052

A BYLAW TO AMEND PORT ALBERNI ZONING BYLAW 2014, NO. 4832

The Municipal Council of the City of Port Alberni in Open Meeting Assembled Enacts as follows:

1. Title

This Bylaw may be known and cited for all purposes as "**Zoning Map Amendment No. 49 (4210 Cedarwood Street - Citaapi Mahtii Housing Society), Bylaw No. 5052**".

2. Zoning Amendment

2.1 That Lot 1, District Lot 1, Alberni District, Plan EPP117819 (PID: 031-660-266), located at **4210 Cedarwood Street** as shown outlined in bold on Schedule "A" attached hereto, and forming part of this bylaw, is hereby rezoned from 'P2 Parks and Recreation' zone to '**RM3 High Density Multiple Family Residential**' zone.

3. Map Amendment

Schedule "A" (Zoning District Map) which forms an integral part of Port Alberni Zoning Bylaw 2014, No. 4832 is hereby amended to denote the zoning outlined in Section 2.1 above.

READ A FIRST TIME this 9th day of May, 2022.

READ A SECOND TIME this 9th day of May, 2022.

A PUBLIC HEARING WAS HELD this 31st day of May, 2022.

READ A THIRD TIME this day of , 2022.

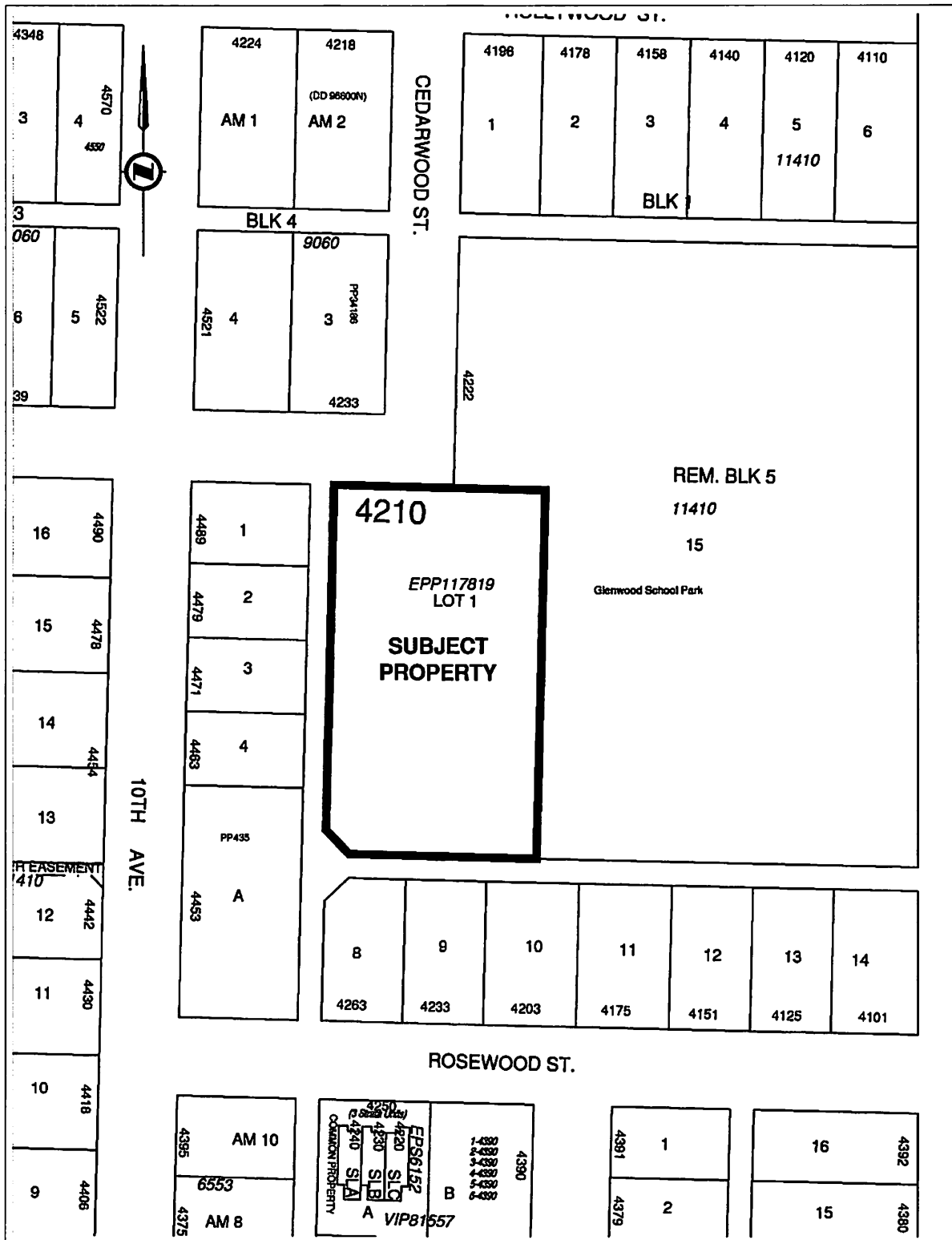
APPROVED BY THE MINISTRY OF TRANSPORTATION this day of , 2022.

FINALLY ADOPTED this day of , 2022.

Mayor

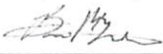
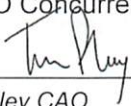
Corporate Officer

Schedule "A" to Bylaw No. 5052



4210-CedarwoodSt-DYSArchitecture-ZonMapAmendBylaw

Date: June 20, 2022
File No: 3360-20-4925 Leslie
To: Mayor & Council
From: T. Pley, CAO
Subject: **DEVELOPMENT APPLICATION - Proposed Zoning Bylaw Amendment**
4925 Leslie Avenue
Lot 10 District Lot 13 Alberni District Plan 6096 (PID: 005-909-538)
Lot 11 District Lot 13 Alberni District Plan 6096 (PID: 005-909-554)
Applicant: A. & C. Needham

Prepared by:  B. McLoughlin Development Planner	Supervisor: M. Wade MANAGER OF PLANNING	CAO Concurrence:  T. Pley CAO
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RECOMMENDATION

- THAT "Zoning Map Amendment No.53 (4925 Leslie Avenue – Needham), Bylaw No. 5059" be now introduced and read a first time.
- THAT "Zoning Map Amendment No.53 (4925 Leslie Avenue – Needham), Bylaw No. 5059" be read a second time.
- THAT Council waive the public hearing for "Zoning Map Amendment No.53 (4925 Leslie Avenue – Needham), Bylaw No. 5059" in accordance with section 464 (2) of the Local Government Act [LGA], as the proposed amendment aligns with the Official Community Plan designations, and direct staff to provide public notice in accordance with section 467 of the Local Government Act prior to consideration of further readings of the Bylaw.

PURPOSE

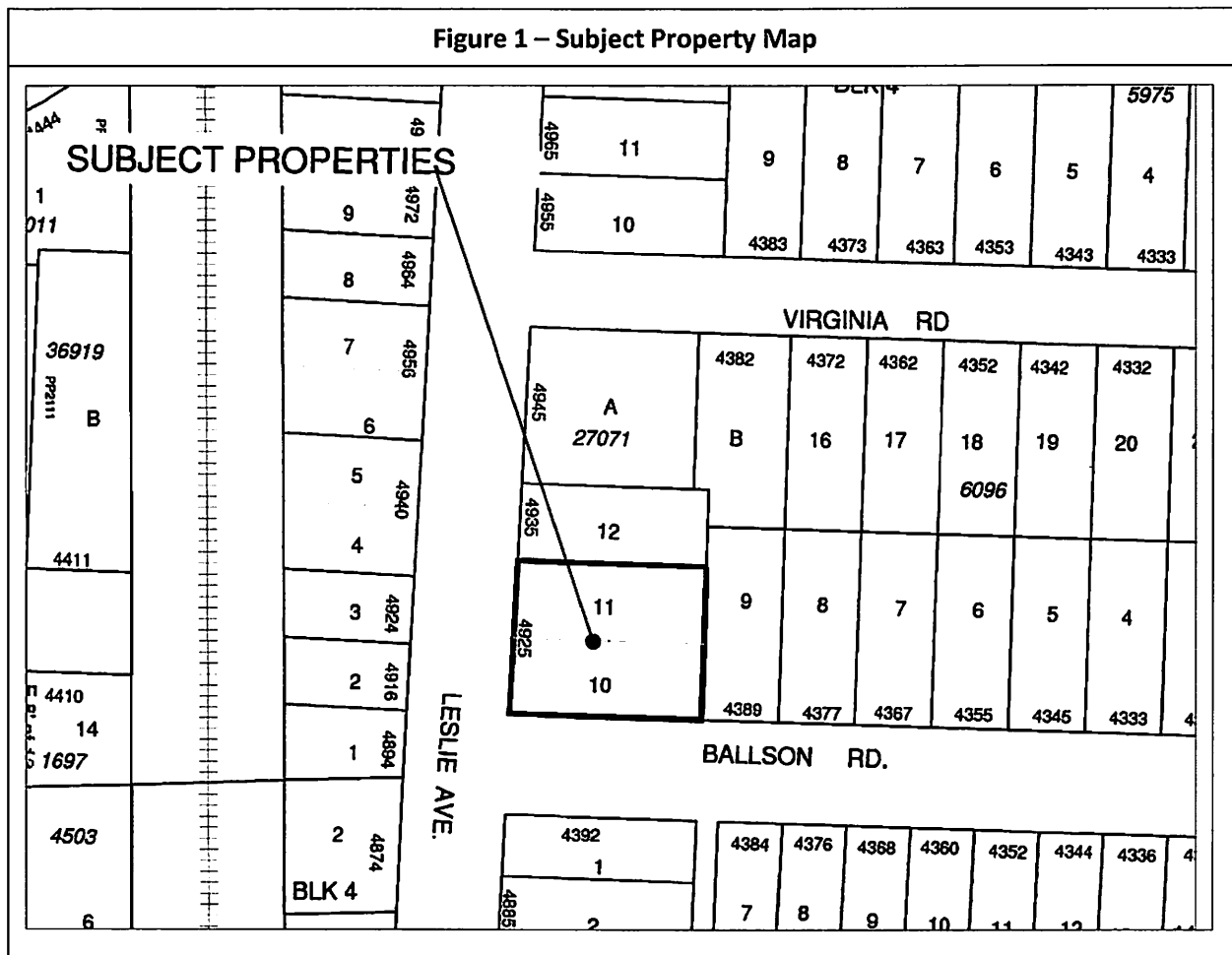
The City has received an application to rezone the properties at 4925 Leslie Avenue from *R1 Single Family Residential* to *R3 Small Lot Single Family Residential*. The applicant is proposing to consolidate the two existing lots and reconfigure them to place the existing house on one lot and create the new lots according to the *R3 Small Lot Single Family Residential* site regulations. This would allow one new small lot single-family dwelling to be constructed. The application requires a map amendment to *Zoning Bylaw No. 4832*.

BACKGROUND

The properties at 4925 Leslie Ave are currently occupied by a single-family dwelling which crosses both legal parcels. Lot 11 has frontage onto Leslie Ave, while Lot 10 sits on the corner with frontage onto both Leslie Avenue

and Ballson Road. The site is located three blocks north of Johnston Street (Hwy 4) in a neighbourhood characterized by mid-century single-family homes.

Table 1 – Site Context	
Location	Northeast corner lot of the intersection of Leslie Avenue and Ballson Road approximately 375m north of Johnston Road.
Current Zoning	R1 Single Family Residential
Proposed Zoning	R3 Small Lot Single Family Residential
Total Area	1153 m2 (0.28 acres)
Official Community Plan (OCP)	<ul style="list-style-type: none"> • Schedule A - Land Use Map: Residential (RES) • Schedule B Development Permit Areas Map: N/A
Relevant Guidelines	<ul style="list-style-type: none"> • Section D Plan Policies – 4.0 Residential • Section D Plan Policies – 4.2 Residential (RES)



Current Official Community Plan (OCP) and Zoning Bylaw Designations

In the OCP, the subject property is currently designated *Residential on Schedule A – Land Use Map* which permits one and two-family dwellings. According to OCP policy, properties designated *Residential* are not required to be within a Development Permit Area. No OCP amendments are required for this application. In the Zoning Bylaw, the properties are currently classified *R1 Single Family Residential on Schedule A – Zoning Map*. A map amendment to the Zoning Bylaw No.4832 is required. This proposed map amendment aligns with the OCP Land Use Designation-Residential (RES).

Surrounding Land Use

The surrounding neighbourhood includes properties zoned *R1 Single Family Residential, R2 One and Two Family Residential, R3 Small Lot Single Family Residential, and P2 Parks and Recreation*. The zoning classification of the surrounding neighbourhood is R1 with a few R3 properties to the east between Gordon Avenue and Regina Avenue. West of the rail corridor is a neighbourhood zoned R2. The portion of the Johnston Road corridor nearest the site is zoned R1 and *C7 Core Business*. To the north at the end of Leslie Avenue is the Kitsuksis Creek green space and parkland.

Table 2 – Neighbourhood Land Use Mix	
North	P2 Parks and Recreation, R1 Single Family Residential
South	R1 Single Family Residential, P2 Parks and Recreation
East	R3 Small Lot Single Family Residential, R1 Single Family Residential, R2 One and Two Family Residential
West	ACRD – Rural District (A2)

Status of the Application

The application was reviewed by the Advisory Planning Commission (APC) at their meeting on June 16, 2022. The APC passed a motion recommending that Council support the proposed rezoning at 4925 Leslie Avenue. Meeting minutes are attached.

ALTERNATIVES/OPTIONS

1. That "Zoning Map Amendment No.53 (4925 Leslie Avenue – Needham), Bylaw No. 5059" be introduced and given two readings and that Council waive the public hearing for the proposed bylaw in accordance with section 464 (2) of the *Local Government Act*, as the proposed amendment aligns with the Official Community Plan designations and direct staff to provide public notice in accordance with section 467 of the LGA prior to consideration of further readings of the bylaw.
2. Provide alternative direction.
3. Do not proceed with the proposed bylaw amendment.

ANALYSIS

The applicant is proposing to rezone the property from *R1 Single Family Residential* to *R3 Small Lot Single Family Residential*. Both are single family zones, though the R3 zone has a lower minimum lot size, shorter minimum frontage, reduced front and rear yard setbacks, and higher maximum lot coverage. Unlike the R1 zone, the R3 zone does not permit secondary suites.

The proposed rezoning aligns with Residential (RES) designation on *Schedule A - Land Use Map* in the OCP, and aligns with policy 4.2.4 regarding residential infill being “*suitably integrated into the adjacent neighbourhood*”. Staff do not anticipate any impact on the surrounding neighbourhood resulting from this development. Increased traffic will be limited to one additional household as the R3 zone does not permit secondary suites.

In order for the subdivision to move forward, the proposed Zoning Bylaw amendment No. 5059 must first be considered and then adopted by Council.

Site Layout

A proposed site plan is attached to this report. The applicant is proposing to create two lots which meet the requirements of the R3 zone site development regulations. The existing dwelling would remain on future Lot A with a new property (future Lot B) created to the east. A new small lot single-family house would be constructed on the future Lot B.

Currently, the front lot lines of both properties are on Leslie Avenue. Upon subdivision the front lot lines of both properties would be on Ballson Road (see attached plan). Lot B would be accessed from Ballson Road.

Table 3 – Proposed Lot Dimensions and R3 Site Development Regulations				
<i>Site Regulations</i>	<i>R1 Single Family Residential</i>	<i>R3 Small Lot single Family Residential</i>	<i>Lot A</i>	<i>Lot B</i>
<i>Minimum Lot Area</i>	600 m ²	350 m ²	588 m2	565 m2
<i>Minimum Frontage</i>	15 m	10 m ²	19.33 m	18.86 m
<i>Maximum Lot Coverage</i>	40%	50%	16% (existing)	50% (max.)

Infrastructure and Servicing

Utility service upgrades may be required during development. The Engineering Department has provided an Engineering Services report with details on improvements and required site information. Since the applicant intends to subdivide, these requirements will be confirmed by the Approving Officer and the Engineering Department during the subdivision process. The applicant will be responsible for the cost of all improvements.

REFERRALS

Agency/department	Comments
CPA Engineering Department	See attached Engineering Servicing report. Requirements to be addressed at subdivision.
CPA Parks and Recreation Department	<i>Interests unaffected.</i>
Fire Department	<i>This is a residential property and as long as they give access to the property by a street or adequate laneway as per the access to building document, the fire department has no issue with the amendment.</i>
RCMP	<i>No objections to the proposed.</i>
Fortis	<i>Fortis BC has existing gas mains on Leslie Ave, 1 m west of 4925 Leslie Ave property line, as well as the south side of Ballson Rd, 2.5m from the north property line. Currently, there are no service connections on the lot(s) being subdivided and will have no conflict with Fortis BC. We can connect to each of the subdivided lots in the future if requested. Approval Recommended for Reasons Outlined</i>
Min. Transportations and Infrastructure	<i>MOTI interests are unaffected, no objections</i>

IMPLICATIONS

Supporting this application at 4925 Leslie Avenue would enable a subdivision to create a vacant residential lot, which the applicant intends to construct a single-family dwelling upon. Council should consider the appropriateness of the proposal including potential neighbourhood impacts, and potential benefit to the community.

COMMUNICATIONS

The proposed Zoning Map Amendment Bylaw No. 5059 is consistent with the Official Community Plan and meets the criteria for Council to pass a resolution to waive the Public Hearing under section 464 (2) of the *Local Government Act*, and issue public notice (s.467).

If Council does not waive the public hearing, a date can be set for August 8, 2022 at 6:00 pm. If Council chooses to advance the application to a Public Hearing staff will proceed with all required statutory notices. This will include notification to owners and occupants within 75 metres as per section 5 of the *City's Development Application Notice Bylaw No. 4614*, and notice in the newspaper as required by sections 465 and 466 of the *Local Government Act*.

Additionally, the BC Ministry of Transportation and Infrastructure will be required to sign-off on the bylaw amendment since the property is located within 800m of a provincial highway. Approvals must be provided before final adoption of the bylaw can be considered. To date, MOTI has provided no objection to the application.

BYLAWS/PLANS/POLICIES

Official Community Plan

Section D, Policy 4.2.4 on Residential (RES) land use, states: *"The City supports the development of residential infill provided that the scale and character are suitably integrated into the adjacent neighbourhood"*.

Zoning Bylaw No.4832

The application is to amend *Zoning Bylaw No. 4832*. The following map amendment is proposed:

1. Change the zoning classification of 4925 Leslie Avenue from *R1 Single Family Residential* to *R3 Small Lot Single Family Residential* on *Schedule A – Zoning Map*.

SUMMARY

This application is proposing to rezone the property at 4925 Leslie Avenue from *R1 Single Family Residential* to *R3 Small Lot Single Family Residential*, for the purpose of subdividing and constructing an additional dwelling. The Development Services Department supports this application because it aligns with the *Residential* land use designation in the OCP and policy 4.2.4 regarding infill development.

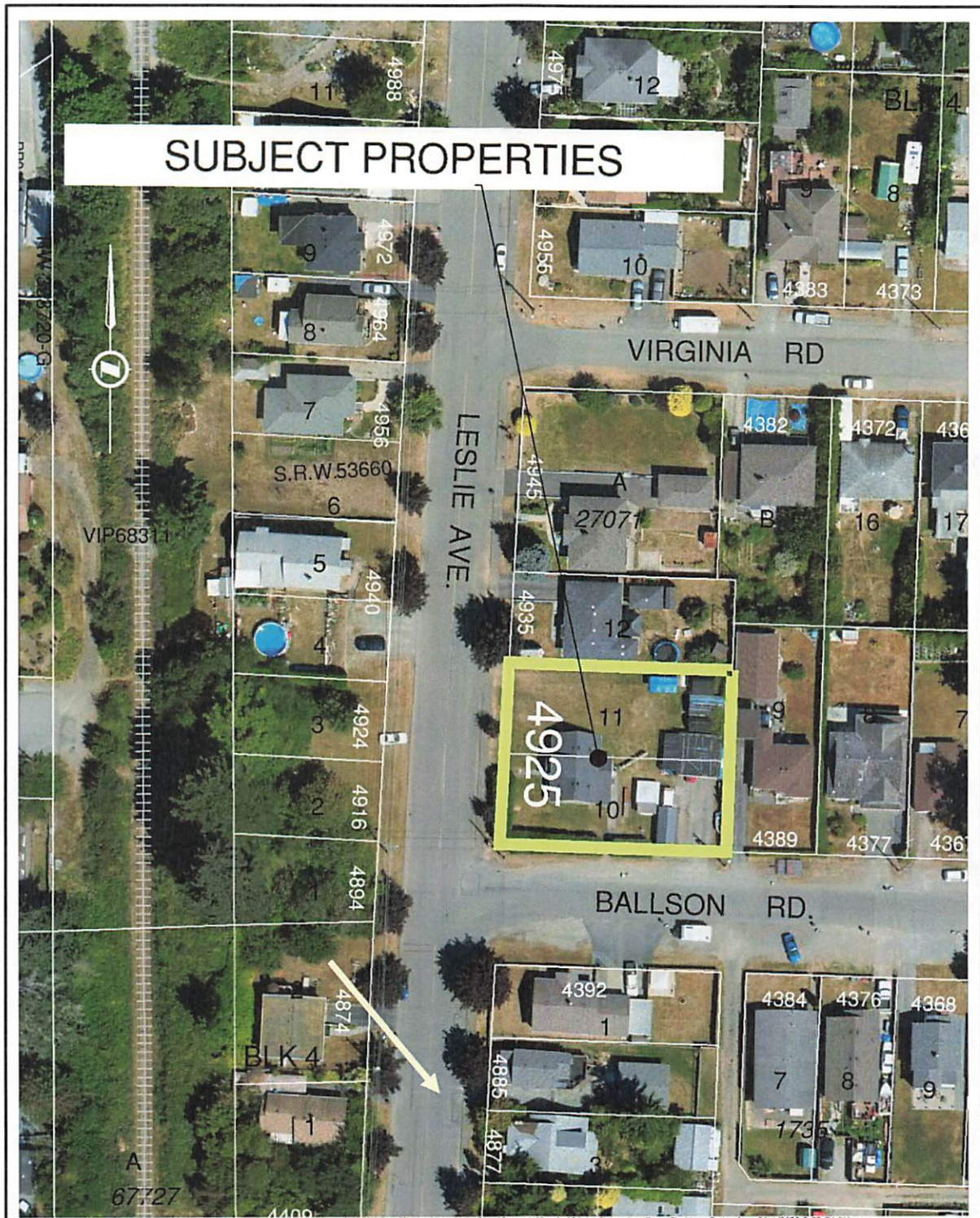
ATTACHMENTS/REFERENCE MATERIALS

- *Subject Property Map – 4925 Leslie Avenue*
- *OCP Land Use Designation*
- *Current Zoning Bylaw Classification*
- *Proposed Site Plan*
- *Proposed Zone Description – Zoning Bylaw No. 4832*
- *Advisory Planning Commission June 16, 2022 Meeting Minutes*
- *Engineering Servicing Report – June 13, 2022 4925 Leslie Avenue*
- *Zoning Map Amendment No. 53 (4925 Leslie Avenue - Needham), Bylaw No. 5059.*

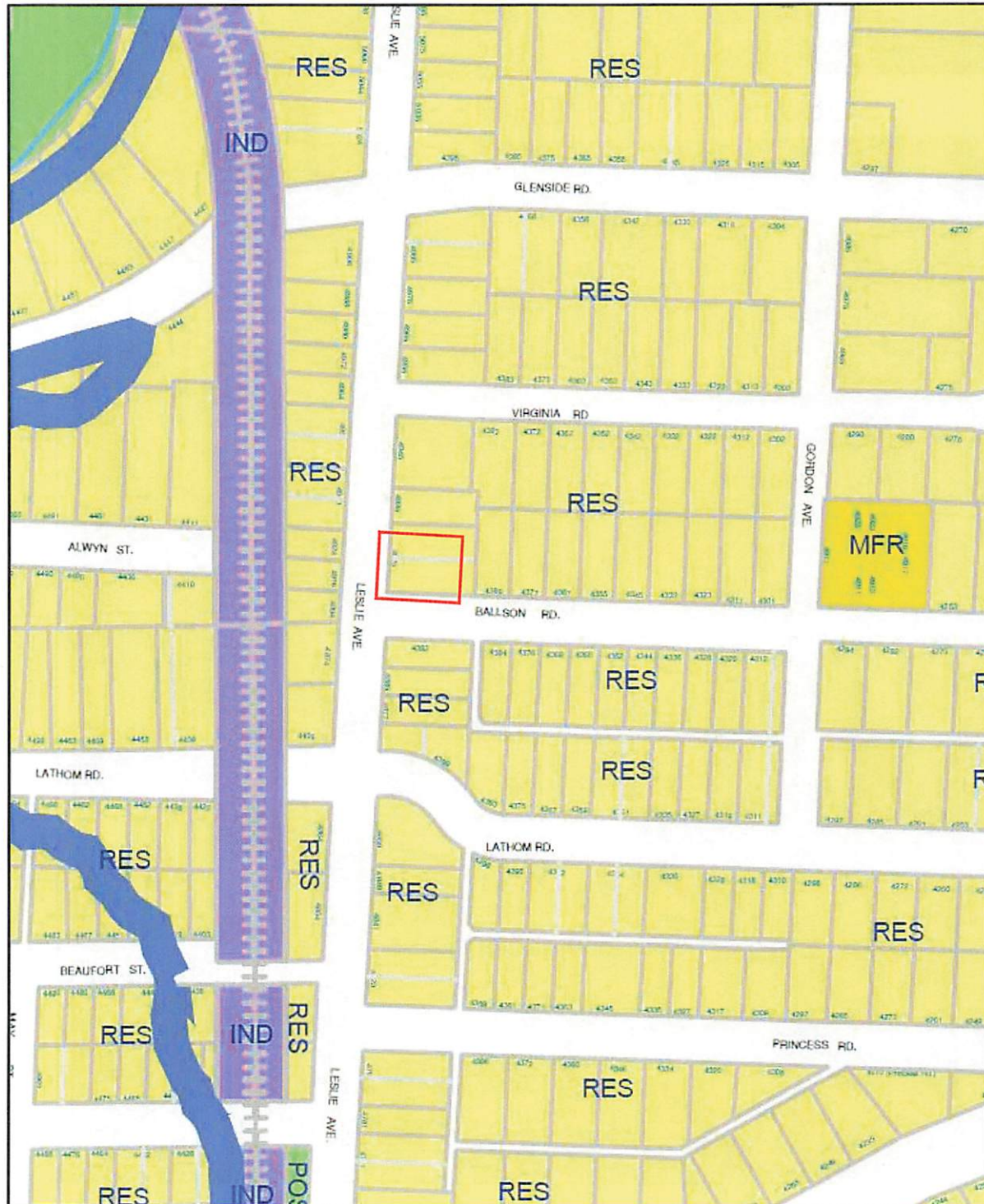
copy: T. Slonski, Director of Corporate Services

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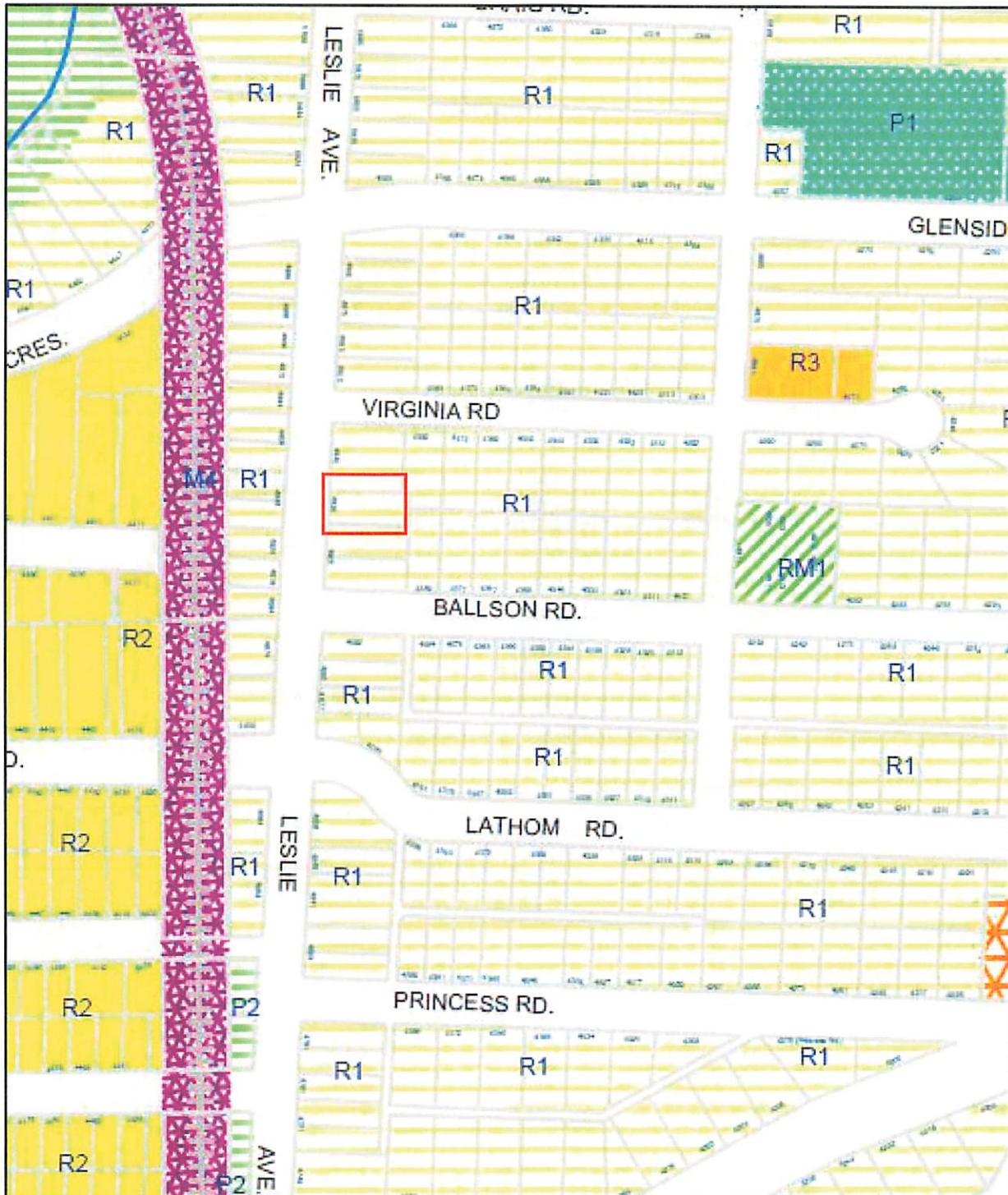
SUBJECT PROPERTY MAP – 4925 LESLIE ROAD



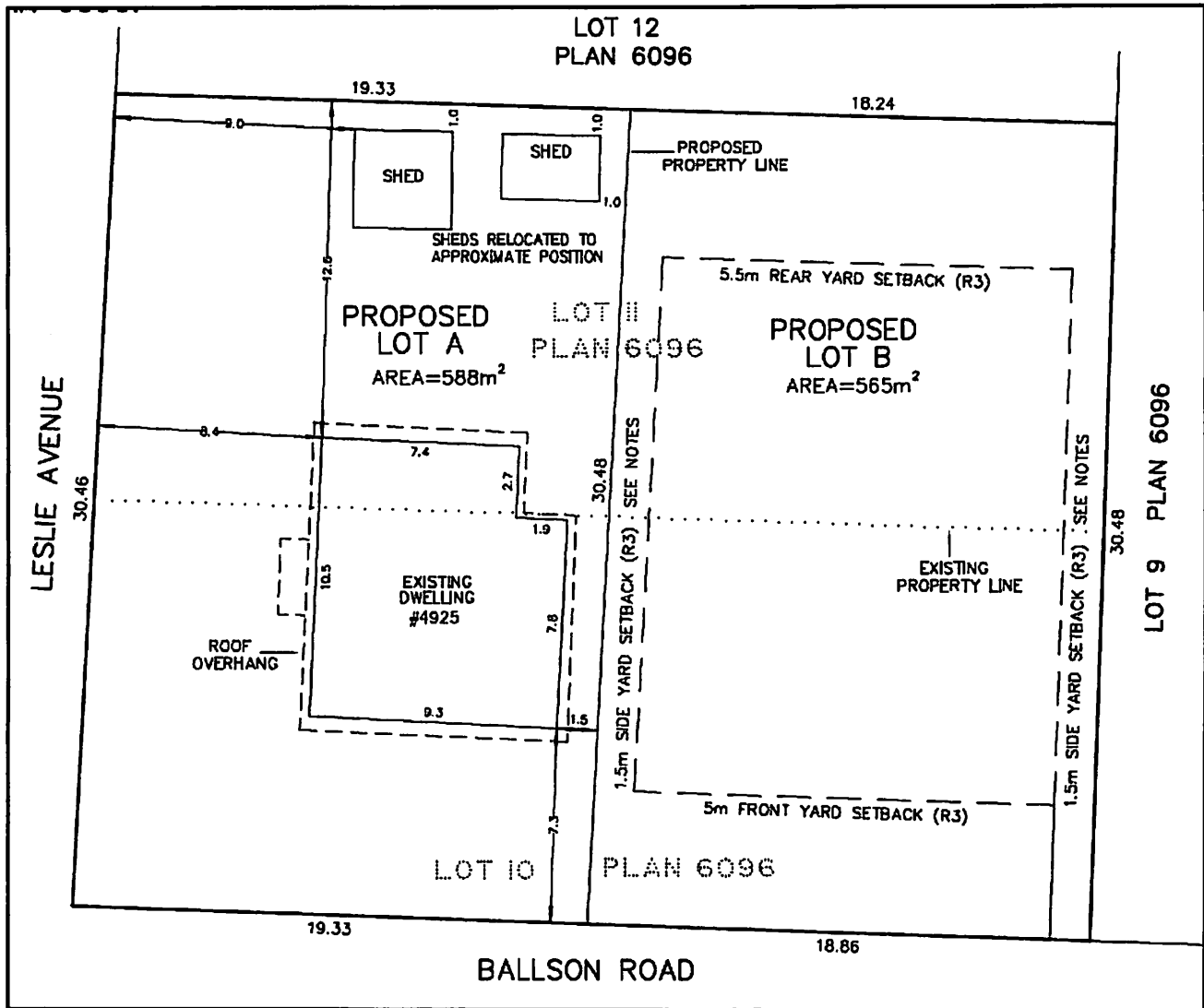
OCP LAND USE DESIGNATION



CURRENT ZONING BYLAW CLASSIFICATION



PROPOSED SITE PLAN – 4925 LESLIE AVENUE



PROPOSED ZONE DESCRIPTION – ZONING BYLAW NO. 4832

Bylaw 4832

R3 – SMALL LOT SINGLE FAMILY RESIDENTIAL

5.13 The purpose of this zone is to provide for greater density in areas of the city that are being redeveloped and where small lots already exist.

5.13.1 Permitted uses

Principal Uses

Single family dwelling

Accessory Uses

Home occupation

5.13.2 Site Development Regulations

Minimum Lot Area	350 m ²	(3767 ft ²)
Minimum Frontage	10 m	(32.8 ft)
Maximum Coverage	50%	
Minimum Setbacks:		
Front yard	5 m	(16.4 ft)
Rear yard	5.5 m	(18.0 ft)
Side yard	1.5 m	(4.9 ft)
Maximum Floor Area Ratio	0.5	
Maximum Height, Principal Building	10 m	(32.8 ft)
Maximum Number of Principal Building Storeys	2.5	

5.13.3 Conditions of Use

Notwithstanding the provisions of 5.13.2,

- (a) On a corner lot, the side yard by the flanking street must be not less than 3.0 metres (9.8 ft) wide.
- (b) For single family dwellings having no carport or attached garage and with no access to the rear or the side of the lot from a street or lane, the minimum side yard requirement shall be increased to 3 m (9.8 ft) for one side yard.
- (c) The minimum permitted setback from the vehicle entrance of a principal or accessory building to a highway other than a lane is 5.8 m (19 ft).



**Summary Report / Minutes of the Advisory Planning Commission Meeting
held on June 16, 2022 at 12:00 p.m.
(Council Chambers, Port Alberni City Hall, 4850 Argyle Street)**

Commission Members Present

Ed Francoeur (Chair)
Ken McRae, (Vice - Chair)
Joe McQuaid
Amy Anaka, (Acting for Chair)
Larry Ransom (Alt.- S.D.70)
Councillor Deb Haggard, Council Liaison
Peter Dionne, R.C.M.P. Liaison
Andre Guerin, P.A.F.D. Liaison

Regrets

Chris Washington, S.D.70
Stefanie Weber
Callan Noye
Jolleen Dick, Councillor, Hupačasath F.N
Ken Watts, (CEO Tseshah (č išaa?ath) F.N)
Scott Smith, Dir. of Dev. Services/Deputy CAO

Staff

Marianne Wade, Manager of Planning
Brian McLoughlin, Development Planner
Cara Foden, Planning Technician

Guests

Applicant: A. Needham
Applicant: C. Minions, M. Ramsey
Members of Public: 1

Alternates (not in attendance)

Roger Nopper CEO, (Alt. - Hupačasath F.N.)
L. Sam, (Alt. - Tseshah (č išaa?ath) F.N)
Natasha Marshall, (Tseshah (č išaa?ath) F.N)
Vicky White, (Tseshah (č išaa?ath) F.N)
Councillor Helen Poon (Alt.- Council Liaison)



1. Acknowledgements and Introductions –

Acknowledgement by Chair that this APC meeting is being held within the un-ceded, traditional territories of the Hupačasath and the Tseshah (č išaa?ath) First Nations.
Welcome and introductions.

2. Minutes - Adoption of May 19, 2022 Minutes

Motion:

That the City of Port Alberni Advisory Planning Commission adopt the minutes of the March 17, 2022 regular meeting.

(McRae / McQuaid) CARRIED

3. APC reports and procedures update – Manager of Planning

- New Manager of Planning, Marianne Wade, introduced herself to the APC members and provide a brief verbal summary of her background and experience.
- The new format for APC reports and recommendations was introduced.

4. DEVELOPMENT APPLICATION – Zoning Bylaw amendment

4925 Leslie Avenue, Port Alberni

Lot 10 District Lot 13 Alberni District Plan 6096 (PID: 005-909-538)

Lot 11 District Lot 13 Alberni District Plan 6096 (PID: 005-909-554)

Applicant(s): Amy and Curtis Needham

- City Development Planner (B.M.) summarized his report dated June 6, 2022.
- APC discussed the proposed amendment with respect to the following:

- It was noted that the Engineering Department has submitted their comments this morning.

Motions:

1. *That the Advisory Planning Commission recommends to City Council that Council support the proposed zoning amendment.*

(McRae / McQuaid) CARRIED

5. DEVELOPMENT APPLICATION – Temporary Use Permit

3130 3rd Avenue, Port Alberni

Lot A, District Lot 1, Alberni District, Plan VIP30733 (PID: 001-225-537

Applicant(s): Bread of Life Centre

- The Chair recused himself and left the meeting at 12:13 pm citing personal interest in the application. This left the APC short of a quorum. The Manager of Planning indicated that the meeting would proceed and that the APC comments would be submitted to Council for consideration as it was not possible to vote on a formal motion/s.
- The Manager of Planning (M.W.) summarized her report dated June 14, 2022.
- APC discussed the proposed amendment with respect to the following:
 - Clientele – applicant indicated to APC that the Temporary Use Permit was for a Transition House within the existing Bread of Life building and that it would not be restricted by gender.
 - Hours of operation: applicant indicated that the Bread of Life kitchen would continue to operate within the current hours of 8:00 am to 8:00 pm. The Transition House portion of the building would be operational 24 hours per day and 7 days per week only for the clients using the Transition House .
 - It was noted by the applicant that the Bread of Life Centre is now operated by the Salvation Army and the intent of the Temporary Use Permit was to allow more time to explore other possible options for a long-term facility and to determine and assess community impact.
 - APC members expressed some concerns regarding the impact of the proposal on the adjacent commercial area and efforts currently focused on renewal of the downtown core. It was noted that the area is already under a great deal of pressure due to prevalent social issues. The applicants indicated that it was their hope that they would be able to contribute to the improvement of the area by providing an alternative to people that would take them off the streets by providing shelter. He indicated that night outreach teams were planned and would be supporting and encouraging people, currently living on the streets, to make use of the shelter.
 - Safety: a sprinkler system would be required as part of the renovation to accommodate the Transition House.
 - R.C.M.P. noted they are aware of issues at the neighbouring Harbourview Apartments building.
 - A recent sale of the empty, nearby Bank of Montreal building has taken place and the Bread of Life has not yet met with the new owners.
 - Public Notice is required for this application.
 - The applicant assured the APC that they are aware of the temporary nature of the permit should it be approved and they are prepared for the eventuality that the use may not be permanent. A rezoning process would have to take place in the future if the applicant decided to pursue a permanent Transition Home in the C7 Core Business zone.

APC Comments

- The members present indicated support for the application.
 - The members are supportive of the Temporary nature of the Permit versus a rezoning which would be of a permanent nature.
 - APC is happy to see that the applicant has been in consultation with BC Housing and that they are taking the BC Building Code requirements into consideration.
- The Chair returned to the meeting at 1:35 pm following the discussion.

6. Status and OCP Update – Manager of Planning

A. June 13 Council

- 5249 Pineo Road rezoning application received 3rd reading.
- 5450 Greenard Street rezoning application received 1st and 2nd reading. Public Hearing waived.
- 4738 Athol Street OCP/ZON amendments received 1st and 2nd reading. Public Hearing July 11.
- A Sign Bylaw amendment to allow for a sign at the Seventh Day Adventist Church (4109 Kendall Ave.) was approved by Council.

B. OCP Review update:

- Stakeholders/groups participated in a workshop on June 2. APC members were invited to participate. Feedback from the workshop is being used to prepare a communication plan that will be presented to Council in late summer.
- Environmentally Sensitive Areas and Parkland will be included in the process for the OCP project. The APC indicated that public education was needed as many people in the community are not informed about the differentiation between private versus public greenspaces and dedicated parks. Communication regarding OCP designations on existing greenspace is also a component of ensuring the public is aware of long-term vision for such spaces.
- Existing OCP contains a requirement for Neighbourhood Plans to accompany applications such as the one for the City owned land at 15th and Montrose St. where the designation is 'Future Residential'. The APC noted that such "one-off" applications should not be considered without enforcing the requirement for broader area Neighbourhood Plans.

7. OTHER BUSINESS:

- The APC asked about status of Carriage Homes in Zoning regulation. The Manager of Planning commented that the City is working with a Consultant regarding the integration of relevant regulations in the Zoning bylaw.
- Configuration of Council Chambers for the needs of APC was discussed. The Manager of Planning will further explore options for meeting space.

8. ADJOURNMENT – The meeting adjourned at 1:00 pm. The next meeting is scheduled for 12:00 pm on July 21, 2022.

(Anaka / Francoeur) CARRIED



Ken McRae (Vice-Chair)

DRAFT-APC-SummaryMinutes-Jun16-2022

THE CITY OF PORT ALBERNI
ENGINEERING SERVICING REPORT

FILE:

DATE: June 13, 2022

LEGAL: LOTS 10 & 11, DL 13, BLK22, Plan 6096

LOCATION: 4925 Leslie Street.

SUBJECT: Zoning Bylaw Amendment

Engineering has no objection to the proposed zoning bylaw amendment provided it conforms to current bylaw standards. The following report identifies key site specific requirements and bylaw issues which are to be satisfactorily addressed.

1.00 ROADS:

1.01 No requirements.

2.00 Sewerage

2.01 Proposed Lot A

Records indicate the existing house is presently serviced with a 100mm sanitary sewer connection from Ballson.

Proposed Lot B

A sanitary connections to be purchased and installed by City Forces at the current fees and charges rate.

3.00 Drainage

3.01 Proposed Lot A

Records indicate there is a storm drain connection off Leslie that will require recertification if not presently in use. The existing house is required to connect to this storm drain connection.

Proposed Lot B

A drain connection to be purchased and installed by City Forces at the current fees and charges rate.

4.00 Water

4.01 Proposed Lot A

Records indicate the existing residence is presently serviced with a water connection off Leslie Ave.

Proposed Lot B

A water connection to be purchased and installed by City Forces at the current fees and charges rate.

5.00 SHALLOW UTILITIES:

5.01 All conditions of BC Hydro, Telus, Fortis Gas and CATV must be satisfied. All shallow utilities must be shown on the engineering plans prior to approval.

6.00 GEOTECHNICAL:

6.01 A geotechnical investigation of the site will be required. The report should address all geotechnical issues which may affect the proposed development such as:

- a) Site soil and groundwater characteristics.
- b) Site suitability for intended development.
- c) Recommendations for foundation design.
- d) Recommendations for slab-on-grade construction.
- e) Any special requirements for construction.
- f) Location and stability of fill areas.
- g) Restricted building areas.
- h) Road design.
- i) Drainage practices.
- j) Potential flood areas.

7.0 SITE GRADING:

7.01 Site grading plans for on site development will be required to ensure the proposed grading fits with surrounding areas, drainage and any identified hazards.

CITY OF PORT ALBERNI

BYLAW NO. 5059

A BYLAW TO AMEND PORT ALBERNI ZONING BYLAW 2014, NO. 4832

The Municipal Council of the City of Port Alberni in Open Meeting Assembled Enacts as follows:

1. Title

This Bylaw may be known and cited for all purposes as **"Zoning Map Amendment No. 53 (4925 Leslie Avenue - Needham) Bylaw No. 5059"**.

2. Zoning Amendment

2.1 Lot 10 and Lot 11, District Lot 13, Alberni District, Plan 6096 (Lot 10 PID: 005-909-538 and Lot 11 PID: 005-909-554), located at **4925 Leslie Avenue** and shown shaded on Schedule A, attached hereto and forming part of this bylaw, are hereby rezoned from 'R1 Single Family Residential' to **'R3 Small Lot Single Family Residential'**.

3. Map Amendment

Schedule "A" (Zoning Map) which forms an integral part of Port Alberni Zoning Bylaw 2014, No. 4832 is hereby amended to denote the zoning outlined in Section 2 above.

READ A FIRST TIME this day of , 2022.

READ A SECOND TIME this day of , 2022.

A PUBLIC HEARING WAS HELD this day of , 2022.

READ A THIRD TIME this day of , 2022.

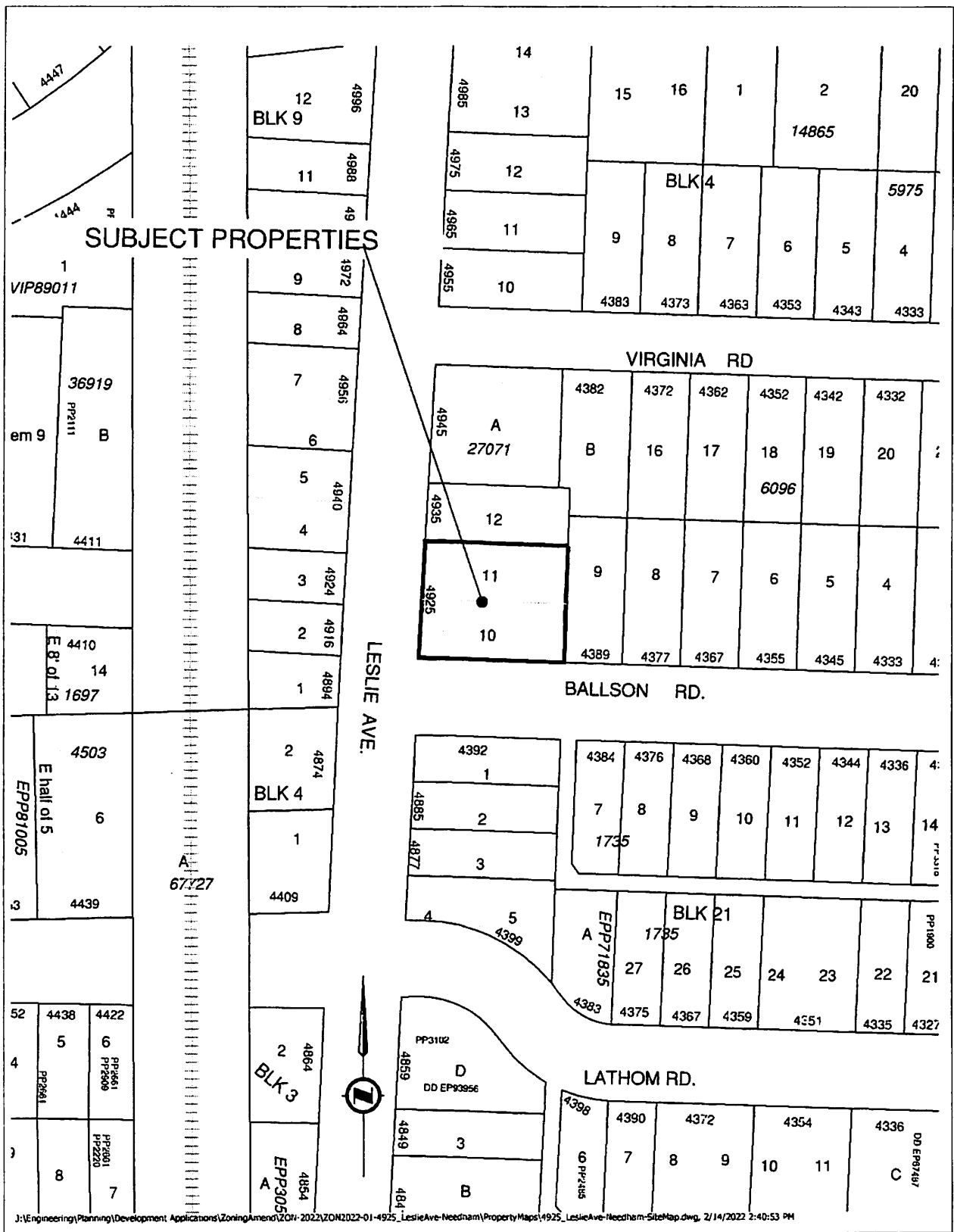
RECEIVED the approval by the Ministry of Transportation this day of , 2022.

ADOPTED this day of , 2022.

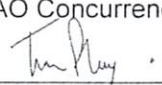
Mayor

Corporate Officer

Schedule "A" to Bylaw No. 5059



Date: June 21, 2022
File No: 5330-20-WTTP_Lagoon
To: Mayor & Council
From: T. Pley, CAO
Subject: City of Port Alberni Wastewater Treatment Facility Upgrade Loan Authorization Bylaw No. 5038, 2021 | Adoption

Prepared by: <i>A. McGIFFORD</i> Director of Finance	Supervisor: <i>T. PLEY</i> T. PLEY, CHIEF ADMINISTRATIVE OFFICER	CAO Concurrence:  Tim Pley CAO
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RECOMMENDATION

THAT "City of Port Alberni Wastewater Treatment Facility Upgrade Loan Authorization Bylaw No. 5038, 2021", be now finally adopted, signed by the Mayor and Corporate Officer and numbered 5038.

PURPOSE

For Council to consider adoption of "City of Port Alberni Wastewater Treatment Facility Upgrade Loan Authorization Bylaw No. 5038, 2021" to enable borrowing from the Municipal Finance Authority of BC [MFABC] as approved in the Financial Plan for the Wastewater Treatment Facility [WWTF] upgrade.

BACKGROUND

At the Regular Council meeting on September 7, 2021 Council received the updated WWTF project cost estimate. The borrowing amount required has increased to \$8.5 million [amended in the 2021-2025 Financial Plan], from \$5.68 million. The WWTF upgrade project received \$18.1 million in grant funding. The current total cost to complete the project is \$41 million.

ALTERNATIVES/OPTIONS

Debt secured through MFABC must go through the following process [see attached flow chart].

The following have been completed:

- Loan authorization bylaw prepared and given three readings by Council;
- Provincial review and statutory approval by the Inspector of Municipalities [received June 13, 2022.]

The following processes are still required:

- Adoption of the bylaw;
- Challenge period [1 month]
- Provincial review and certificate of approval by the Inspector of Municipalities [2 - 4 weeks];
- Municipal Council passes security issuing resolution and agreement [if applicable];
- Regional district drafts security issuing bylaw;

- Provincial review of the security issuing bylaw and certificate of approval by the Inspector of Municipalities [2 - 4 weeks];
- Security issuing by the Municipal Finance Authority.

In March and September of each year, MFABC will fund client loan requests which have undergone all appropriate approval processes. The deadline for regional districts to submit Security Issuing bylaws to the Ministry of Municipal Affairs for a Certificate of Approval are typically six weeks before these meetings. The entire process may take up to 3 to 4 months to complete.

IMPLICATIONS

Should Council not move forward with the proposed Loan Authorization bylaw, the City would not be in a position to borrow the necessary funds required to complete the project.

COMMUNICATIONS

None at this time.

BYLAWS/PLANS/POLICIES

Section 180 of the *Community Charter* requires that after giving first three readings to loan authorization bylaws for long term borrowing [terms that exceed five years], Council may not proceed with adoption of the bylaws without first obtaining statutory approval from the Inspector of Municipalities.

On June 13, 2022 statutory approval from the Inspector of Municipalities was received. On June 27, 2022, the recommendation is to seek adoption of the “*City of Port Alberni Wastewater Treatment Facility Upgrade Loan Authorization Bylaw No. 5038, 2021*”.

SUMMARY

- The City of Port Alberni requires \$8.5 million in borrowing to complete the WWTF in 2022.
- In order to secure funds, the City is required to undertake a process that includes coordination and approval from the Ministry of Municipal Affairs, the ACRD and MFABC.

ATTACHMENTS/REFERENCE MATERIALS

- City of Port Alberni Wastewater Treatment Facility Upgrade Loan Authorization Bylaw No. 5038, 2021
- MFABC - Loan Authorization Bylaw Procedures – flowchart

c: T. Slonski, Director of Corporate Services
R. Dickinson, Director of Engineering and Public Works

**CITY OF PORT ALBERNI
LOAN AUTHORIZATION BYLAW NO. 5038, 2021**

**A Bylaw to Authorize Borrowing to
Construct the 'Wastewater Treatment Facility Upgrade | Somass Estuary
Environmental Stewardship Project'**

WHEREAS Council has deemed necessary the Waste Water Treatment Facility Upgrade | Somass Estuary Environmental Stewardship project,

AND WHEREAS the estimated cost of construction the Waste Water Treatment Facility Upgrade & Somass Estuary Environmental Stewardship project including expenses incidental thereto is the sum of Forty-One Million Dollars (\$41,000,000);

AND WHEREAS Six Million, Eight Hundred Ninety-Five Thousand, Two Hundred and Ten Dollars (\$6,895,210) is the amount to be expended from the grant funding Agreement through the Clean Water and Wastewater Fund for treatment of wastewater and enhancement of the Somass Estuary and Eleven Million, Two Hundred Thousand Dollars (\$11,200,000) is the amount to be expended from the grant funding Agreement through the General Strategic Priorities Fund for treatment of wastewater;

AND WHEREAS the previous borrowing for the Waste Water Treatment Facility and Somass Estuary Environmental Stewardship projects including expenses incidental thereto, is the sum of Nine Million, Nine Hundred and Fifty Thousand Dollars (\$9,950,000);

AND WHEREAS Eight Million and Five Hundred Thousand Dollars (\$8,500,000) is the amount of debt intended to be borrowed by this bylaw.

NOW THEREFORE, the Council for the City of Port Alberni in open meeting assembled, enacts as follows:

1. The Council is hereby empowered and authorized to undertake and carry out or cause to be carried out the construction of Waste Water Treatment Facility Upgrade and Somass Estuary Environmental Stewardship [restoration of estuarine habitat] generally in accordance with general plans on file in the municipal office and to do all things necessary in connection therewith and without limiting the generality of the foregoing:
 - a. To borrow upon the credit of the municipality a sum not exceeding Eight Million and Five Hundred Thousand Dollars (\$8,500,000) to complete construction of treatment facilities as may be requisite or desirable for or in connection with the construction of the said upgrade to the sewage lagoons and estuary.
2. The maximum term for which the debentures may be issued to secure the debt created by this bylaw is thirty (30) years.

3. This bylaw may be cited as **"City of Port Alberni Wastewater Treatment Facility Upgrade Loan Authorization Bylaw No. 5038, 2021"**.

READ A FIRST TIME this 22nd day of November, 2021.

READ A SECOND TIME this 22nd day of November, 2021.

READ A THIRD TIME this 22nd day of November, 2021.

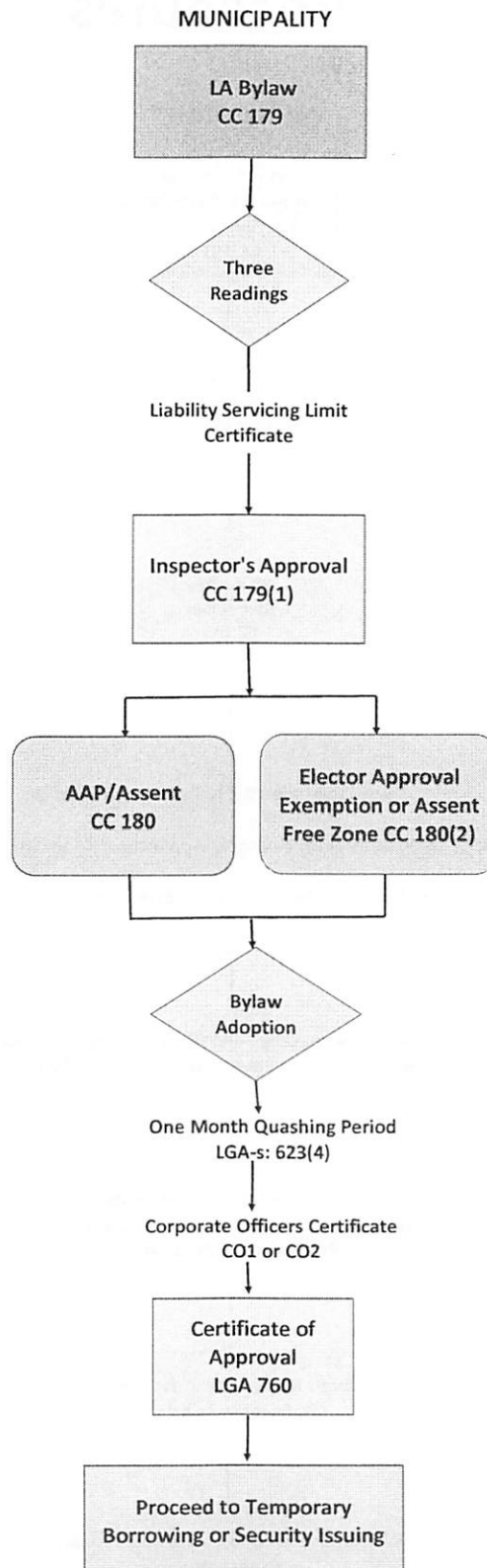
RECEIVED the approval of the Inspector of Municipalities this 13th day of June, 2022.

ADOPTED this day of , 2022.

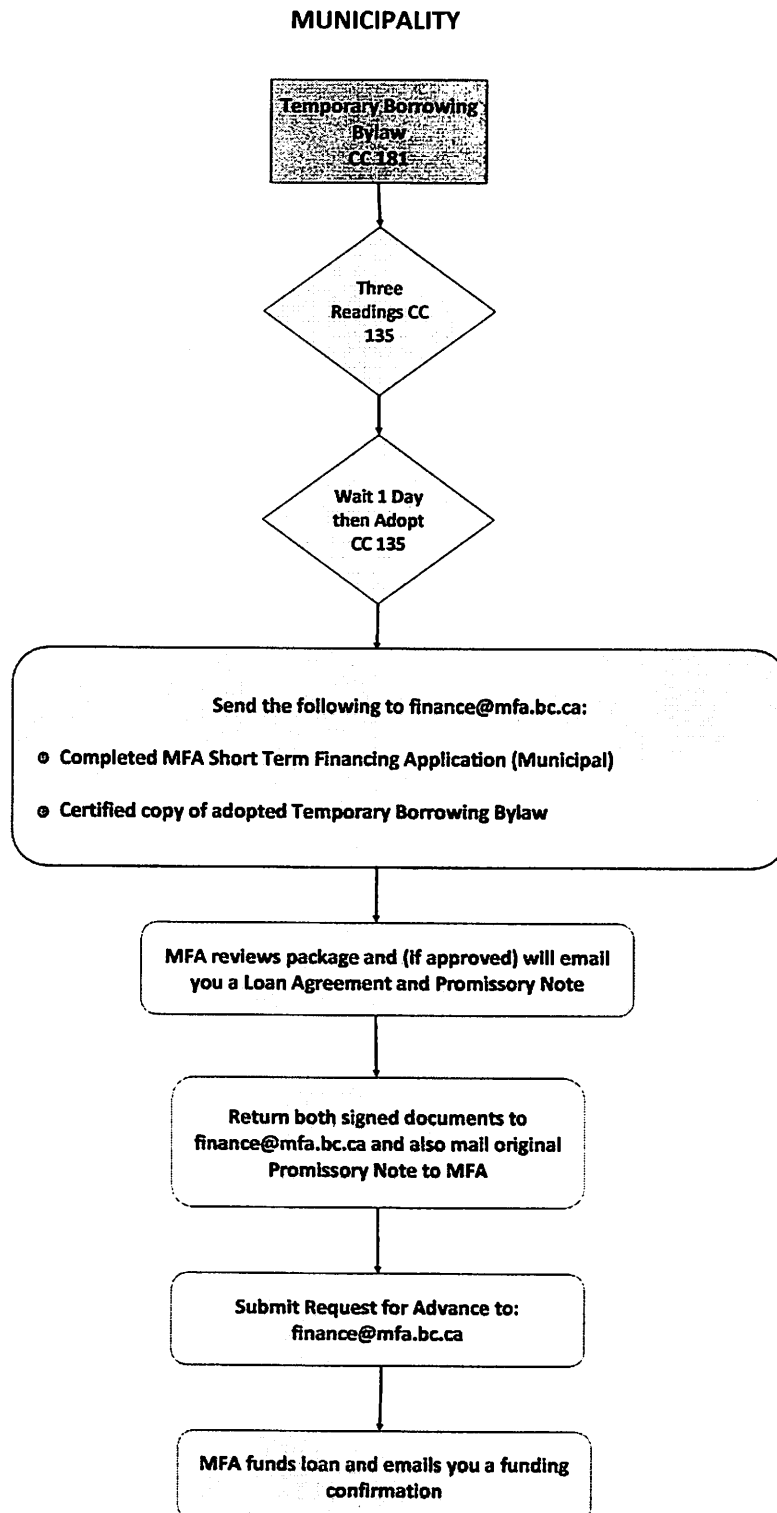
Mayor

Corporate Officer

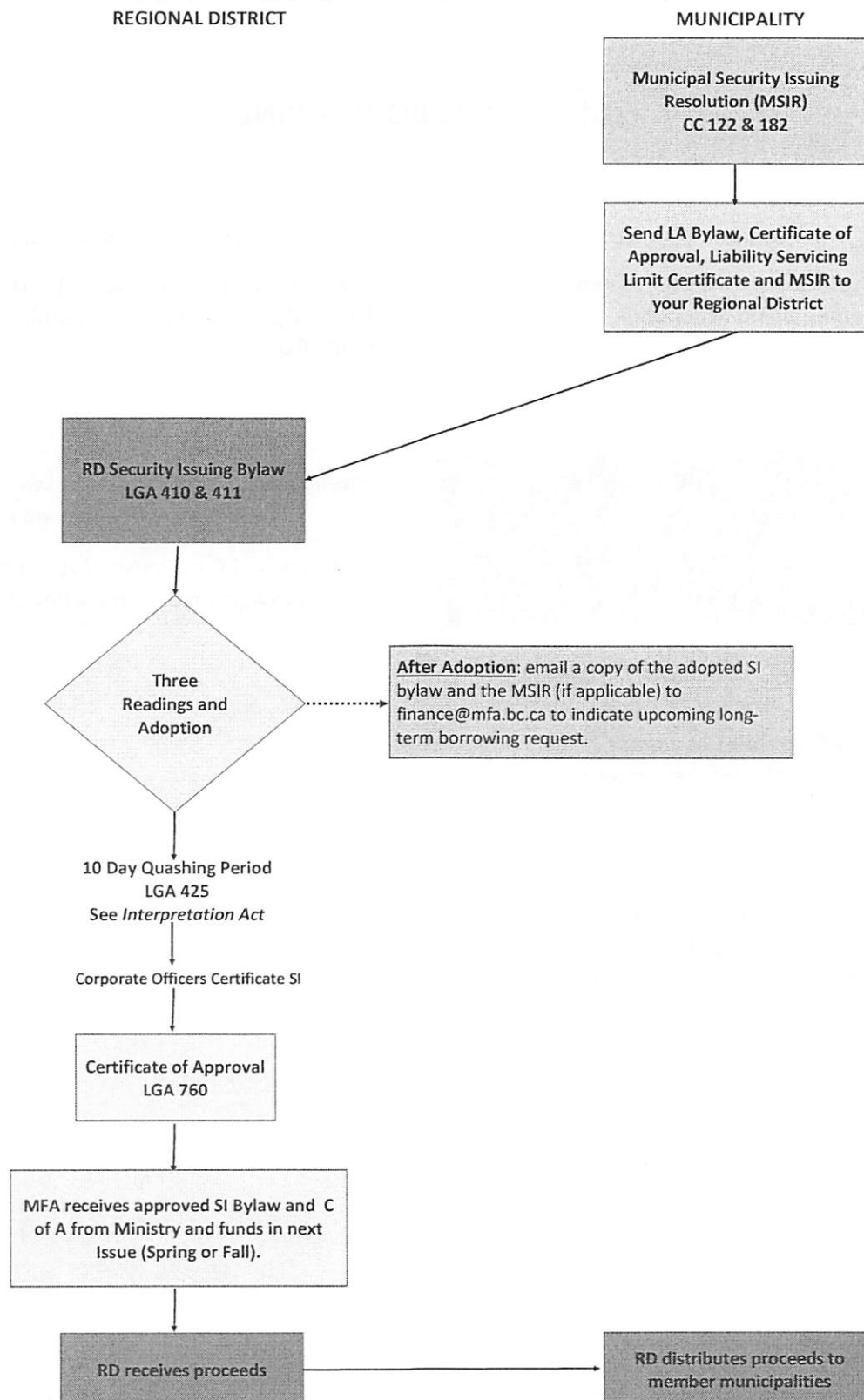
Loan Authorization Bylaw Procedures



Temporary Borrowing Bylaw Procedures

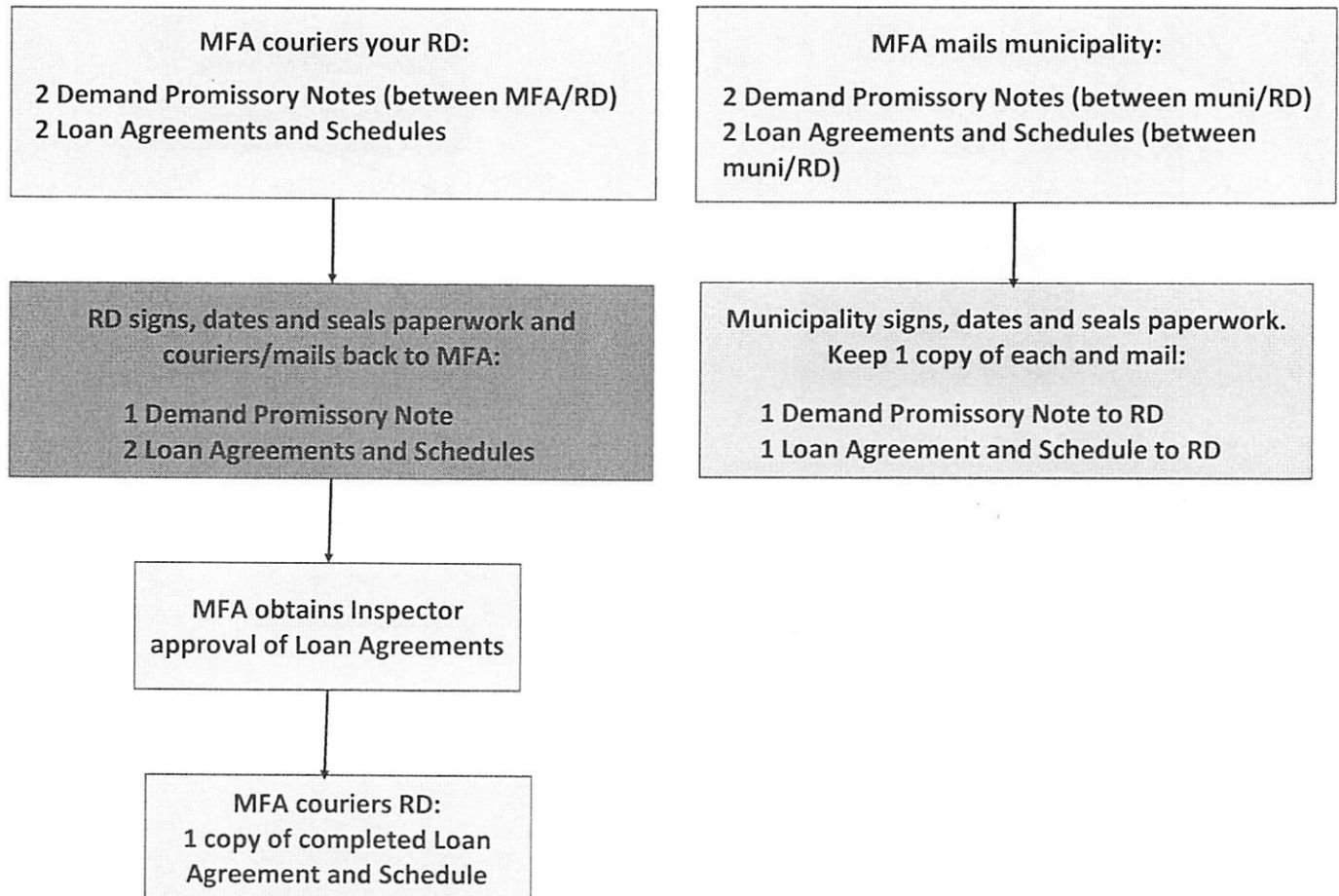


Security Issuing Procedures



Security Issuing Paperwork

MUNICIPAL BORROWINGS



From: Chris Washington
Sent: Friday, June 10, 2022 3:43 PM
To: Twyla Slonski <Twyla_Slonski@portalberni.ca>
Subject: Uptown Market

Twyla,

The Uptown Merchants Association is planning on holding the Uptown Market again this year. It will be every Wednesday in July and August.

We would like to be able to close off the streets at 4:pm to 8:pm, the same as last year.

The Market will take place on Third Avenue between Argyle and Mar.

We are already looking into insurance and can provide you with what you need, unless something has changed from last year.

Can you please add this e-mail to the next available meeting of Council?

Thank you, Chris

Chris Washington
Flandangles Kitchen & Gifts
"MAKING PREPARATION EASY AND DINING DELICIOUS!"

Gibson's Fine Linens
"HOME CAN BE A HIGH END SPA & A 5-STAR HOTEL!"

3034/3036 Third Avenue
Port Alberni, BC
V9Y 2A5
Tel: (250) 724-5851

RECEIVED

JUN 22 2022

CITY OF PORT ALBERNI



☒ Council
☒ Mayor
☒ CAO
☐ Finance
☒ Corporate Services
☒ Agenda
☐ Economic Development
☐ Engineering/PW
☐ Parks, Rec. & Heritage
☐ Development Services
☐ Community Safety
☐ Other
File # 0400-20-FLNR

RCM June 27, 22
Correspondence Summary

Reference: 269945

June 22, 2022

VIA EMAIL: sara_darling@portalberni.ca

Mayor Sharie Minions and Council
City of Port Alberni
4850 Argyle Street
Port Alberni, BC V9Y 1V8

Dear Mayor Minions and Council:

Thank you for your letter of March 10, 2022, regarding the City of Port Alberni's request for an opportunity to collaborate with the Province of British Columbia on the old growth deferral process.

I appreciate city council's interest in sustainable forest management as well as your concerns about potential impacts to the local economy and jobs in the Port Alberni area. Port Alberni has seen significant investments in the value-added wood product manufacturing sector over the last few years with companies such as the San Group and Timber Tiles finding uses for by-products of wood processing. These innovative solutions are positive to see around the province and particularly in the City of Port Alberni. Our government is committed to supporting BC businesses such as Timber Tiles, San Group and many others who are innovative and create local jobs and revenue in the province.

We are currently undertaking work with First Nations, industry participants and other stakeholders to develop a new approach for old growth forest management to protect and support ecosystem health as well as community prosperity across BC. The Province is bringing together strategically co-ordinated and comprehensive supports to help forest workers, communities and First Nations and to offset job and economic impacts that may result from new harvest restrictions.

The Province is also developing new programs to support forestry workers and communities over the next three years. We encourage you to visit <https://forestryworkersupport.gov.bc.ca/> for more information regarding both new and existing programs and how these supports will help connect workers with short-term employment opportunities, provide education and training options for new careers, and support rural economic development.

Government is committed to working with businesses and communities to build diverse and resilient rural economies. Our new vision for forests in BC is one where workers and communities benefit from secure, innovative forestry jobs for generations to come. For full details, please visit the [Our Forests, Our Futures](#) website.

Page 1 of 2

Ministry of Forests

Office of the Minister

Mailing Address:
PO BOX 9049 Stn Prov Govt
Victoria, BC V8W 9E2

Tel: 250 387-6240
Fax: 250 387-1040
Website: www.gov.bc.ca/for

REGULAR COUNCIL AGENDA - JUNE 27, 2022

ENTERED
258

J.1(a)

Mayor Sharie Minions and City Council

The Province is also committed to implementing all 14 recommendations of the Old Growth Strategic Review and to developing a new Old Growth Strategy for BC by the end of 2023. As part of this work, a fulsome engagement process is currently being developed to solicit ideas and recommendations from local governments (and local government organizations).

I can assure you that supporting communities and workers potentially impacted by old growth logging deferrals is a priority for this government.

Again, thank you for writing to share your concerns.

Sincerely,

A handwritten signature in black ink, appearing to read 'Katrine Conroy', written in a cursive style.

Katrine Conroy
Minister



Our File No. 0400-20-FLNR

March 10, 2022

Ministry of Forests
PO Box 9049 Stn Prov Govt
Victoria, BC V8W 9E2
by email: FLNR.Minister@gov.bc.ca

Attn: Honourable Katrine Conroy

Dear Minister Conroy

Re: Old Growth Forest Deferrals

On behalf of Council for the City of Port Alberni and in response to the provincial announcement regarding old growth deferrals, we commend the Province for considering the voices of Indigenous communities in this process.

As part of the 56.2 million hectares of forest in B.C including 11.1 million hectares of old growth, we ask the province to consider the importance of receiving the input of communities and businesses in the development of the province's new approach to sustainable forest management. As such, we respectfully request the opportunity to collaborate with the province in the Old Growth Deferral strategy process.

As a community whose history has relied heavily on the forest industry, the opportunity to have a voice during this transformation, both with the deferral process and with the necessary supports required for rural communities, such as Port Alberni, to offset job and economic impacts that may follow new harvest restrictions, would be greatly appreciated.

While Council commends the leadership shown by the province in protecting B.C.'s most important old growth, a collaborative approach is fundamental in facilitating an innovative and sustainable approach to managing BC's old-growth forests.

Yours truly

CITY OF PORT ALBERNI

A blue ink signature of Sharie Minions.

Sharie Minions
Mayor

C: Hon. J. Osborne, MLA
Hon. G. Johns, MP
Council
S. Smith, Acting CAO | Director of Development Services
T. Slonski, Director of Corporate Services

Councillor Report

For June 27, 2022

Councillor Debbie Haggard

May 18, 2022 – Alberni Clayoquot Health Network – Highlights include:

- Funding has been secured to purchase fans to assist vulnerable persons this summer
- Communities Building Youth Futures
 - Update in structure
 - Applications for funding distribution are now available. Adjudications will be held at the June meeting

May 25, 2022 – On behalf of Mayor Minions, I attended the **Alberni Clayoquot Regional District Board** meeting. Highlights include:

- A local resident presented a name change for Sproat Lake
- A local resident presented possible changes to the local recycling program
- A grant application to the Strategic Priorities Fund to support the expansion of the Harold Bishop Firehall

May 30, 2022 – Mayor Minions, Coordinator of the Alberni Clayoquot Health Network and I met to further discuss the newly released Poverty Reduction Strategy for the region. We discussed next steps on how to best implement the strategy.

May 31, 2022 – A **Public Hearing** was held to amend the Official Community Plan and the Zoning Bylaw to facilitate the development of a 4-story, 35 unit affordable residential building at 4210 Cedarwood Street.

June 1 – 6, 2022 – Mayor Minions and I attended the **Federation of Canadian Municipalities** conference which was held in Regina, Sask.

- *Working walk around Wascana Park* – Mayor Minions and I walked around the waterfront walkway located in Regina. We took notes along the way of ideas we could incorporate into the proposed waterfront walkway in Port Alberni.
- *British Columbia Caucus meeting* – The President of the BC Caucus welcomed participants and gave an overview of the past year and the many challenges faced by municipalities.
- *President's Forum: Stories from the Front Lines* – Mayors of different municipalities talked about the challenges faced in their community, from fire and flood to challenges faced from COVID-19.
- *Local Solutions in the Face of Climate Change* – Local leaders are on the front lines of new weather extremes that are forcing families from their homes and costing the economy billions of dollars each year. This session focused on local tactics that municipalities are using to make their communities more resilient to extreme weather.
- *Keynote Address from Prime Minister Trudeau* – The Prime Minister welcomed all of the participants and talked about the difficulties that all municipalities, both large and small, have faced during the last year, from climate change to infrastructure and dealing with a pandemic.

- *How Indigenous-Municipal Partnerships are Driving Reconciliation* – This workshop focused on collaboration between Indigenous communities and organizations and how these partnerships drive economic opportunities.
- *How to Build an Anti-Racist, Equitable and Inclusive Municipality* – This panel shared best practices, challenges and opportunities on advancing this work within your community.
- *AKOR Expedition, Nicolas Roulx and Guillaume Moreau* – From March to October 2021, these two young men completed the longest north to south human crossing of Canada. It took 234 days to cover the 7,600 km by ski, canoe and bike. These young explorers saw first hand the impacts of climate change and learned valuable lessons from Indigenous communities.

June 7, 2022 – Staff and Council members of the City of Port Alberni, the Tseshat First Nation and the Hupacasath First Nation attended two days of a joint facilitated workshop. Common goals and possible future partnerships were discussed together.

June 9, 2022 – Community Action Team – Highlights include:

- Dr. Allison spoke about the crisis of connection in our communities, the fact that people are dying, and the stigma attached to substance use.
- The Alberni Clayoquot region is showing a significant increase in the number of deaths from January 1 – April 30.

June 10, 2022 – Business Excellence Awards hosted by the Alberni Valley Chamber of Commerce – The event was held at McLean Mill with a 1920's theme. Awards were given to local businesses for the last three years. The Chamber did an excellence job of organizing and hosting the event!

June 11, 2022 – Vancouver Regional Library Board meeting – The first tender for the proposed Port Alberni library renovations was put out in January. One bid came in and it was considerably over budget. Modifications were made to the tender and it was put out a second time. Four bids responded to the tender. The lowest bid was at \$1.6 million and combined with the indirect costs of construction, the total would be \$2 million. Only one million was budgeted. Staff recommended that we proceed but unfortunately, the Board voted to shelve the project. Mayor Minions and I have a meeting scheduled with the Executive Director of VURL next week to discuss further.

June 15, 2022 – Alberni Valley Chamber of Commerce Annual General meeting. Highlights include:

- President's report
- Report from the Executive Director
- Presentation of the audited financial statements
- Election of officers for the 2022 – 2023 year

June 15, 2022 – Housing Workshop hosted by the Alberni Clayoquot Regional District – Presentations were done by BC Assessment, BC Housing, Tofino Housing Corporation and a private developer. This was followed up by questions from the participants and a discussion on next steps to develop a regional housing strategy.

June 16, 2022 – Mayor Minions and I met with the two co-chairs of the Community Action Team. We discussed how the City can help with communications with the residents of the community regarding harm reduction, stigma and the opioid crisis we are facing in our community.

June 16, 2022 – Advisory Planning Commission meeting –

- An application was received to rezone the properties at 4925 Leslie Avenue in order to enable a subdivision of the properties in order to allow for an additional single-family dwelling to be constructed.
- An application was received from the Salvation Army for a Temporary use Permit to be located on a portion of the property at 3130 3rd Avenue in order to allow transition house use on the property.

June 21, 2022 – Wolf Tower unveiling – This was a very proud and emotional event for the people of the Tseshaht First Nation and the community of Port Alberni. Hundreds of people attended this event at Harbour Quay. My heartfelt thanks to the Tseshaht First Nation for organizing the event and offering it to the community.

Council report

10th June 2022 - Visited the City of Penticton - admired and observed their use of bike lanes and waterfront walkways to enable the tourism economy.

10th June 2022 - Met with Ahmed Yousef, Councillor, City of Maple Ridge. We discussed issues of mutual interest.

10th June 2022 - Met with Bruce Banman, MLA Abbotsford-South and Opposition critic for Citizen Services. We discussed issues of mutual interest.

15th June 2022 - I attended the Alberni Valley Chamber of Commerce AGM. Happy to see some new faces on the board. Mayor Minions gave an excellent summary of the work of Council and staff.

15th June 2022 - I attended the Alberni Clayoquot Regional District Housing Workshop. This included speakers from BC Assessment, Canada Mortgage and Housing Corporation, Tofino Housing Corporation, and a private developer. The workshop was well attended and it was wonderful to listen to the various perspectives in the field of housing development.

21st June 2022 - I attended “Re-awakening of Łuukʷatquʷis: Wolf Tower Unveiling” at Tseshah FN traditional village site at Harbour Quay. The event was held on National Indigenous Peoples Day, and was well-attended by community leaders and residents. I would like to extend my thanks to Tseshah FN for the gracious hospitality and cultural exchange.

21st June 2022 - I met with Ben and Travis from Port Alberni Fire Dept. to discuss topics of mutual interest.

Helen Poon
Councillor, City of Port Alberni