CITY OF PORT ALBERNI

AGENDA - COMMITTEE OF THE WHOLE
Monday, June 16, 2025 @ 6:00 PM
In the City Hall Council Chambers & Via Video-Conference
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 Corporate Services at 250.723.2146 or by email corp_serv@portalberni.ca

Watch the meeting live at www.portalberni.ca

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- -

A. CALL TO ORDER & APPROVAL OF THE AGENDA

1. The Committee would like to acknowledge and recognize that we work, live and play in the City of Port Alberni which is situated on the unceded territories of the Tseshaht [ċišaaʔatḥ] and Hupačasath First Nations.
2. Late items identified by Committee members.
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 8

1. Minutes of the meeting held at 6:00 pm on April 22, 2025, as presented.

C. PUBLIC INPUT PERIOD

An opportunity for the public to address the Committee. A maximum of six [6] speakers for no more than five [5] minutes each will be accommodated. For those participating electronically, please use the 'Raise your Hand' feature and you will be called upon to speak in the order of which it appears.

D. DELEGATIONS

1. **BC Transit** - Page 10
   Seth Wright, Senior Manager, Government Relations and Jacob Burnley, Transit Planner, to provide an update on the Port Alberni/Alberni Valley Transit Future Service Plan.

2. **Alberni Valley Bulldogs** - Page 36
   Joe Martin, Head Coach/GM, in attendance to provide an outline of the proposed artwork for a feature wall at the multiplex.

E. UNFINISHED BUSINESS

F. STAFF REPORTS

G. CORRESPONDENCE

H. NEW BUSINESS

1. **Reserve Fund Establishment Bylaw | Amendment** - Page 45
Report dated June 10, 2025 from the Deputy Director of Finance proposing an amendment to the *"Reserve Fund Establishment Bylaw No. 5086, 2023"*.

THAT the Committee of the Whole recommend council provide introduction and three readings to amend the "Reserve Fund Establishment Bylaw No. 5086, 2023" for the purpose of adding the following reserves:

- *Establishment of Asset Management – Lease Revenue Reserve*
- *Establishment of Transit – Local Transit Fund Reserve*
- *Amendment to purpose – McLean Mill Reserve*

2. **Argyle 1st to 3rd Redevelopment Project** - Page 48
Report dated June 16, 2025 from the Director of Infrastructure Services seeking early approval for the proposed capital project 'Argyle 1st to 3rd Avenue Redevelopment'.

THAT Council amend "City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025", by allocating $6,375,000 towards redevelopment of Argyle Street between 1st and 3rd Avenue with funding from the General Fund, Water Infrastructure Capital Reserve and Sewer Infrastructure Capital Reserve in the amount of $2,125,000 each in the 2026 Capital Plan.

3. **Franklin River Road Watermain Replacement Project** - Page 55
Report dated June 16, 2025 from the Director of Infrastructure Services seeking early approval for the proposed capital project 'Franklin River Road Watermain Replacement'.

THAT Council amend the "City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025", by allocating $4,033,000 towards the Franklin River Road Watermain Replacement Phase 1 with funding from the Water Infrastructure Capital Reserve in the amount of $4,033,000 for completion in 2026;

AND FURTHER, THAT Council amend the "City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025", by allocating $4,444,000 towards the Franklin River Road Watermain Replacement Phase 2 with funding from the Water Infrastructure Capital Reserve in the amount of $4,444,000 for completion in 2029.

4. **2025 UBCM Strategic Priorities Fund** - Page 62
Report dated May 26, 2025 from the Manager of Asset Management Initiatives regarding the Strategic Priorities Fund.

a. *THAT the Committee of the Whole recommend that Council authorize staff to submit an application for the 2025 UBCM Strategic Priorities Fund - Capital Infrastructure Stream for the Argyle 1st to 3rd Avenue Redevelopment Project and, therefore commits to the City of Port Alberni providing overall grant management and supporting any potential cost overruns associated with the project.*

b. *THAT the Committee of the Whole recommend that Council authorize staff to submit an application for the 2025 UBCM Strategic Priorities Fund - Capacity Building Stream for the development of a Community Safety and Well-Being Strategy and therefore commits to the City of Port Alberni providing overall grant management and supporting any potential cost overruns associated with the project.*

5. **2025 – 2029 Financial Plan | Amendment** - Page 69
Report from the Director of Finance dated June 9, 2025 providing recommended Financial Plan amendments.

THAT the Committee of the Whole recommend Council amend "City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025" as follows:

i. *Decrease line 19114 - Operating Funds from Prior Years $650,000*
ii. *Increase line 21190 - Receptions and Other Services - $195*
iii. *Decrease line 21212 - Corporate Services - $49,500*
iv. *Increase line 21216 - Bylaw Enforcement - $10,905*
v. *Increase line 21217 - Bylaw Enforcement Vehicles - $130*
vi. *Increase line 21218 - Public Safety Building - $640*
vii. *Increase line 21221 - Financial Management Administration - $92,275*
viii. *Increase line 21226 - Purchasing Administration - $6,250*
ix. *Increase line 21252 - City Hall - $3,680*
x. *Increase line 21254 - Planning & Engineering Building - $915*
xi. *Increase line 21259 - Other Common Services - $365*
xii. *Increase line 21261 - Information Services - $15,785*
xiii. *Increase line 22122 - Police Services Administration - $60,090*
xiv. *Increase line 22160 - Police Building Maintenance - $3,920*
xv. *Increase line 22180 - Detention & Custody of Prisoners - $27,280*
xvi. *Increase line 22471 - Fire Building Maintenance - $285*
xvii. *Increase line 22480 - Vehicle Repair & Maintenance - $545*
xviii. *Increase line 22921 - Building & Plumbing Inspection - $11,260*
xix. *Increase line 23110 - Engineering Administration - $21,060*
xx. *Increase line 23129 - Clerical & Reception-Operation - $5,490*
xxi. *Increase line 23134 - Small Tools/Equipment/Supplies - $160*
xxii. *Increase line 23136 - Works Yard Maintenance - $3,555*
xxiii. *Increase line 23137 - Main Building Maintenance - $2,235*

xxiv. *Increase line 23138 - Shop Overhead - $2,630*
xxv. *Increase line 23160 - General Equipment Maintenance - $9,930*
xxvi. *Increase line 23161 - Vehicle Maintenance & Replacement - $290*
xxvii. *Increase line 23205 – Supv. Vehicle Mtce. & Replacement - $3,215*
xxviii. *Increase line 23220 - Streets Inspections - $2,495*
xxix. *Increase line 23231 - Roadway Surfaces Maintenance - $13,345*
xxx. *Increase line 23233 - Road Allowance Maintenance - $12,885*
xxxi. *Increase line 23236 - Street Sweeping - $3,450*
xxxii. *Increase line 23237 - Snow & Ice Removal - $3,610*
xxxiii. *Increase line 23241 - Bridges & Engineered Structures - $120*
xxxiv. *Increase line 23250 - Overhead & Decorative Lighting - $930*
xxxv. *Increase line 23261 - Signs & Traffic Marking - $4,795*
xxxvi. *Increase line 23272 - Off-Street Parking - $320*
xxxvii. *Increase line 23291 - Gravel - $1,235*
xxxviii. *Increase line 23311 - Ditch, Creek & Dyke Maintenance - $4,095*
xxxix. *Increase line 23331 - Storm Sewer Maintenance - $4,940*
xl. *Increase line 23333 - Storm Sewer Lift Station - $780*
xli. *Increase line 23335 - Storm Sewer Connections - $1,985*
xlii. *Increase line 23881 - Training Program - $2,220*
xliii. *Increase line 23882 - Safety - $1,825*
xliv. *Increase line 23884 - Special Streets Work Orders $355*
xlv. *Increase line 24320 - Residential Waste Collection - $17,030*
xlvi. *Increase line 24322 - Solid Waste Containers Purchase & Mtce. - $1,975*
xlvii. *Increase line 25161 - Cemetery Maintenance - $525*
xlviii. *Increase line 25162 – Interments - $1,645*
xlix. *Increase line 25163 - Memorial Marker Installation - $905*
l. *Increase line 26129 - Planning Administration - $15,085*
li. *Increase line 26235 - Economic Development - $285*
lii. *Increase line 26770 - Harbour Quay - Buildings Maintenance - $2,765*
liii. *Increase line 27110 - Parks, Recreation & Heritage Mgmt. Serv. - $13,935*
liv. *Increase line 27120 - Gyro Youth Centre Maintenance - $1,510*
lv. *Increase line 27128 - Glenwood Centre Maintenance - $1,680*
lvi. *Increase line 27129 - Bob Dailey Stadium - $205*
lvii. *Increase line 27130 - Echo Activity Centre Maintenance - $11,285*
lviii. *Increase line 27134 - Echo Aquatic Maintenance - $15,365*
lix. *Increase line 27140 - AV Multiplex Concessions - $6,590*
lx. *Increase line 27142 - AV Multiplex Skate Shop - $1,270*
lxi. *Increase line 27144 - AV Multiplex Maintenance - $33,225*
lxii. *Increase line 27146 - Parks Building & Fieldhouses - $2,545*
lxiii. *Increase line 27148 - Echo Park Field House - $2,030*
lxiv. *Increase line 27156 - Glenwood Centre Programs - $3,150*
lxv. *Increase line 27160 - Echo Aquatic Programs - $38,065*
lxvi. *Increase line 27163 - AV Multiplex Programs - $6,970*
lxvii. *Increase line 27166 - Leisure Service Programs - $11,985*

lxviii. *Increase line 27173 - Children's Programs - $11,490*
lxix. *Increase line 27180 - Adult Programs - $1,440*
lxx. *Increase line 27190 - Special Events - $785*
lxxi. *Increase line 27198 - Vehicle Maintenance & Repair - $320*
lxxii. *Increase line 27210 - Parks & Facility Management Services - $235*
lxxiii. *Increase line 27215 - Parks Maintenance - $33,545*
lxxiv. *Increase line 27220 - Horticultural Services - $10,930*
lxxv. *Increase line 27225 - Vehicles & Equipment Mtce. & Repair - $3,195*
lxxvi. *Increase line 27530 - Parks Upgrading - $250*
lxxvii. *Increase line 27510 - Museum Services - $5,310*
lxxviii. *Increase line 27515 - Museum Programs - Curatorial - $6,340*
lxxix. *Increase line 27530 - Industrial Collections - $215*
lxxx. *Increase line 27550 - Museum Maintenance - $2,205*
lxxxi. *Increase line 27710 - McLean Mill City Operations - $390*
lxxxii. *Decrease line 28211 - Transfers to Reserve - Asset Management - $1,100,000*
lxxxiii. *Decrease line 29911 - Contingency Funds - $110,000*
lxxxiv. *Increase line 64110 - Water Administration & Other - $10,400*
lxxxv. *Increase line 64141 - Supply Inspection & Operation - $4,385*
lxxxvi. *Increase line 64161 - Pumping Inspection & Operation - $5,240*
lxxxvii. *Increase line 64181 - Transmission/Distribution System - $9,750*
lxxxviii. *Increase line 64185 - Meters - $6,090*
lxxxix. *Increase line 64187 - Hydrants - $1,745*
xc. *Decrease line 68220 - Transfers to Water Capital Fund - $37,610*
xci. *Increase line 104210 - Sewer Administration & Other - $6,085*
xcii. *Increase line 104240 - Sewage Collection System Main - $3,210*
xciii. *Increase line 104241 - Sewer Service Connections - $5,270*
xciv. *Increase line 104260 - Sewage Lift Stations - $4,935*
xcv. *Increase line 104280 - Sewage Treatment - $4,820*
xcvi. *Decrease line 108220 - Transfer to Sewer Capital Fund - $24,320*
xcvii. *Move line '21226 - Purchasing Administration' from 'Financial Management' to 'Public Works Administration'.*
xcviii. *Add 'Multiplex Chiller Rental and Installation' to the 2025 Capital Plan with funding sourced from the Parks and Recreation Reserve in the amount of $285,000.*
xcix. *Consolidate the Burde Street Renewal under one project totalling $2,481,700 under Paving & Road Construction.*
c. *Add $3,000 to 'Welcome Sign' to have the total of $40,000 for the project as previously directed by Council.*
ci. *Amend the Master Plan allocations for Growing Communities Fund (previously directed by Council);*
    a. *Fire Services Master Plan - $100,000;*
    b. *Parks, Recreation & Culture Master Plan (incl. Facilities Condition Assessments) - $326,000;*
    c. *Stormwater & Combined Sewer Overflow Master Plan - $200,000;*
    d. *Transportation Master Plan - $250,000;*

e. Watershed Protection Plan - $50,000;
f. Development Cost Charges - $124,000

cii. Add the annual budget for Amortization in a schedule within the 'Financial Plan'.
ciii. Capital Plan - Remove 23055 - 'Burde Street - 11th Ave to Estevan 650m - Development related' - $160,000.
civ. Capital Plan - Remove 'Replace 2005 VOLVO TANDEM GRAVEL TRUCK #264' from ERRF in 2028.
cv. Capital Plan - Remove project 24102 - 'CSO - 3rd Avenue Storm' - $72,311.
cvi. Capital Plan - Remove project 24103 - CSO - Burde St - 9th to North Park - $1,242,000.
cvii. Capital Plan - Reduce 'McLean Mill Capital Projects - John Dam Priority report' by $60,000 and in future years.*
cviii. Add 'Train Station Ventilation - $50,000' to the Capital listing in the 2025 Capital Plan.

6. **McLean Mill | Historic Zone** - Page 78

Report dated May 12, 2025 from the Manager of Facilities providing an update of the historic zone at the McLean Mill National Historic site.

a. THAT the Committee of the Whole recommend that Council direct staff to install a fence around the McLean Mill National Historic Site for $20,000 with funding from the McLean Mill Reserve.

b. THAT the Committee of the Whole recommend that Council direct staff to develop a five-year strategy for restoration and remediation upgrades, incorporating the recommendations listed in Appendices "A" and "B" of the McLean Mill Historic Zone report dated June 16, 2025.

7. **Council Procedures Bylaw Amendment** - Page 164

Report from the Director of Corporate Services dated May 30, 2025 providing Council with proposed amendments to "*Council Procedures Bylaw, 2013, Bylaw 4830"*.

THAT the Committee of the Whole recommend Council provide introduction and three readings of the "Council Procedures Amendment Bylaw No. 5130, 2025".

8. **Municipal Alcohol Policy (MAP)** - Page 170

Report from the Director of Corporate Services dated June 2, 2025 providing a draft Municipal Alcohol Policy (MAP) for consideration.

THAT the Committee of the Whole recommend Council approve Municipal Alcohol Policy No. 3002-9.

I. QUESTION PERIOD

An opportunity for the public to ask questions of the Committee. For those participating electronically, please use the 'Raise your Hand' feature and you will be called upon to speak in the order of which it appears.

J. ADJOURNMENT

That the meeting adjourn at pm.

MINUTES OF THE COMMITTEE OF THE WHOLE
Tuesday, April 22, 2025 @ 6:00 PM
In the City Hall Council Chambers & Via Video-Conference
4850 Argyle Street, Port Alberni, BC

Present: Mayor S. Minions
Councillor D. Dame
Councillor D. Haggard
Councillor C. Solda
Councillor T. Verbrugge

Regrets: Councillor C. Mealey
Councillor T. Patola

Staff: M. Fox, Chief Administrative Officer
S. Smith, Director of Development Services/Deputy CAO
S. Darling, Director of Corporate Services
A. McGifford, Director of Finance
W. Thorpe, Director of Parks, Recreation and Culture
W. Mihalicz, Manager of Parks
K. Motiuk, Deputy Director of Corporate Services [Recording Secretary]
F. Guevarra, Software Analyst

Gallery: 13

A. CALL TO ORDER & APPROVAL OF THE AGENDA

The meeting was called to order at 6:00 PM.

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

B. ADOPTION OF MINUTES

MOVED AND SECONDED, THAT the minutes of the meeting held on March 17, 2025 be adopted as presented.
CARRIED

C. PUBLIC INPUT PERIOD

D. DELEGATIONS

1. **Mosaic Forest Management**
J. Hodgson, Vice President, Sustainability & Chief Forester, C. Koszman, Land Use Forester, along with General Manager of Operations-Central Island, K. Ashfield, provided a general update.

2. **Tseshaht Lightning Open Basketball Tournament 2025**
MOVED AND SECONDED, THAT the Committee of the Whole recommend Council contribute a combination of $5,000 in kind or in cash from the Reconciliation Fund to the 2025 Tseshaht Lightning Open Basketball Tournament taking place May 16 – 19, 2025, and direct Administration to work with Tseshaht Lightning representatives to determine the best use of funds.
CARRIED | Res No. 25-64

3. **J. Whitehead**
MOVED AND SECONDED, THAT the Committee of the Whole recommend Council direct Administration to provide an overview of short-term rental requirements in the City.
CARRIED | Res No. 25-65

Councillor Dame left the meeting at 7:12 p.m. and returned to the meeting at 7:14 p.m.

E. UNFINISHED BUSINESS

1. **Tree Protection and Regulation Bylaw**
MOVED AND SECONDED, THAT the Committee of the Whole recommend Council direct Administration to research, draft and introduce a Tree Protection and Regulation Bylaw.
CARRIED | Res No. 25-66

F. STAFF REPORTS

G. CORRESPONDENCE

H. NEW BUSINESS

1. **Volunteer Policy and Handbook**
MOVED AND SECONDED, THAT the Committee of the Whole recommend Council approve Volunteer Policy No. 3002-8 and the associated Volunteer Handbook.
CARRIED | Res No. 25-67

I. QUESTION PERIOD

J. Leskosek
Inquired about public engagement opportunities for a potential Tree Protection Bylaw, and the future sale of Somass lands.

J. ADJOURNMENT

MOVED AND SECONDED, THAT the meeting adjourn at 7:31 p.m.
CARRIED

Mayor

Corporate Officer

CITY OF PORT ALBERNI

RECEIVED
MAY - 6 2025
CITY OF PORT ALBERNI

DELEGATION APPLICATION

☒ Council ☒ Economic Development
☒ Mayor ☒ Engineering/PW
☒ CAO ☐ Parks, Rec. & Heritage
☒ Finance ☐ Development Services
☒ Corporate Services ☐ Community Safety
☒ Agenda COW May 20 ☐ Other
File # 0550-30-2025

CONTACT INFORMATION: (please print)

Full Name: Seth Wright

Organization (if applicable): BC Transit

Street Address: 520 Gorge Road East

Phone: 250-880-8039

Mailing Address: PO Box 9861

Email: swright@bctransit.com

No. of Additional Participants:
[Name/Contact Information] Jacob Burnley, jburnley@bctransit.com,

MEETING DATE REQUESTED: June 16, 2025

PURPOSE OF PRESENTATION: (please be specific)

Provide an overview of your presentation below, or attach a one-page (maximum) outline of your presentation:

BC Transit would like to provide an update to the Committee of the Whole on the Port Alberni/Alberni Valley Transit Future Service Plan.

Requested Action by Council (if applicable):

Recieve for information. Provide any feedback for edits prior to presentation of final plan for endorsement.

Supporting Materials/PowerPoint Presentation: ☐ No ☑ Yes

Note: If yes, must be submitted by 5:00 pm on the Monday 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.

Signature:

May 6, 2025
Date:

OFFICE USE ONLY:

Approved: (Deputy Director of Corporate Services)

Scheduled Meeting Date: June 16/25

Date Approved: May 8/25

Applicant Advised:

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.*

TRANSIT *future*

Service Plan

PORT ALBERNI

2025

Territorial Acknowledgement

We acknowledge with respect that BC Transit carries out its work on the traditional territories of indigenous nations throughout British Columbia.

The Alberni Valley lies within the treaty and territorial lands of the Tseshaht and the Hupacasath people, and as both stakeholders and rightsholders, we value their local knowledge and ongoing contributions to this region.

We are grateful to deliver our work on their traditional lands.

TFSP Table of Contents

01 Transit Vision

The Port Alberni Transit System connects people and communities through cost-effective, convenient, safe and accessible transit services.

The Transit Future Service Plan builds upon the Port Alberni/Clayoquot Transit System Service Review (April 2012) and the Alberni-Clayoquot Regional District Electoral Area Feasibility Study (April 2020).

This purpose of this plan is to develop a cohesive regional transit plan to incorporate the Transit Vision and Goals for the City of Port Alberni, in consultation with the Tseshaht and Hupacasath First Nations.

Figure 1: Transit Future Service Plan objectives

03 Transit Today

Port Alberni transit ridership operators 7 days/week and sees approx. 230,000 boardings annually.

The system is delivered through BC Transit's innovative cost sharing model, and in coordination with the Alberni-Clayoquot Regional District and City of Port Alberni, who support decision-making on fares, routes, and service levels.

Recent changes to the system include:

- Minor trip time adjustments for Routes 1, 2, 3.

4	5
Routes in the system	**Fleet Vehicles**

230k	MON. TO SUN.	12,300
Annual Ridership	**Operates 7 days a week**	**Annual Service Hours**

03 Transit Today

Port Alberni Transit Network

- **Route 1 (Southside)** provides service from the Redford Exchange, going west to West Coast General Hospital, and south as far as Cameron and Ship Creek. It also services the Alberni Harbour Quay.
- **Route 2 (Pacific Rim)** provides service from the Redford Exchange to Pacific Rim Centre (including Wal Mart) in the north.
- **Route 3 (River Road)** operates from the Redford Exchange, going northeast as far as Falls and Georgia.
- **Route 4 (Crosstown)** provides service on evenings and Sundays, servicing a portion of all 3 weekday routes. Service is provided to places such as North Island College, West Coast General Hospital, and Pacific Rim Centre.

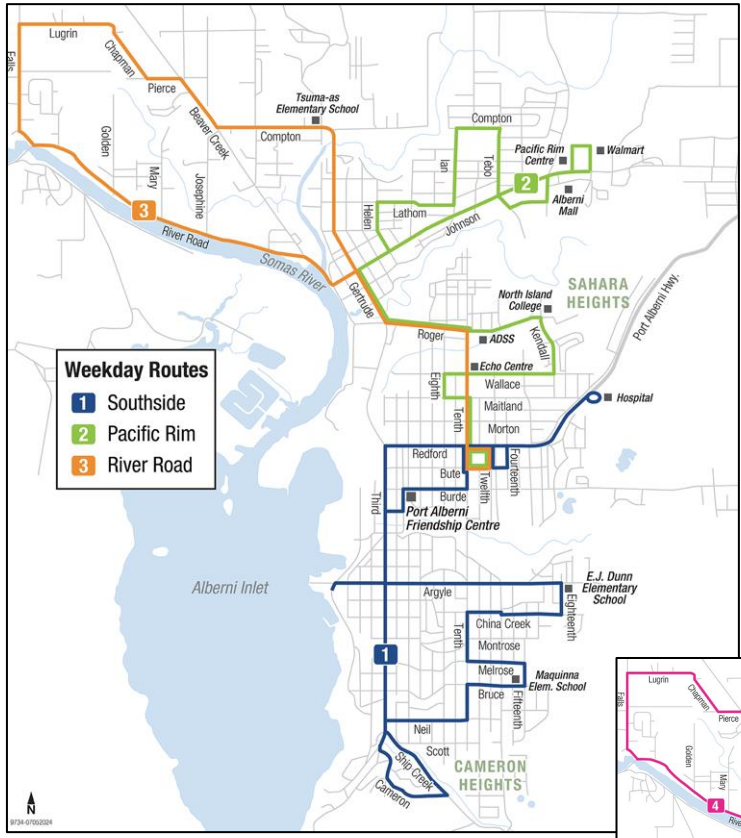


Figure 4: Port Alberni Transit System map

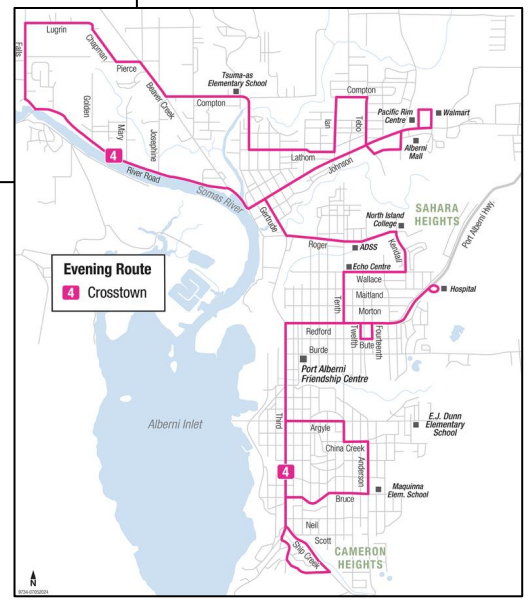


Figure 5: Route 4- Crosstown (Evening-Only/Sunday Service)

04 Transit Need

Demographics in the Alberni Valley

- The population in the Port Alberni grew by 4.5% per cent between 2016 and 2021 (Census 2021).
- Key corridors of residential density include Argyle St. Redford St., 10th Ave. and the Uptown core (Johnson Rd.).
- A low density and dispersed population in outlying communities and electoral areas outside of the City of Port Alberni makes providing efficient transit service a challenge.

Transit is an important resource in Port Alberni, in connecting residents to social, educational, and economic opportunities. and ensuring greater accessibility whilst supporting a shift to active and sustainable modes of transportation.

Transit growth and improvements need to match population growth and community trends to support new residents with transportation solutions that are sustainable, affordable, and efficient.

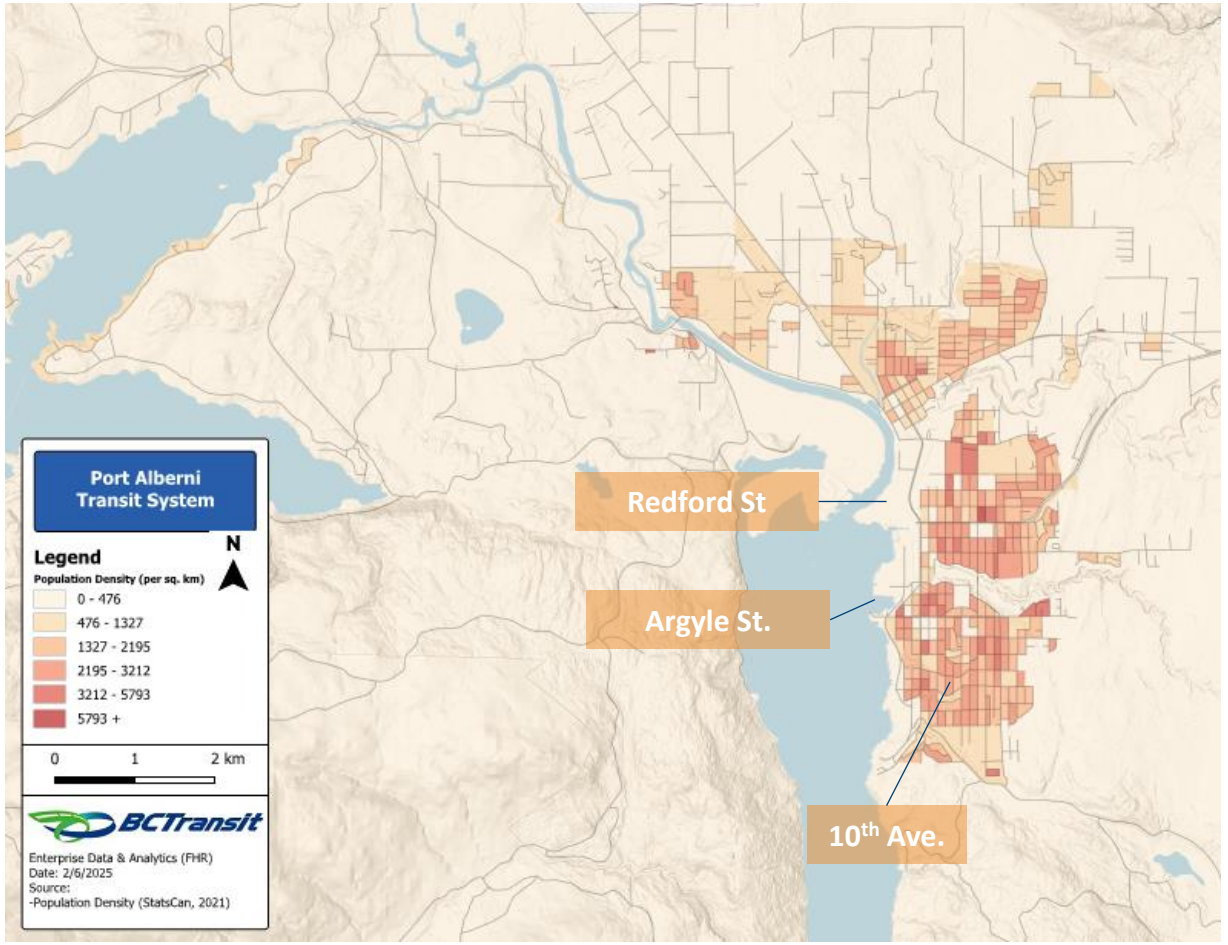


Figure 6: Population density in the Alberni Valley

04 Transit Need

Alignment with Population Density, Community Growth, and Local Planning Priorities

- In consultation with the City of Port Alberni, this plan and subsequent transit priorities aim to offer alignment with the City's ongoing Transportation Master Plan development process. Planning shall guide investment and recommend priorities for essential coverage services, and, in pursuit of ridership growth, support future transit expansion on defined key corridors with planned higher-density and mixed-use development, and offer connections to defined neighbourhood nodes.

- At a high-level, and in review of census data, the existing routes in Port Alberni provide good coverage in relation to areas of higher population density, and with consideration to concentrations of seniors and low-income residents.

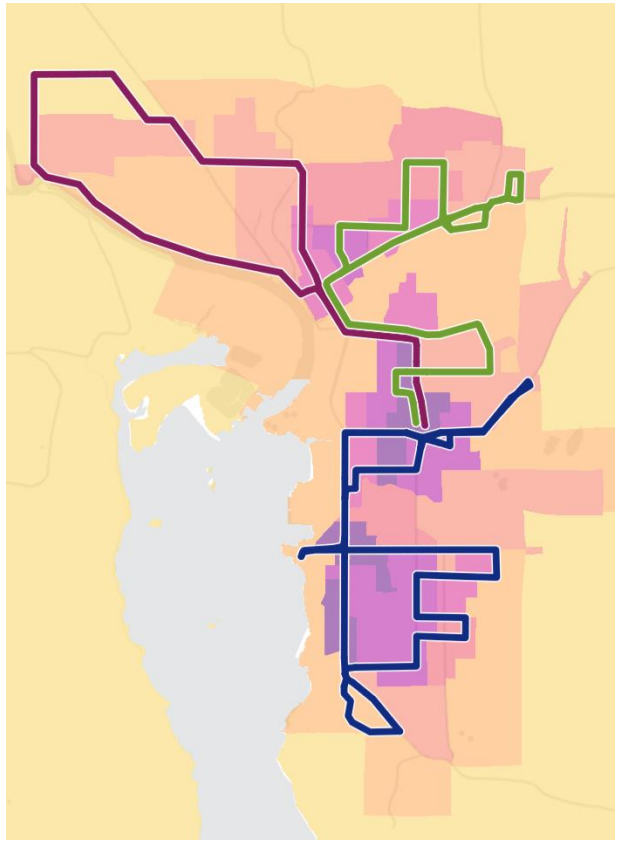


Figure 7: Population density in the Alberni Valley

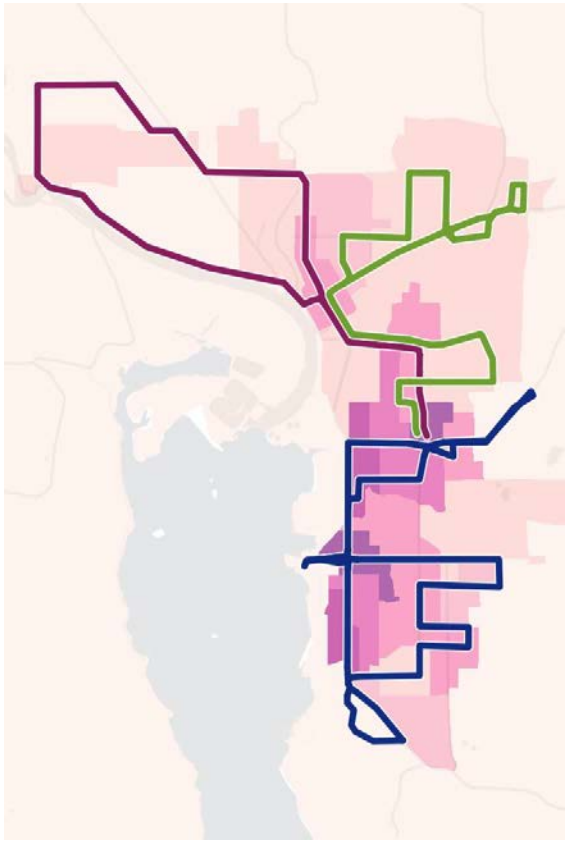


Figure 8: Low-Income residential concentrations in the Alberni Valley

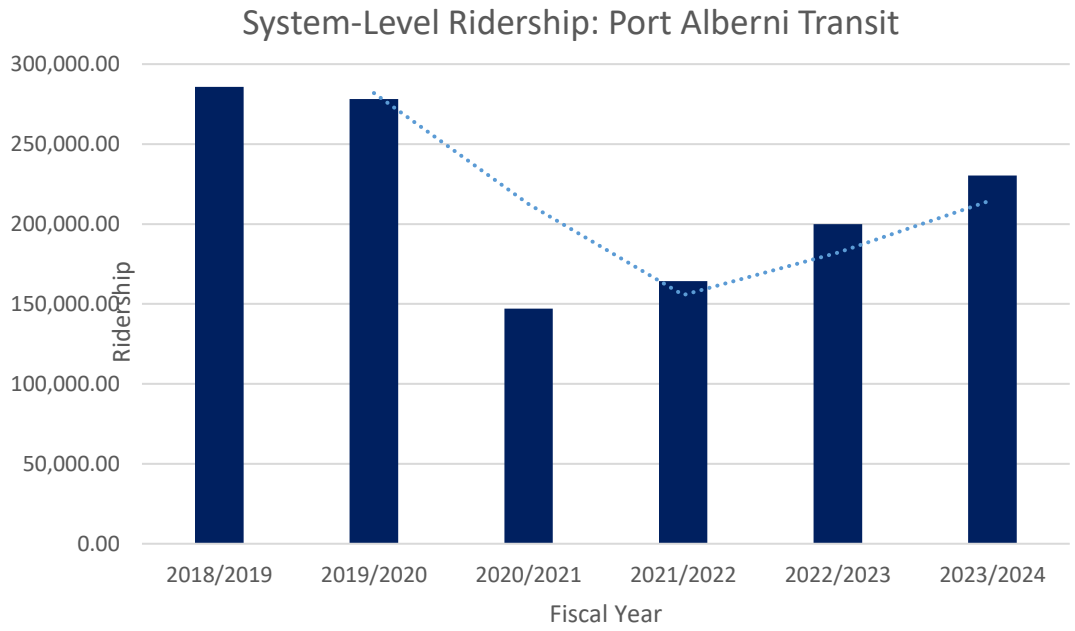
05 System Performance

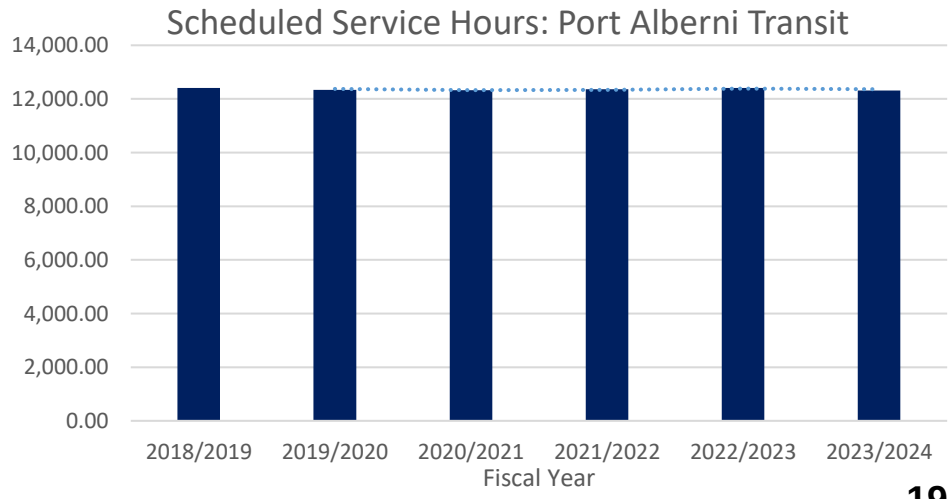
Post-pandemic, and in line with other small/mid-sized systems across the province, Port Alberni Transit has seen a gradual year-over-year ridership return since 2021 but has not yet seen 100% ridership recovery as compared to pre-pandemic levels.

- The 2023-2024 fiscal year saw approx. 230k rides, as compared to 146k rides during the 2020-2021 year (Pandemic low-point). This is below the 275-280k rides observed annually pre-pandemic.

Port Alberni is experiencing ridership at 5-10% below the provincial average, however, the local transit system is 25% smaller than the average Tier 3 system, so in short, factoring in system size, ridership proportionally is strong compared to other peer transit systems in BC.

Similar to peer systems, Port Alberni's dedicated transit service hours have remained stable year-over-year, with approx. 12.3k/hours dedicated to the system annually since 2021.





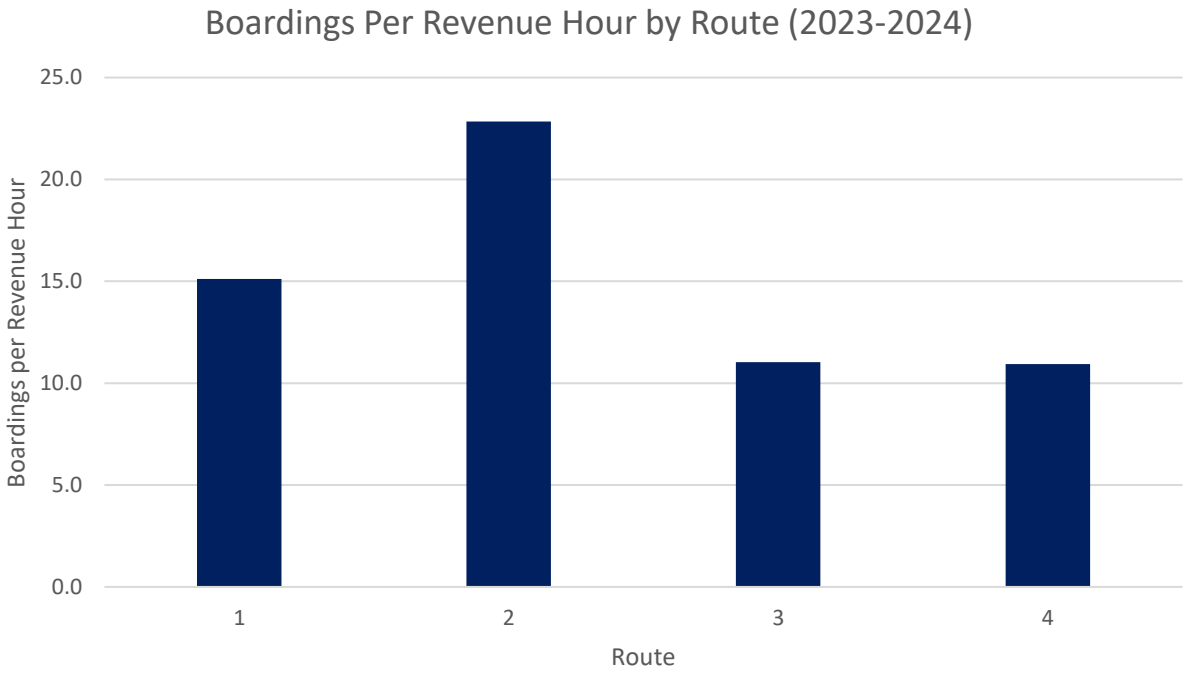
06 System & Route Performance

Key Takeaways

- The Route 2- Pacific Rim is the highest ridership route in the Port Alberni Transit System, with approx. 22 boardings/per in-service hour (2023-2024 Fiscal Year Data).

Within the Port Alberni Transit System, the noted lower-performing transit routes provide boarder service coverage and important connections to commercial, recreational, and health services. Route 4- Crosstown in specific, offers essential evening and Sunday service for Port Alberni. Major alterations to these services could have an impact on dedicated existing ridership.

Any prospective routing changes implemented through this plan shall be monitored from a customer service and operational perspective, in addition to service performance data (as collected by BC Transit).



07 Engagement

As part of BC Transit's commitment to public engagement, outreach was carried out to identify draft service and infrastructure priorities based on community feedback, and to hear both from transit users on their experiences navigating the local transit system, and from non-users around increasing access to transit services.

Public engagement was launched online in April 2024, with community marketing facilitated via BC Transit through a variety of tools including in-person engagement, a project website, local media ads, internal bus ads, and social media promotion.

Engagement for the Port Alberni Transit Future Service Plan was facilitated though a variety of different methods/settings, to ensure a variety of voices and experiences were represented in the planning process.

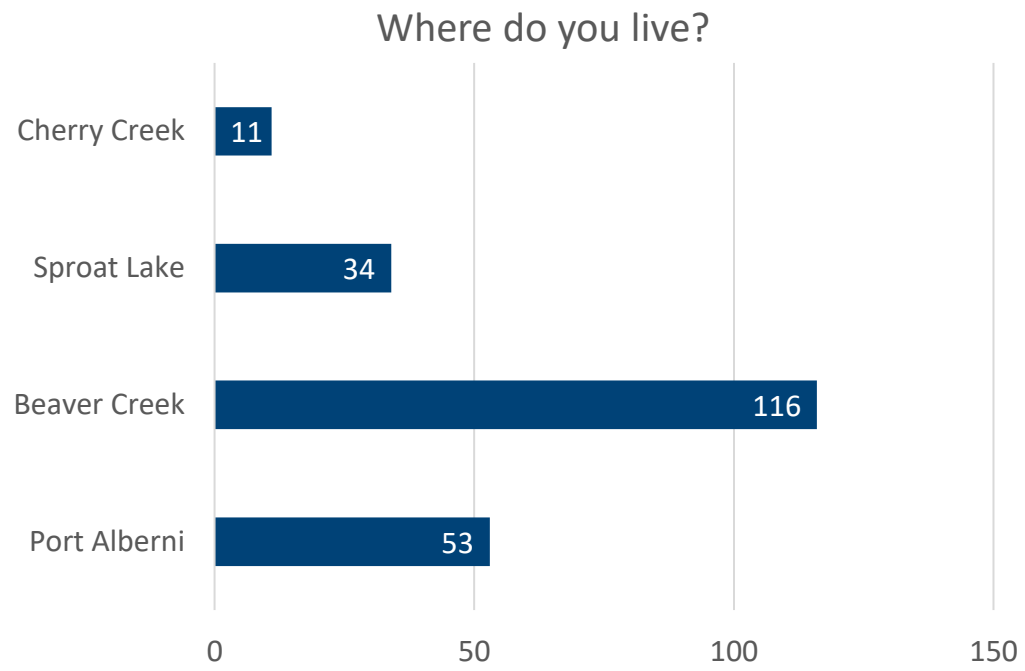
- **240 Public Survey Responses**
- **200+ Unique Comments (via Public Survey)**
- **Transit Open House**
- **4 Key Stakeholder Workshop Sessions**
- **Engagement with local First Nations (Tseshaht First Nation, Hupacasath First Nation- via ACRD staff)**
- **Transit Operator-specific Survey**

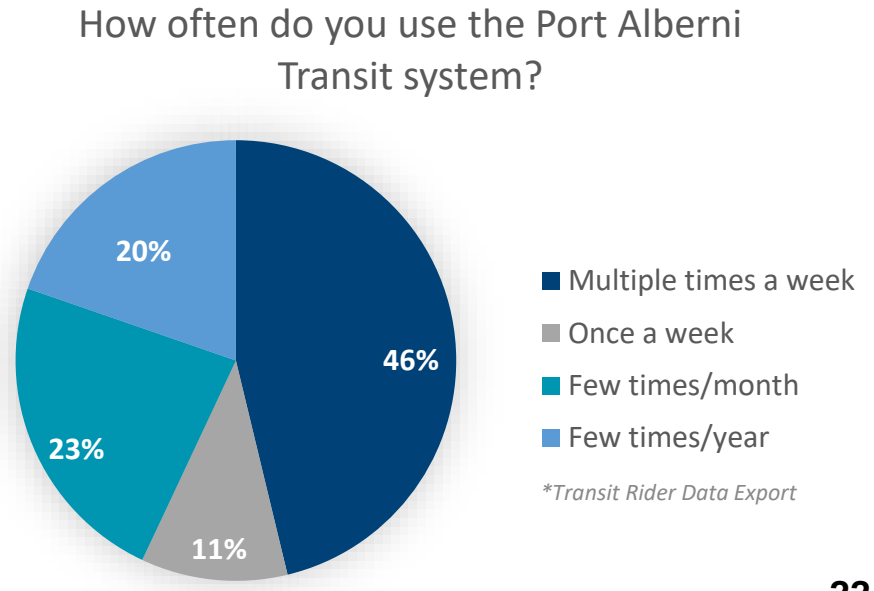
07 Who we heard from

Approx. 240 public survey responses were received, along with supplemental comments from transit users and non-riders, and feedback via stakeholder and rightsholder engagement.

Via the public survey:

- Approx. 50% of respondents were from Beaver Creek, with approx. 23% from Port Alberni.
- Less than 30% of respondents were transit riders. Given split in riders/non-riders, additional survey export was required to quantify existing transit-user focused data.
- Of existing users, approx. 65% of respondents were from Port Alberni, with approx. 46% of respondents noting use of transit multiple times/week.
- In addition to public engagement, a survey was prepared and distribute specifically to local Transit operators for their feedback, analysis, and review of the current system.





Source: Public Survey, Port Alberni TFSP

07 What we heard

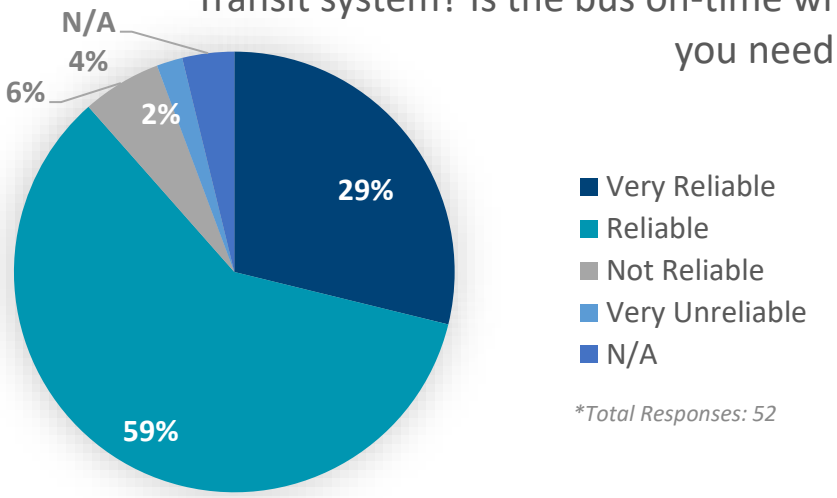
Current Service:

- Current service is quite reliable. Transfers between routes are largely seamless based on pulse service scheduling. Strong satisfaction with existing service amongst regular users (approx. 71%). Service reliability also noted as positive (approx. 87%).
- Most transit riders feel safe when using transit, but non-riders and parents of youth expressed safety concerns.

Future Service:

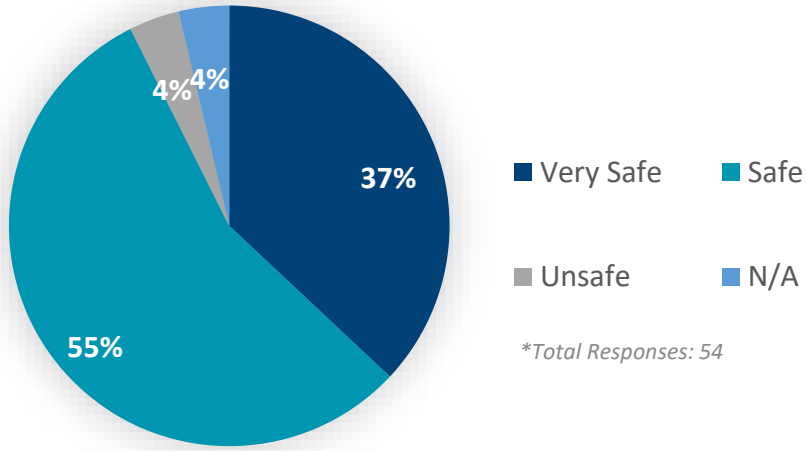
- Frequency and span improvements to weekday and weekend evening service was the most desired amongst engagement participants and survey respondents.
- Strong support for the study and future implementation of interregional service between Port Alberni and the Regional District of Nanaimo (Qualicum Beach).

How reliable do you find the Port Alberni Transit system? Is the bus on-time when you need it?



*Total Responses: 52

How safe do you feel using the Port Alberni Transit system?



*Total Responses: 54

Source: Public Survey, Port Alberni TFSP

07 Transit Service to Sproat Lake

Early engagement and previous feasibility studies outlined opportunity for service extension to Sproat Lake Provincial Park, however service proposal received strong to mixed support from existing ridership and Port Alberni residents, and strong opposition from Sproat Lake residents (36% support across all respondents vs. 85% support amongst riders).

- Redford Exchange to Sproat Lake noted as preferred option amongst existing ridership, with slightly stronger likelihood for use seasonally.

Based on feedback regarding local funding and future usage considerations, service to Sproat Lake is not supported (as previously outlined) as a priority within the 2025 Port Alberni Transit Future Service Plan.

Based on local government, key stakeholder engagement, and public feedback, a prioritization of improvements to existing services, interregional service planning, and improved service to Tseshaht First Nation is supported. Further public engagement would be required to confirm funding capacity for this proposed expansion.

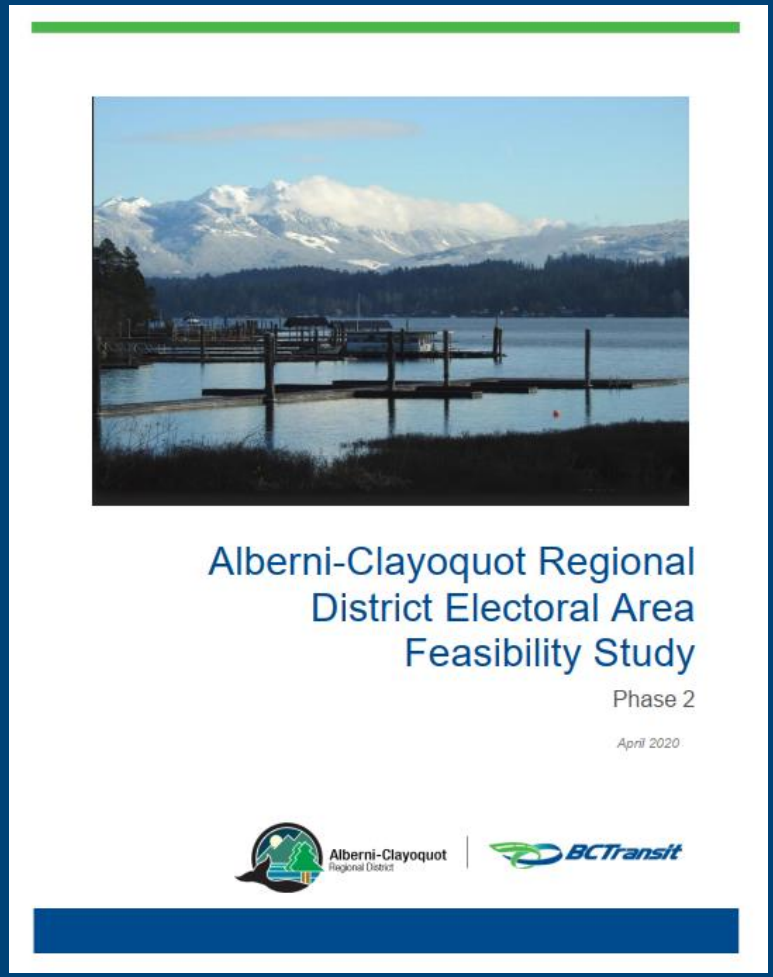


Figure 12: ACRD Sproat Lake Electoral Area Feasibility Study (2020)

09 Conventional Service Priorities 2025-2029

Priority	Description	Expansion Resources (Subject to change)
Improve Evening Service	Improving weekday and weekend evening service.	1,300 annual service hours.
Increase frequency on Route 2- Pacific Rim	Monitor ridership and increase frequency of service on Route 2 as needed during AM and PM peak periods (Connecting Pacific Rim Centre, Wal-Mart, Uptown core, NIC/ADSS/Echo Centre, and the Redford Exchange).	1,000 annual service hours, 1 vehicle
Investigate transit service to Tseshaht First Nation	Explore introducing an extension of Route 3 or dedicated service to the Tseshaht First Nation. Introducing service would be dependent on Tseshaht First Nation becoming a partner in the Port Alberni Transit- Local Government cost-share function.	900 annual service hours (Routing via Tseshaht Market) 350 annual service hours (Routing via Tsuma-as Dr.). 1 bus may be required via either service option.
Investigate interregional transit service between Port Alberni and the RDN	Conduct feasibility and service study for interregional service. Prospective introduction of limited weekday and weekend service between Port Alberni and Qualicum Beach (Regional District of Nanaimo).	2,400 annual service hours (Estimated Introductory Hours), 2 vehicles.

09 Conventional Service Priorities 2025-2029

Priority	Description	Expansion Resources (Subject to change)
Improve On-Time Performance of Existing Services	On-Time Performance adjustments as needed based on analysis of operational data.	Resources to be determined. BC Transit recommends assigning 0.5-1.0% of total annual service hours to on-time performance. Approx. 150 annual service hours.
Investigate direct north/south route(s) between major locations of ridership	A redesign of core service providing more efficient and competitive travel between key ridership locations (i.e. Uptown, Downtown, Redford Exchange, Pacific Rim Centre, Wal-Mart).	Service hrs. Reallocation & additional resources to be determined upon service study.

Note: Due to the pulse-scheduling set-up of the Port Alberni Transit System. Additional review from BC Transit Scheduling Dept. is needed to ensure proposed improvements can be facilitated from an operator-shift and fleet assignment perspective. Estimated service hours for expansion items in this document are subject to change.

Improve Evening Service

Strong support for improving evening service on weekdays and weekends. Current span of transit service noted via public engagement feedback as being insufficient.

- Additional service on Route 4- Crosstown to approx. 11:00pm.

1,300

Estimated annual service hours

Note: Estimated service hours subject to changes based on calculations from BC Transit's Scheduling Dept.

1*

Additional Vehicle *(Subject to further operational analysis)*

Note: Not including required spare/contingency vehicles.

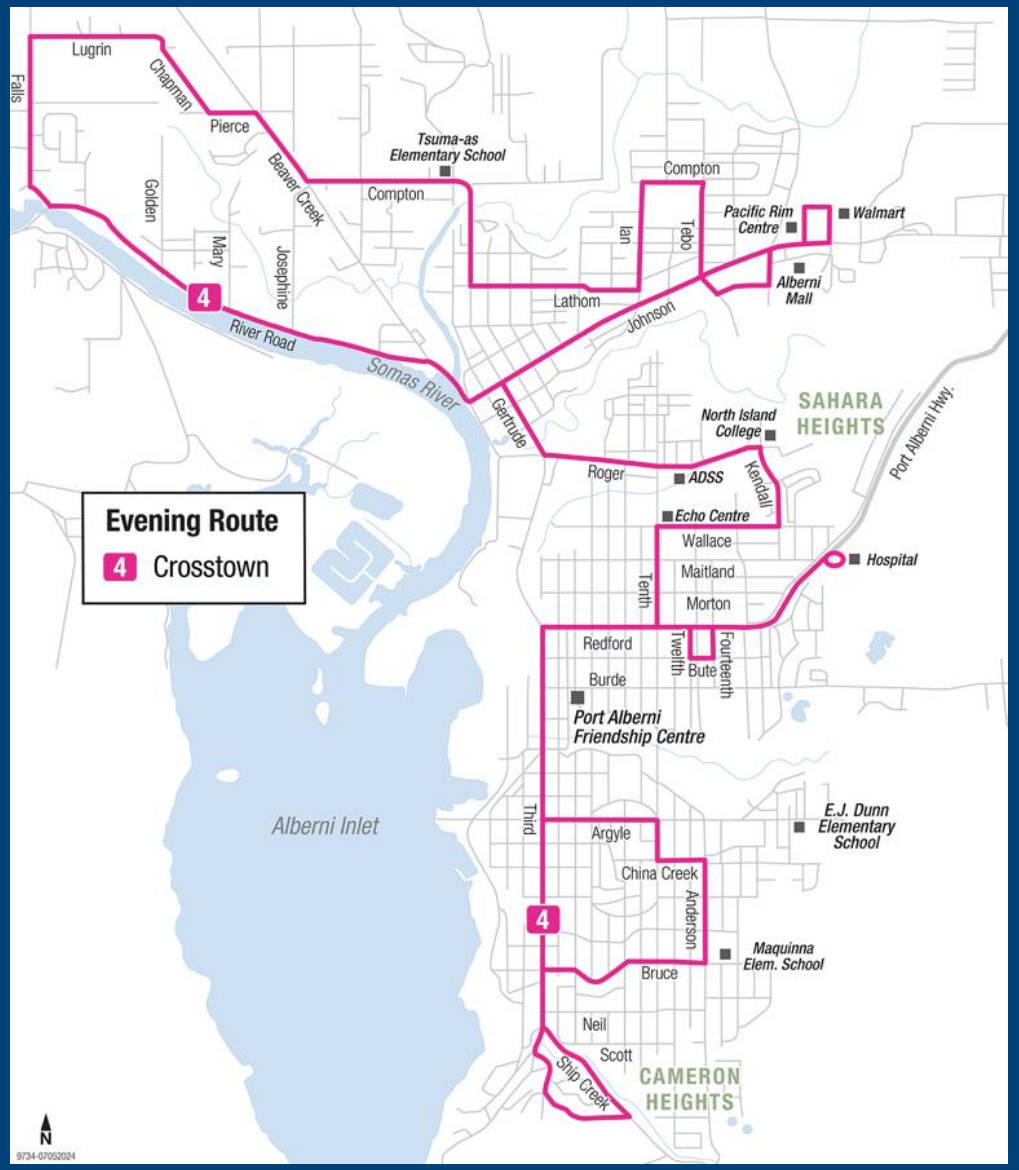


Figure 9: Route 4- Crosstown (Evening-Only/Sunday Service)

Transit Service on Route 2: Pacific Rim

Increase frequency along Route 2 (Pacific Rim Centre/Wal-Mart) during peak AM and PM times.

Route 2 is the highest ridership route in the system, with notable ridership particular around school bell times. Current service appears sufficient, but as Port Alberni grows over the next few years, given the nature of this route, we are likely to see higher ridership and demand for more frequent and efficient service.

Note: Due to current pulse scheduling and interlining of routes, scheduling changes to the Route 2 would require the re-organization of operator shifts and timetables.

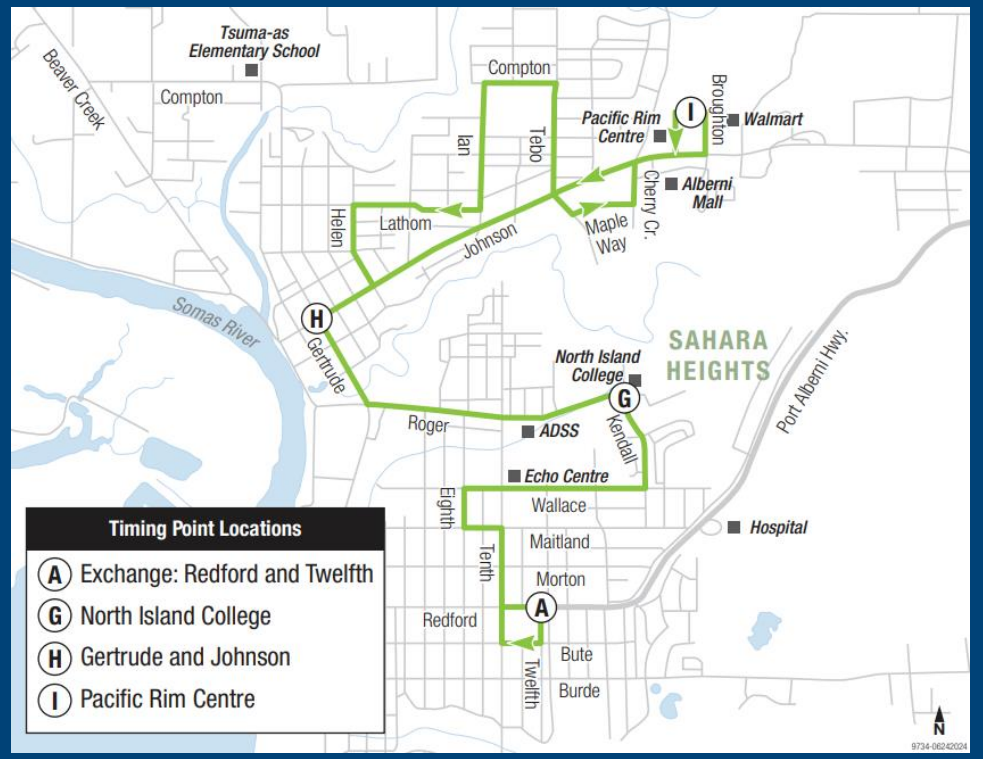


Figure 10: Route 2- Pacific Rim

1,000

Estimated annual service hours

Note: Estimated service hours subject to changes based on calculations from BC Transit's Scheduling Dept.

1*

Additional Vehicle *(Subject to further operational analysis)*

Note: Not including required spare/contingency vehicles.

Transit Service to Tseshaht First Nation

Provide service to the Tseshaht First Nation via Route 3 (or dedicated service) to Tseshaht Market or Tsuma-as Dr.

Early engagement and previous feasibility studies outlined opportunity for service extension to Sproat Lake Provincial Park, however service proposal received mixed reception for existing ridership and Port Alberni residents, and strong opposition from Sproat Lake residents (36% support across all respondents, 85% support amongst riders).

Consultation in previous transit plan engagement noted early support for the establishment of such a service.

Further operational and feasibility assessments required prior to formalization within the Transit Improvement Program (and implementation of service). Options to consider implementation without an additional bus to be explored in greater detail.

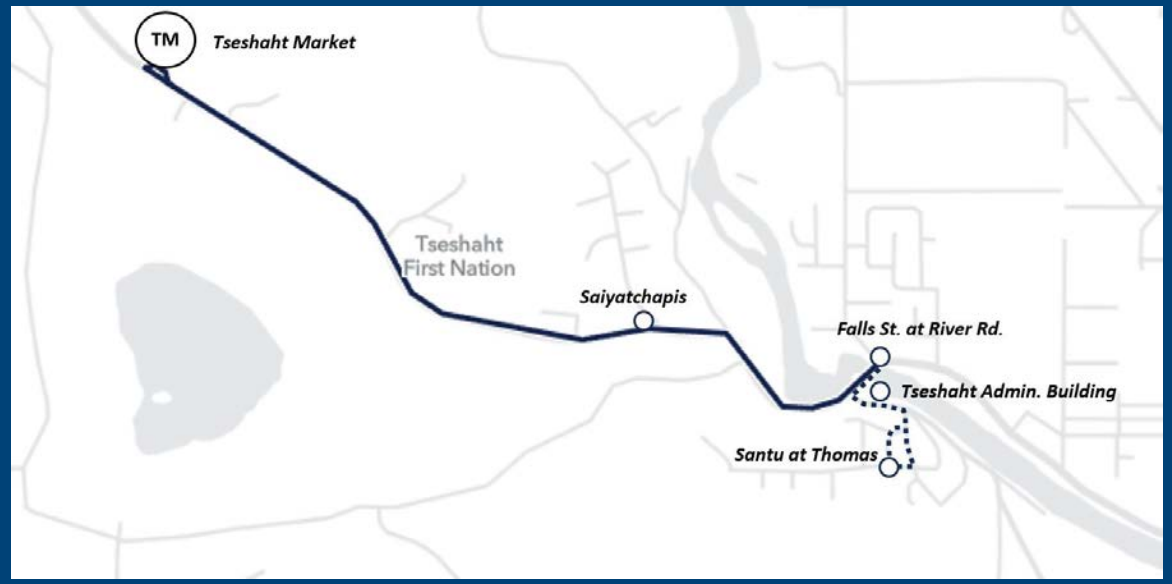


Figure 11: Concept Map: Transit Service to Tseshaht First Nation

900

Estimated annual service hours
Introductory-level service extension to Tseshaht Market.

1*

Additional Vehicle *(Subject to further operational analysis)*

350

Estimated annual service hours
Introductory-level service extension via Tsuma-as Dr.

1*

Additional Vehicle *(Subject to further operational analysis)*

Note: Estimated service hours subject to changes based on calculations from BC Transit's Scheduling Dept.

Note: Not including required spare/contingency vehicles.

Interregional Transit Service: Port Alberni to RDN

- Produce feasibility study with intent to establish an interregional transit service between Port Alberni and the Regional District of Nanaimo (Qualicum Beach).
- Strong support from existing ridership and Port Alberni residents (93% support from transit users, 65% support amongst all respondents). Interest in year-round service to access to services and amenities not available in Port Alberni.
- Regional expansion would need to involve participation with the ACRD and would require additional discussion to modify the governance and funding structure of the transit system.

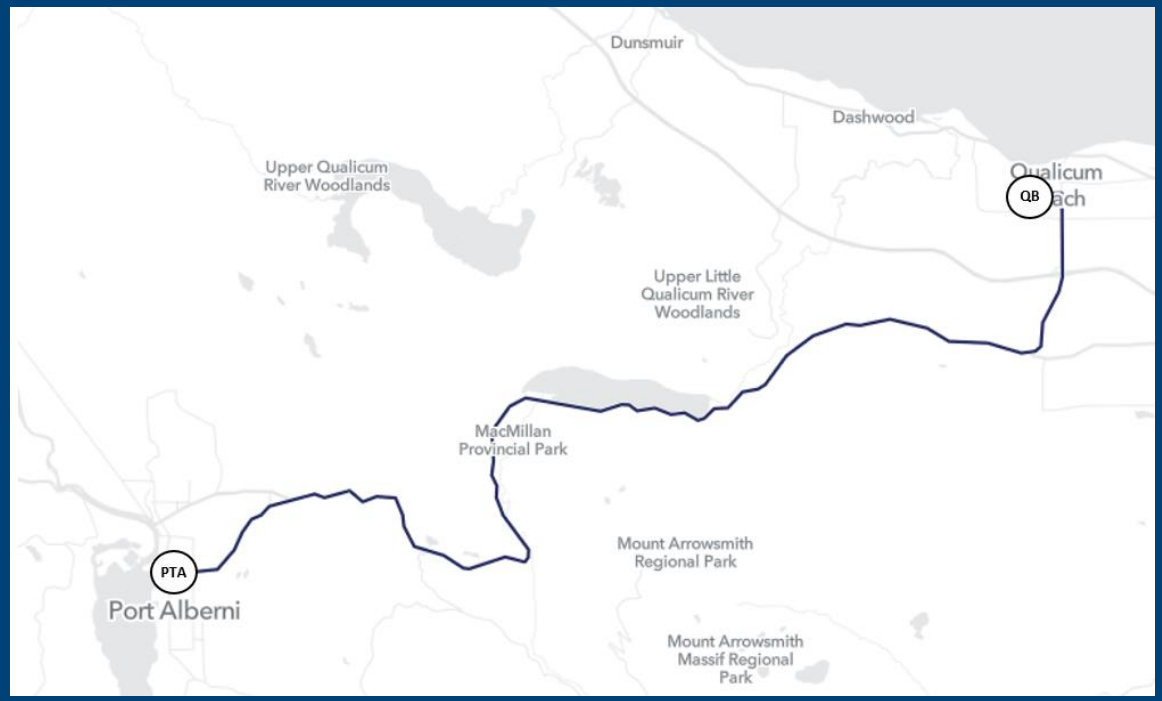


Figure 12: Concept Map: Interregional service to Regional District of Nanaimo

2,400

Estimated annual service hours
Introductory-level service via Hwy 4.

Note: Estimated service hours subject to changes based on calculations from BC Transit's Scheduling Dept.

2*

Additional Vehicle *(Subject to further operational analysis)*

Note: Not including required spare/contingency vehicles.

Opportunities for On-Time Performance adjustments, and Service Reliability improvements.

The ability to make consistently reliable trips and timely connections is one of the top factors identified by the public that would encourage them use transit more.

As trip and route-level performance data (collected on-board by BC Transit) becomes more readily accessible beyond 2025, there may be reporting that suggests investments in the existing service is needed on specific routes, trips, etc.

Like other mid-sized communities in BC, as Port Alberni grows, traffic on key corridors is projected to increase, with transit needing additional scheduled time to travel to/from the route's terminus. These changes require more resources to just maintain the same level of service. It is recommended that the existing transit service be supported by cyclical future service hour investments to ensure service reliability and schedule consistency.

150 **Annual service hours**

Note: Estimated service hours subject to changes based on calculations from BC Transit's Scheduling Dept.

10 Custom Service Priorities 2025-2029

Priority	Description	Expansion Resources (Subject to change)
Peak Service Improvements	Improving service during peak travel times with the possibility of providing service to Tseshaht First Nation.	Annual service hours TBC via Custom Transit Division. 1 additional vehicle projected.
Expand Weekend Service Span	Expanding weekend afternoon/early-evening service span to match hours of operation of weekday custom transit (to 5:00pm).	Annual service hours TBC via Custom Transit Division
Expansion of Custom Service on Statutory Holidays	Expanding custom transit to offer base-level service on statutory holidays throughout the year (In-line with current conventional service).	Annual service hours TBC via Custom Transit Division

Table 5: Custom Service Priorities 2025-2029

Current Total Custom Transit Hours (Alberni-Clayoquot Paratransit): Approx. 6,750 Hrs.

11 Infrastructure Priorities 2025-2029

Priority	Description
Improve Transit Amenity Coverage and Investment in Bus Stop Infrastructure	Support Port Alberni Transit for improve coverage of bus shelters and benches for higher-ridership stops and key community locations. Seek investment through capital planning and funding opportunities such as: • Transit Shelter Program • Transit Minor Betterments Funding
Operations & Maintenance	Explore options (via BC Transit Regional Operations) for a larger operations and maintenance facility to support transit system growth and accommodate additional fleet vehicles.

12 Investment Strategy & Moving Forward

Funding the plan

To achieve the goals of this plan, capital and operating investments in the transit system will be required over the next five years and beyond. Any prospective infrastructure improvements will be incorporated into BC Transit's Capital Plan.

This plan calls for capital investments that include:

- Additional fleet vehicles to be added to the local transit system as part of the proposed year-over-year expansion requests.
- Working with contracted Transit Operating Company to support a higher-capacity Operations & Maintenance Facility to accommodate prospective fleet increases.
- Improvements to customer amenities and infrastructure at transit stops.

Monitoring + Implementation

Performance of the transit system is monitored on an annual basis, which is typical for transit systems of this size. Performance may be monitored more closely after a significant service change to evaluate impacts to operations and user experience.

Service improvements will be integrated into the Three-Year Transit Improvement Process (TIPs), which is revised on an annual basis with updated costing, and with consideration to updated service hr. and fleet calculations via BC Transit's Scheduling Dept.

Prior to implementation of service changes, BC Transit planning staff will work with Port Alberni and ACRD staff to ensure service improvements appropriately reflect local needs. Additional targeted engagement may be conducted.

14 Next Steps

BC Transit seek resolution that the Alberni-Clayoquot Regional District and City of Port Alberni endorse the 2025 Port Alberni Transit Future Service Plan.

Priorities identified in the 2025 Port Alberni Transit Future Service Plan be integrated into the ongoing service planning (subject to minor operational requirement changes).

BC Transit will continue partnership with the ACRD to support annual service expansion analysis.

CITY OF PORT ALBERNI

DELEGATION APPLICATION

CONTACT INFORMATION: (please print)

Full Name: Stefanie Weber Organization (if applicable): Alberni Valley Bulldogs

Street Address: 3737 Roger Street Phone: 250 723 4412

Mailing Address: as above Email: stefanie@avbulldogs.ca

No. of Additional Participants:
[Name/Contact Information] Joe Martin (Head Coach/GM) will be attending the meeting on behalf of the Team

MEETING DATE REQUESTED: Monday June 16 2025

PURPOSE OF PRESENTATION: (please be specific)

Provide an overview of your presentation below, or attach a one-page (maximum) outline of your presentation:

The attached supporting materials (Ombrae_AlberniValleyMultiplex_v20250605.pdf) provide a full outline of the Project as brought forward to Willa Thorpe, Rob Kraneveld and Shawn Bourgoin during the 2024-2025 season.

Keith Panel Systems will provide qualified installers and cover all project costs.

CPA will need to relocate 2 lights on the building,

Requested Action by Council (if applicable):

To approve this Sign installation for summer 2025.

Supporting Materials/PowerPoint Presentation: ☐ No ☑ Yes

Note: If yes, must be submitted by 5:00 pm on the Monday 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.

Signature: Date: Fri 9/25

OFFICE USE ONLY: **Approved:** (Deputy Director of Corporate Services)

Scheduled Meeting Date:

Date Approved:

Applicant Advised:

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.*

Alberni Valley Multiplex

Final Proposed Artwork For Feature Wall

2025.06.05 • FOR GARRY WONG & ALBERNI VALLEY BULLDOGS

PANEL MANUFACTURER

KPS KEITH PANEL SYSTEMS

X

PATENTED IMAGING TECHNOLOGY

ombrae STUDIOS INC

CONTEXT

Project Overview

This sports complex is located in Port Alberni, BC. Specifically, the Weyerhaeuser Arena is home rink of the Alberni Valley Bulldogs, a junior ice hockey team apart of BCHL. There is a proposed Ombrae feature wall for the south elevation, surrounding existing team signage.

SOUTH ELEVATION - Main Entrance

SOUTH ELEVATION - Bulldog Statue

Ombrae feature wall application

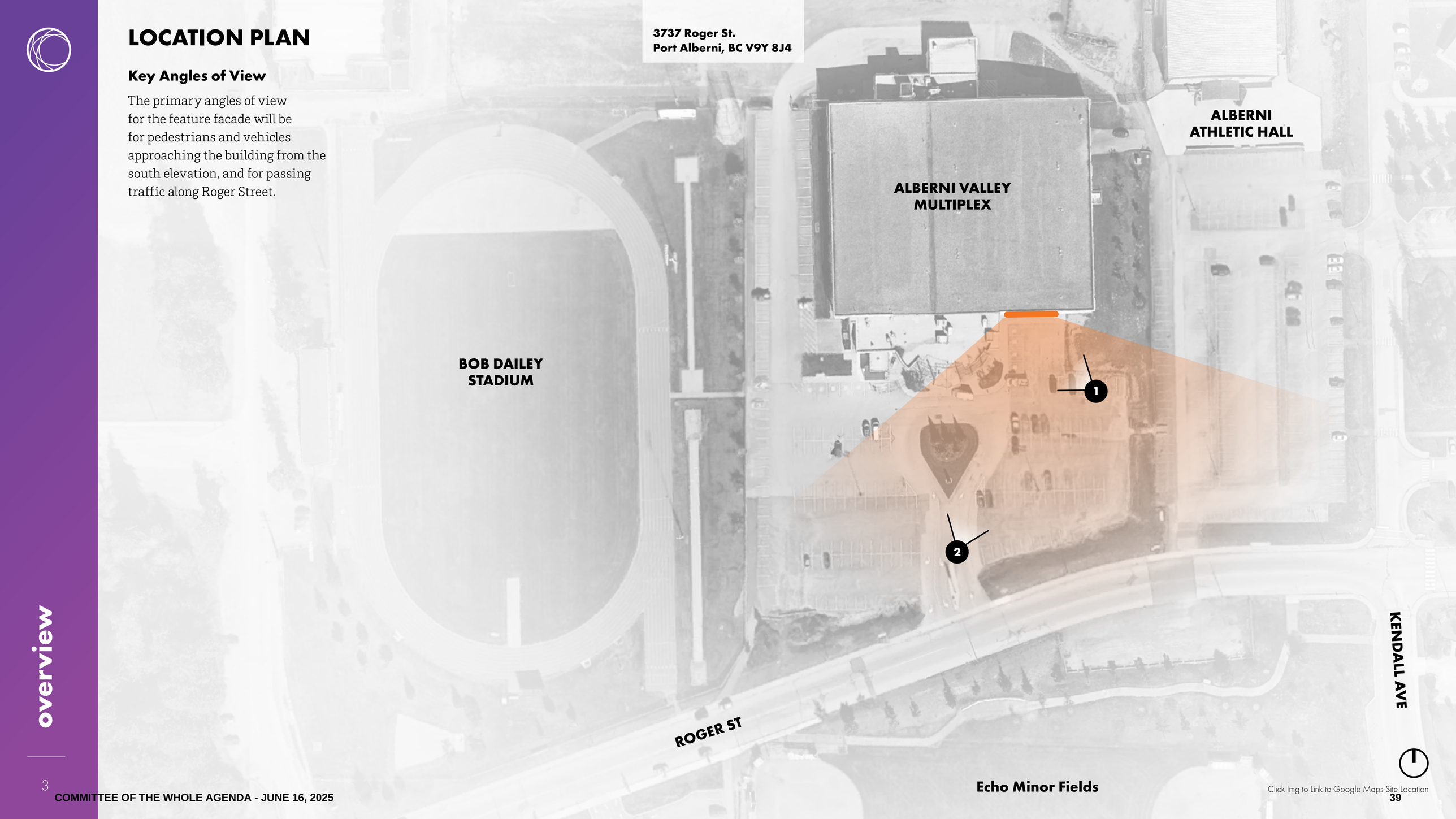
SOUTHEAST CORNER - Aerial Overview

overview

LOCATION PLAN

Key Angles of View

The primary angles of view for the feature facade will be for pedestrians and vehicles approaching the building from the south elevation, and for passing traffic along Roger Street.

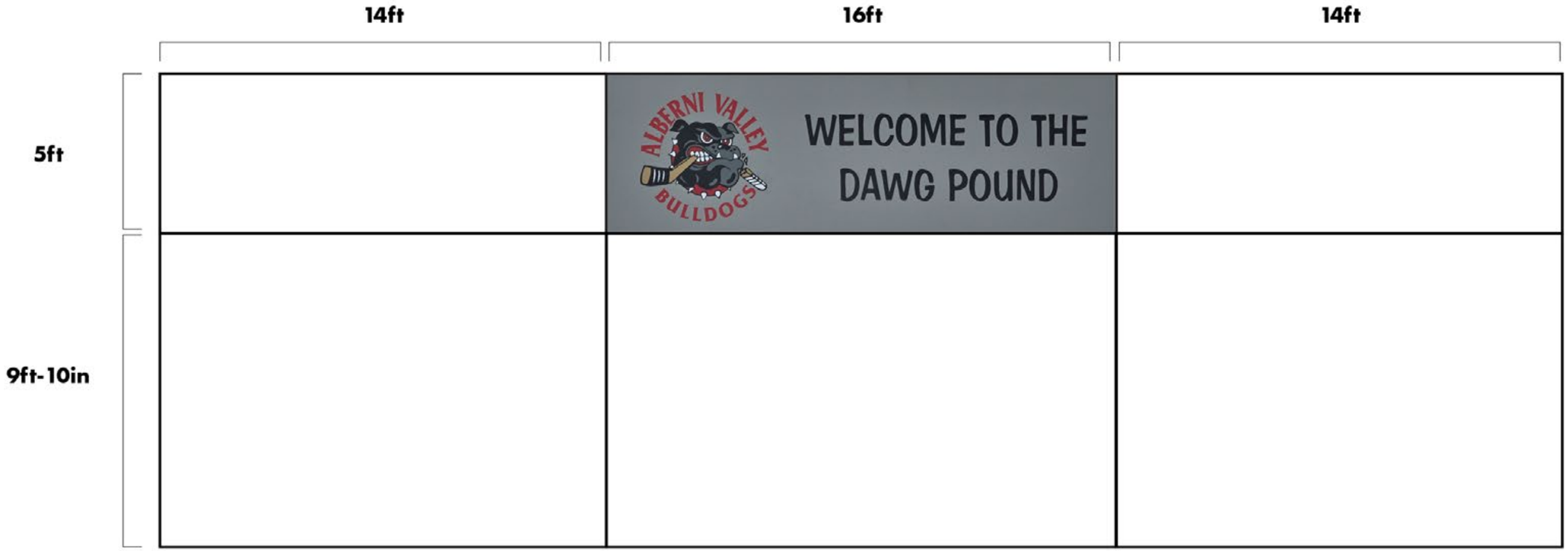


Click Img to Link to Google Maps Site Location

COVERAGE AREA

Feature Wall

The Ombrae panels will surround existing signage as shown.



Feature Wall Coverage Area

~572.65ft² / 53.20m²

ARTWORK THEMATIC DIRECTION

Design Intent

Ombrae input artwork seeks to celebrate the home team Alberni Valley Bulldogs, featuring three players, and convey a feeling of energy and excitement for the game.

+

Jonathan Wong #4

Callum Tung #31

Caden Tremblay #15

+

A Feeling of Energy & Excitement for the Game of Hockey

PROPOSED FINAL ARTWORK

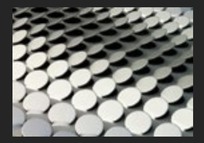
Greyscale Input Art

To optimize the smaller coverage area, it will be important for the mural to read as a single, continous image, maximizing legibility, and creating a perceived sense of spatial depth. Additionaly, an exaggerated background of a hockey rink is suggested, to enhance the feeling of excitement for the game, rather than a literal depiction true-to-perspective.

All player images are taken from the photo bank received from the resource provided by Stefanie Weber.

INTERACTIVE 3D MODEL

- **0.5" (13mm) diameter OpticalTiles™**
- **Finish Colour: clear anodized**



Panel Detail View of Ombrae OpticalTiles™ (3D Pixels)

CLICKABLE MODEL

Model Navigation Instructions

Scroll mouse / Pinch (on mobile): Zoom in or out

Click+Drag: Rotate the model in any direction

Shift+Click+Drag / 2-finger: Translate model

Alt+Click+Drag / 3-finger: Rotate light source
(Useful for changing light location)

previsualization

Ombrae Studios Ltd.
3 - 1334 Odlum Drive
Vancouver, BC V5L 3M3

info@ombrae.com
www.ombrae.com

CITY OF PORT ALBERNI

Committee of the Whole
For the Meeting of June 16, 2025

Date: June 10, 2025
File No: 0640-30-June 16, 2025

To: Committee of the Whole
From: M. Fox, CAO
Subject: **Reserve Fund Establishment Bylaw | Amendment**

Prepared by:	Supervisor:	CAO Concurrence:
R. Macauley	*A. McGifford*	
Deputy Director of Finance	*Director of Finance*	*Mike Fox, CAO*

RECOMMENDATION

THAT the Committee of the Whole recommend Council provide introduction and three readings to amend the "Reserve Fund Establishment Bylaw No. 5086, 2023" for the purpose of adding the following reserves:

- *Establishment of Asset Management - Lease Revenue Reserve*
- *Establishment of Transit - Local Transit Fund Reserve*
- *Amendment to purpose - McLean Mill Reserve*

PURPOSE

For the Committee to consider recommending to Council an amendment to the "*Reserve Fund Establishment Bylaw No. 5086, 2023*" to include proposed reserves and amendments to the Mclean Mill reserve.

BACKGROUND

The intent of the *"Reserve Fund Establishment Bylaw No. 5086, 2023*" is to establish and formalize a series of reserves, surplus funding allocations and other funding direction from Council. The separation and allocation of specific reserves enable clarity and transparency to the funds held by the City.

Based on changes made in the financial planning process and to provide further transparency for fund allocations staff have reviewed reserves and recommend additions and amendments.

ALTERNATIVES/OPTIONS

1. That the Committee of the Whole recommend Council provide introduction and three readings to amend the *"Reserve Fund Establishment Bylaw No. 5086, 2023"* for the purpose of adding the following reserves:
   - Establishment of Asset Management - Lease Revenue Reserve
   - Establishment of Transit - Local Transit Fund Reserve
   - Amendment to purpose - McLean Mill Reserve

2. The Committee recommends Council endorse amendments to the *"Reserve Fund Establishment Bylaw No. 5086, 2023"* with alternatives changes to reserves proposed by the Committee.

3. The Committee recommends Council not endorse amendment to *"Reserve Fund Establishment Bylaw No. 5086, 2023"* and reviews other opportunities for additions and deletions to current reserves prior to amendment.

ANALYSIS

The reserves proposed would be included in the reserve schedule which lists the City's specific reserve funds and the purpose of those funds. Should the Committee forward the recommendation to Council, staff will bring forward a bylaw amendment to a future Regular Council meeting.

Establishment of Asset Management – 50% Lease Revenue Reserve

Council approved the '*4005-1 – Municipal Lease Policy'* and in June of 2024 (taking effect January 1, 2025) requiring an allocation of 50% of lease revenues to establish an asset management reserve for leased buildings. Funds collected through the reserve would be used to cover capital expenditure renewals required throughout the asset's life cycle. This revenue allocation should be segregated from the current asset management reserve with the intention of utilizing funds specifically for the leased buildings contributing the funding.

Establishment of Transit – Operational Reserve Fund

Over the years the City has accumulated an operational reserve balance that is held by BC Transit. These funds are the City's and earn interest on the balance. The City may obtain these funds and hold the funds directly. These funds could be used for the improvement of transit services in the community, including bus stop shelters and other features that are a benefit to the transit experience. These funds could also be used to leverage grants for improvements in the transit system. Administration is recommending all funds are withdrawn from BC Transit and allocated to the City's Transit reserve for future transit projects.

Amendment to McLean Mill Project Reserve

The City and ACRD have provided capital funding allocations to support the operational site on the historic portion of the property. Funding for McLean Mill has been allocated to this reserve for infrastructure projects. The City has also received heritage fees annually since 2020 as a part of the operational contract with the Alberni Valley Chamber of Commerce. The funds have been set aside to support projects on the historic portion of the site. It is recommended that we add heritage funds collected to this reserve ensuring funds are set aside in a clear manner and that funds are shown as a contribution to reserve within the financial plan.

IMPLICATIONS

An amendment is required to add the proposed reserves to the schedule listed in the *"Reserve Fund Establishment Bylaw No. 5086, 2023".* The reserves will be included within the amended bylaw listed with their specific purpose. The new reserves and balances will be presented within the Financial Plan and consolidated financial statements moving forward should Council endorse the recommendations. If the proposed reserves are not endorsed by Council, funds collected will continue to be tracked outside of reserve.

COMMUNICATIONS

The updated bylaw will be added to the website.

BYLAWS/PLANS/POLICIES

- *Consolidated "Reserve Fund Establishment Bylaw No. 5086, 2023"*

SUMMARY

Staff are recommending an amendment to the consolidated *"Reserve Fund Establishment Bylaw No. 5086, 2023"* to include proposed reserve changes in the consolidated schedule outlining the reserves and their specific purposes. The proposed amendments to reserves are based on changes made in the financial planning process and to better provide transparency of fund allocations. Additional amendments to reserves can be discussed and recommended by the Committee and will be brought forth to Council with a bylaw amendment.

ATTACHMENTS

Copy: Sara Darling, Director of Corporate Services

Date: June 16, 2025
File No: 0640-30-June 16, 2025

To: Committee of the Whole
From: Mike Fox, CAO
Subject: **Argyle 1st to 3rd Redevelopment Project**

Prepared by:	Supervisor:	CAO Concurrence:
JIM MACDONALD	*MIKE FOX*	
Director of Infrastructure Services	*M. FOX, CHIEF ADMINISTRATIVE OFFICER*	*Mike Fox*

RECOMMENDATION

THAT Council amend "City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025", by allocating $6,375,000 towards redevelopment of Argyle Street between 1st and 3rd Avenue with funding from the General Fund, Water Infrastructure Capital Reserve and Sewer Infrastructure Capital Reserve in the amount of $2,125,000 each in the 2026 Capital Plan.

PURPOSE

To present the proposed capital project 'Argyle 1st to 3rd Avenue Redevelopment' to Council for early approval and to authorize staff to proceed with the project for construction contract tender requirements.

BACKGROUND

The Argyle Street corridor between 1st to 3rd Avenue was identified by Council as a strategic priority area for redevelopment. Detailed design was approved and initiated in 2025 and is currently 75% complete. The project scope includes:

- Separation of the combined sewer system (regulatory requirement)
- Upgrades/replacement of existing utilities under the roadway
- Curb extensions at intersections to improve pedestrian safety
- Addition of dedicated multimodal lanes
- Enhanced accessibility features for those using wheelchairs, strollers, or other mobility devices using properly designed sidewalks and letdowns
- Underground conversion of overhead electrical and communication cables
- Landscaping including irrigated trees and shrubs
- New streetlights (mirroring the design standard used on 3rd Avenue)

The project scope also includes the addition of multi modal lanes and curb extensions on Argyle Street between 1st Avenue and Harbour Road, linking the corridor to the recently completed Quay to Quay pathway. This section of Argyle has previously had underground utilities upgraded and will not require roadway resurfacing.

The detailed design is currently 75% complete and a class B cost estimate has been provided by the engineering consultant. A class B cost estimate is defined as +/- 25% and has been prepared after site investigation has been completed and major systems defined. The total cost estimate for the project is $6,375,000.

ALTERNATIVES/OPTIONS

1. That Council amend "*City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025*", by allocating $6,375,000 towards redevelopment of Argyle Street between 1st and 3rd Avenue with funding from the General Fund, Water Infrastructure Capital Reserve and Sewer Infrastructure Capital Reserve in the amount of $2,125,000 each in the 2026 Capital Plan.
2. That Council direct a combination of borrowing, CCBF, and GCF on this project and use the contribution from taxation for 2025 and 2026 in another project.
3. That Council not approve funding until adoption of the Financial Plan.
4. That Council not approve the project until grant funding is made available to support the trio of projects being considered in 2026.
5. That Council provide alternate direction not listed.

ANALYSIS

The Argyle Street Redevelopment was identified as a Council strategic project as early as 2019. The project scope encompasses many areas endorsed by Council in the *Corporate Strategic Plan* including:

Pedestrian Safety

- Curb extensions (bump-outs) at intersections shorten crossing distances, improve visibility for pedestrians, and make them more noticeable to motorists
- Traffic calming features promote reduced vehicle speeds through the addition of bump-outs and single vehicle travel lanes
- Increased visibility at intersections for both motorists and pedestrians

Active Transportation

- Accessible multimodal pathways promote walking and cycling, encouraging healthier, more active lifestyles for residents
- Enhanced accessibility for those using wheelchairs, strollers, or other mobility devices, using properly designed sidewalk letdowns and pathways
- Raised, dedicated multimodal pathways provide infrastructure for users to enjoy in a safe, comfortable manner

Densification/Community Building

- Walkability encourages higher density development due to people preferring to live in areas where they can easily walk to work, restaurants, shops, etc.
- Incorporating trees and other landscaping features helps create a safer and more comfortable walking environment
- Pedestrian oriented infrastructure creates an environment that supports mixed-use development (e.g. apartments above retail spaces), fostering urban densification

Combined Sewer Overflow (CSO) Separation

- Regulatory compliance requirement to separate our combined sewer system
- Reduces the discharge of untreated sewage into the environment, and improves aquatic ecosystem health
- Improves capacity of stormwater and sanitary systems during peak rainfall events; reduces potential flooding issues
- Supports climate adaption by better managing intense or frequent storm events

FINANCIAL IMPLICATIONS

There are two projects being considered with a provisional budget value of approximately $10 million for 2026, a third will be brought forward to the Committee of the Whole meeting in July. The funding for these projects is largely sourced from the Water and Sewer Fund Reserves, these reserves have a total of $14 million as of December 31, 2024. There will be a likely funding gap for the Sewer Fund, this will need to be addressed either through an allocation of CCBF or GCF (if eligible), transfer of Water Infrastructure Capital Reserve, or borrowing to support the Josephine Force Main project.

The General Fund contribution will be sourced from the annual allocation in 2025 & 2026 to Paving & Road Construction from taxation and CCBF funding. The actual allocations will fully use the unallocated budget allocation (approximately $2 million) available from 2025 and 2026, with an allocation of CCBF funding to complete the $2,125,000 committement.

The funding policy for the Argyle 1st to 3rd Avenue Redevelopment Project splits the funds required across the General, Sewer and Water funds evenly. This results in both the Water and Sewer Funds contributing $2,125,000 each to Argyle 1st to 3rd Redevelopment Project.

Council may also not proceed with project and rescope or provide alternatives that differ from the options considered with allocations for the three large capital projects identified in 2026.

COMMUNICATIONS

Public notifications will take place prior to the start of construction of the surface works, identifying such things as schedule, detours, traffic management plan, etc. These will be published on social media as well as the City website once available.

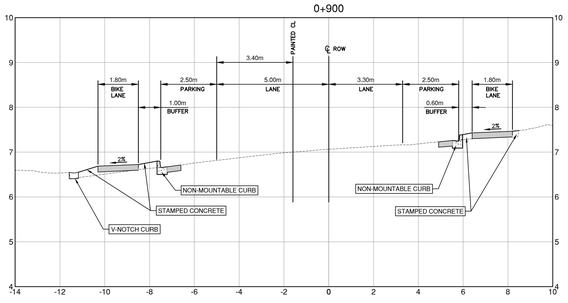
BYLAWS/PLANS/POLICIES

- *"City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025"*
- *Consolidated "Reserve Fund Establishment Bylaw No. 5086, 2023"*

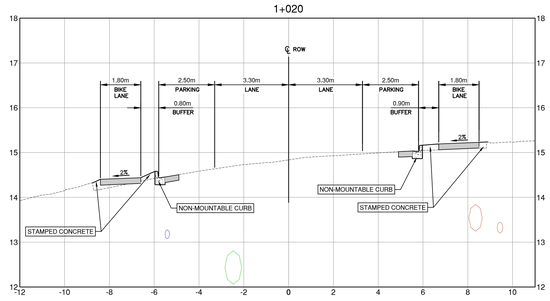
ATTACHMENTS/REFERENCE MATERIALS

- Argyle Street Redevelopment Project Overview

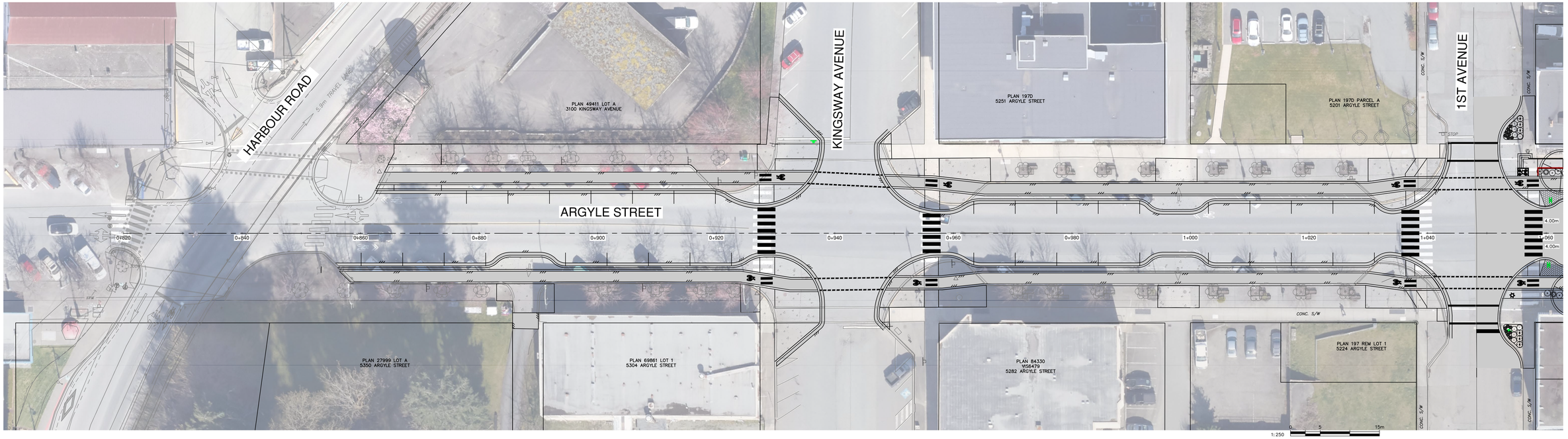
Copy: S. Darling, Director of Corporate Services
A. McGifford, Director of Finance



ARGYLE STREET – HARBOUR ROAD to KINGSWAY AVENUE
TYPICAL ROAD CROSS SECTION



ARGYLE STREET – KINGSWAY AVENUE to 1ST AVENUE
TYPICAL ROAD CROSS SECTION



REFERENCE DRAWINGS

DATA REFERENCE: NAD 83 (CSRS)
INTEGRATED SURVEY MONUMENT: 80H3360
LOCATION: ARGYLE STREET & 1ST AVE.
DESCRIPTION:
ELEVATION: 16.734m
SURVEYED BY: CoPA
FIELD BOOK NUMBER:
PMS REFERENCE NUMBER:

STAMP

PERMIT TO PRACTICE No. 1001658

NO.	DATE	BY	REVISIONS	ENG.

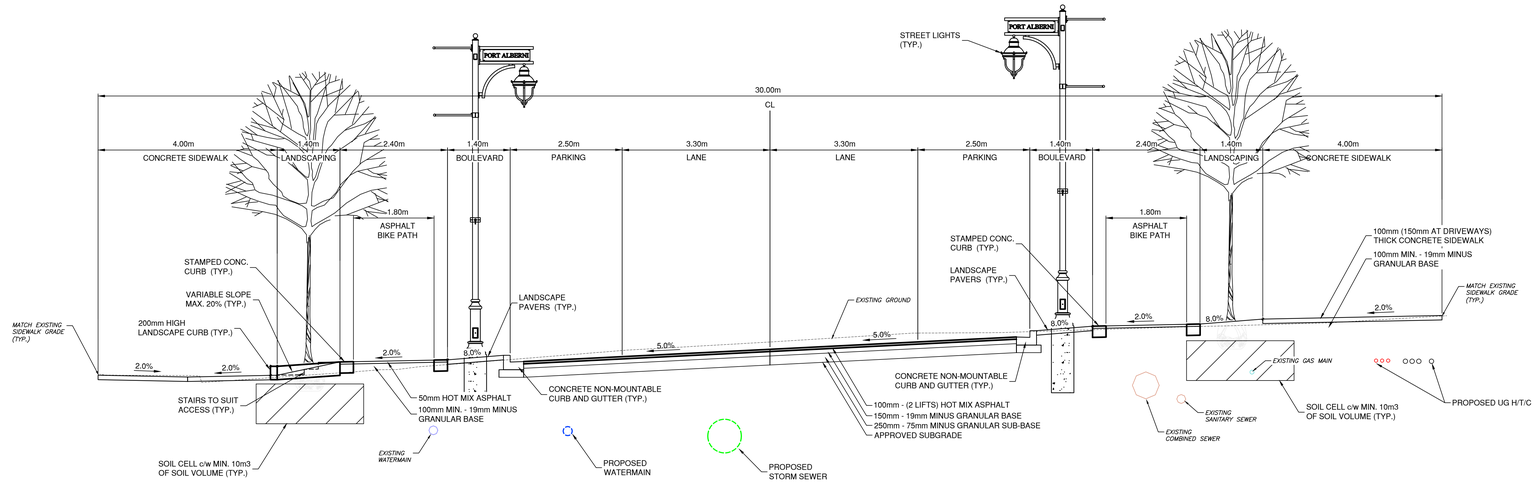
DESIGN BY KND/BRC DATE DECEMBER 2022
DRAWN BY BRC DATE DECEMBER 2022
CHECKED BY KND DATE DECEMBER 2022
APPROVED BY KND DATE DECEMBER 2022

CITY OF PORT ALBERNI
ENGINEERING DEPARTMENT

KOERS & ASSOCIATES ENGINEERING LTD.
Consulting Engineers
P.O. Box 790, 194 Memorial Ave. Parksville, BC V9P 2G8
www.koers-eng.com
Ph: 250-248-3151 Fax: 250-248-5362

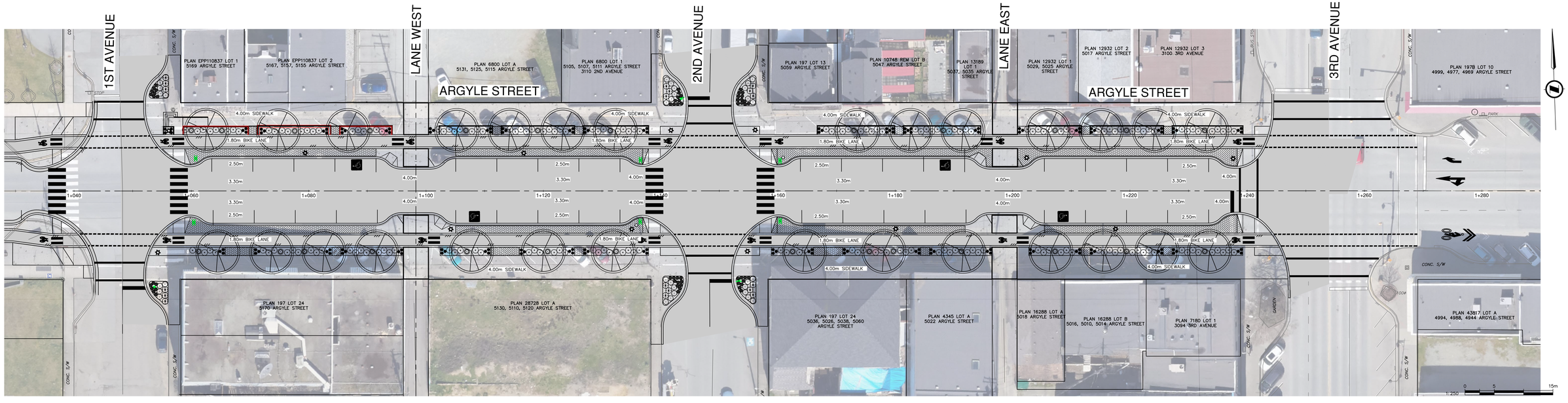
SCALE HORIZ. 1:250 SCALE VERT.
SHEET 1 OF 1
DRAWING NUMBER 2271-SK1

PROJECT ARGYLE STREET UPGRADES
TITLE PROJECT OVERVIEW
HARBOUR ROAD to 1ST AVENUE



ARGYLE STREET – 1ST AVENUE to 3RD AVENUE
TYPICAL ROAD CROSS SECTION

SCALE – 1:50



REFERENCE DRAWINGS

DATA REFERENCE: NAD 83 (CSRS)
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LOCATION: ARGYLE STREET & 1ST AVE.
DESCRIPTION:
ELEVATION: 16.734m
SURVEYED BY: CoPA
FIELD BOOK NUMBER:
PMS REFERENCE NUMBER:

STAMP

PERMIT TO PRACTICE No. 1001658

NO.	DATE	BY	REVISIONS	ENG.

DESIGN BY KND BRC DECEMBER 2022
DRAWN BY BRC DECEMBER 2022
CHECKED BY KND DECEMBER 2022
APPROVED BY KND DECEMBER 2022

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ENGINEERING DEPARTMENT

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MMCD

SCALE HORIZ. 1:250 SCALE VERT.
SHEET 1 OF 1
DRAWING NUMBER 2271-SK2

PROJECT ARGYLE STREET UPGRADES
TITLE PROJECT OVERVIEW 1ST AVENUE to 3RD AVENUE

WATER INFRASTRUCTURE RESERVE FUND	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	7,413,891	8,125,647	3,904,242	4,594,776	4,594,776
Contributions	1,760,081	1,855,339	1,951,492	2,052,209	2,179,890
Interest	222,417	81,256	39,042	45,948	45,948
Total projected balance before allocations	**9,396,389**	**10,062,242**	**5,894,776**	**6,692,933**	**6,820,614**
Capital project allocations					
Watershed Masterplan	50,000				
Franklin River Rd-Supply Main Replace.- Design - Ph 1	43,509				
Water Masterplan	250,000				
Burde St. Renewal Project Tender Phase 1# - Water Fund Allocation	827,233				
Design for future Capital projects	100,000				
Franklin River Road Watermain Replacement Project		***4,033,000***			
New - Argyle 1st to 3rd Redevelopment Project		***2,125,000***			
Design for future Capital projects			100,000		
Capital plan designed in prior years on priority listing			1,200,000		
Design for future Capital projects				100,000	
Capital plan designed in prior years on priority listing				1,200,000	
Franklin River Road Watermain Replacement Project - Phase 2					4,500,000
Design for future Capital projects					100,000
Capital plan designed in prior years on priority listing					1,200,000
Total allocations	**1,270,742**	**6,158,000**	**1,300,000**	**1,300,000**	**5,800,000**
Year ending balance	**8,125,647**	**3,904,242**	**4,594,776**	**5,392,933**	**1,020,614**

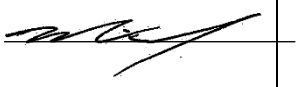
SEWER INFRASTRUCTURE RESERVE FUND	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	6,789,240	6,562,443	4,631,488	4,428,756	4,357,871
Contributions	851,758	968,421	1,090,954	1,184,828	1,289,317
Interest	203,677	65,624	46,315	44,288	43,579
Total projected balance before allocations	**7,844,676**	**7,596,488**	**5,768,756**	**5,657,871**	**5,690,766**
Capital project allocations					
Josephine Sewer Forcemain Replacement - design 2024	105,000				
Decommission old lagoon - consulting/ARO	10,000				
Burde Street Streetscape	827,233				
Sewer Masterplan	200,000				
Josephine SFM & Geotech funding/Argyle Design Consulting	100,000				
Sewer Flow monitoring	40,000				
SCADA - communication requirements		***600,000***			
New - Argyle 1st to 3rd Redevelopment Project		***2,125,000***			
Josephine Sewer Forcemain Replacement - project TBD?					
Sewer Flow monitoring		40,000			
LWMP Update per regulatory requirements		200,000			
Sewer Flow monitoring			40,000		
Design/construction for future Capital projects			1,300,000		
CSO - Masterplan					
Design/construction for future Capital projects				1,300,000	
Design/construction for future Capital projects					1,300,000
Total allocations	**1,282,233**	**2,965,000**	**1,340,000**	**1,300,000**	**1,300,000**
Year ending balance	**6,562,443**	**4,631,488**	**4,428,756**	**4,357,871**	**4,390,766**

CITY OF PORT ALBERNI

Committee of the Whole
For the Meeting of June 16, 2025

Date: June 16, 2025
File No: 0640-30-June 16, 2025

To: Committee of the Whole
From: Mike Fox, CAO
Subject: **Franklin River Road Watermain Replacement Project**

Prepared by:	Supervisor:	CAO Concurrence:
JIM MACDONALD	*MIKE FOX*	
Director of Infrastructure Services	*M. FOX, CHIEF ADMINISTRATIVE OFFICER*	*Mike Fox*

RECOMMENDATION

THAT Council amend the "City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025", by allocating $4,033,000 towards the Franklin River Road Watermain Replacement Phase 1 with funding from the Water Infrastructure Capital Reserve in the amount of $4,033,000 for completion in 2026;

AND FURTHER, THAT Council amend the "City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025", by allocating $4,444,000 towards the Franklin River Road Watermain Replacement Phase 2 with funding from the Water Infrastructure Capital Reserve in the amount of $4,444,000 for completion in 2029.

PURPOSE

The purpose of this report is to present the proposed capital project 'Franklin River Road Watermain Replacement' to Council for early approval and to authorize staff to proceed with the project for construction contract tender requirements.

BACKGROUND

The City of Port Alberni receives its drinking water from the Bainbridge Water Treatment Plant, located on Franklin River Road. Once treated, the water is pumped into the City via a 4.65 km watermain that has reached the end of its useful life and requires replacement. The existing pipe is constructed from steel and was installed in 1962.

In addition, a motor vehicle incident occurred in March of 2023 where an exposed aerial section of the pipeline was struck and required emergency repairs to restore water service to the City. The repair completed at that time was temporary in nature and will be upgraded/replaced with the first phase of construction of this project in 2026. The detailed design of the pipeline from the water treatment plant to City limits has been broken down into four phases – both for constructability reasons and for financial purposes.

The detailed design is currently 95% complete for phase 1 and a class A cost estimate has been provided by the engineering consultant. A class A cost estimate is defined as +/- 15% and has been based on quantity take offs from final drawings and specifications. The total cost estimate for the first phase of this project is $4,033,000.

The three subsequent phases of the project are still at the preliminary design stage, however detailed design development will be undertaken closer to each phase's execution year. This staged development will allow the project to be funded in a financially sustainable manner without compromising fiscal stability. The current estimate to complete all four phases of this watermain replacement is $17.6 million.

ALTERNATIVES/OPTIONS

1. That Council amend the *"City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025"*, by allocating $4,033,000 towards the Franklin River Road Watermain Replacement Phase 1 with funding from the Water Infrastructure Capital Reserve in the amount of $4,033,000 for completion in 2026;
   And Further, That Council amend the *"City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025"*, by allocating $4,444,000 towards the Franklin River Road Watermain Replacement Phase 2 with funding from the Water Infrastructure Capital Reserve in the amount of $4,444,000 for completion in 2029.That Council direct a contribution of CCBF and/or GCF on this project.
2. That Council not approve the project until grant funding is made available to support the trio of projects being considered in 2026.
3. That Council not approve funding until adoption of the Financial Plan.
4. That Council provide alternate direction.

ANALYSIS

The Franklin River Road Watermain Replacement project is a critically required upgrade to our underground infrastructure in order to maintain clean drinking water for our community. The existing pipeline has reached the end of its useful life and could potentially fail at any time. The designed pipeline replacement will be constructed with HDPE fused pipe, which has an expected life of 100 years.

The project has been broken down into four phases for replacement, with the most critical section being replaced first starting from the water treatment plant and heading towards Port Alberni. This section includes the aerial section damaged and repaired in 2023. Phase 2 of the project will be placed in the financial plan for 2029 for Council consideration, and phases 3 & 4 every subsequent two years (2031, 2033).

FINANCIAL IMPLICATIONS

The funding required to undertake phase 1 of the Franklin River Road Watermain Replacement is $4,033,000. There are two projects being considered with a provisional budget value of approximately $10 million for 2026, a third will be brought forward to the Committee of the Whole meeting in July. The funding for these projects is largely sourced from the Water and Sewer Fund Reserves, these reserves have a total of $14 million as of December 31, 2024. There will be a likely funding gap for the Sewer Fund, this will need to be addressed either through an allocation of CCBF or GCF (if eligible), transfer of Water Infrastructure Capital Reserve, or borrowing to support the Josephine Force Main project.

Other options include the use of the Growing Communities Fund (GCF) or the Canada Community Building Fund (CCBF) Grant Reserves are an option to support funding of the project. This approach will result in further taxation to support capital projects at our aging facilities and the other paving and storm capital projects that are brought forward for consideration.

Council may also not proceed with project or provide alternatives that differ from the options considered, including consulting with senior government to support grant funding allocations that will enable these projects to proceed, such as the Strategic Priorities Fund, which is a $7 million maximum, 100% funding opportunity.

Council may also not proceed with project and seek to have Administration rescope or provide alternatives that differ from the options considered.

COMMUNICATIONS

Public notifications will take place prior to the start of construction, identifying such things as schedule, detours, traffic management plan, etc. These will be published on social media as well as the City website once available.

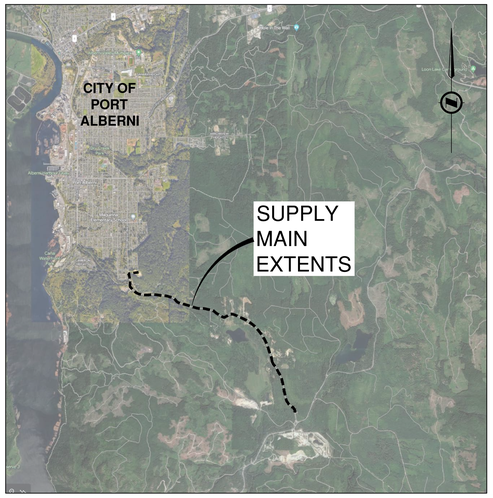
BYLAWS/PLANS/POLICIES

- *"City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025"*
- *Consolidated "Reserve Fund Establishment Bylaw No. 5086, 2023"*

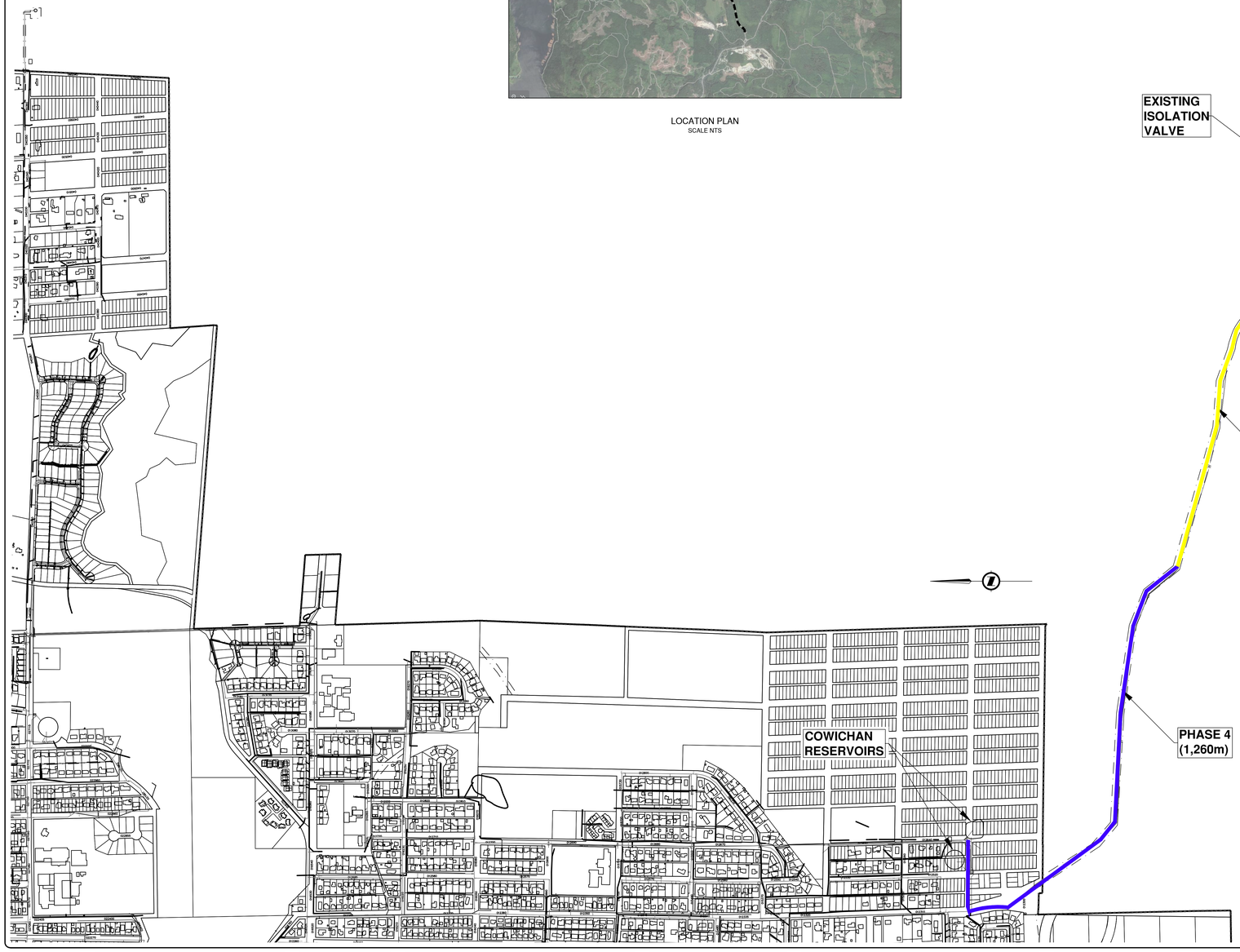
ATTACHMENTS/REFERENCE MATERIALS

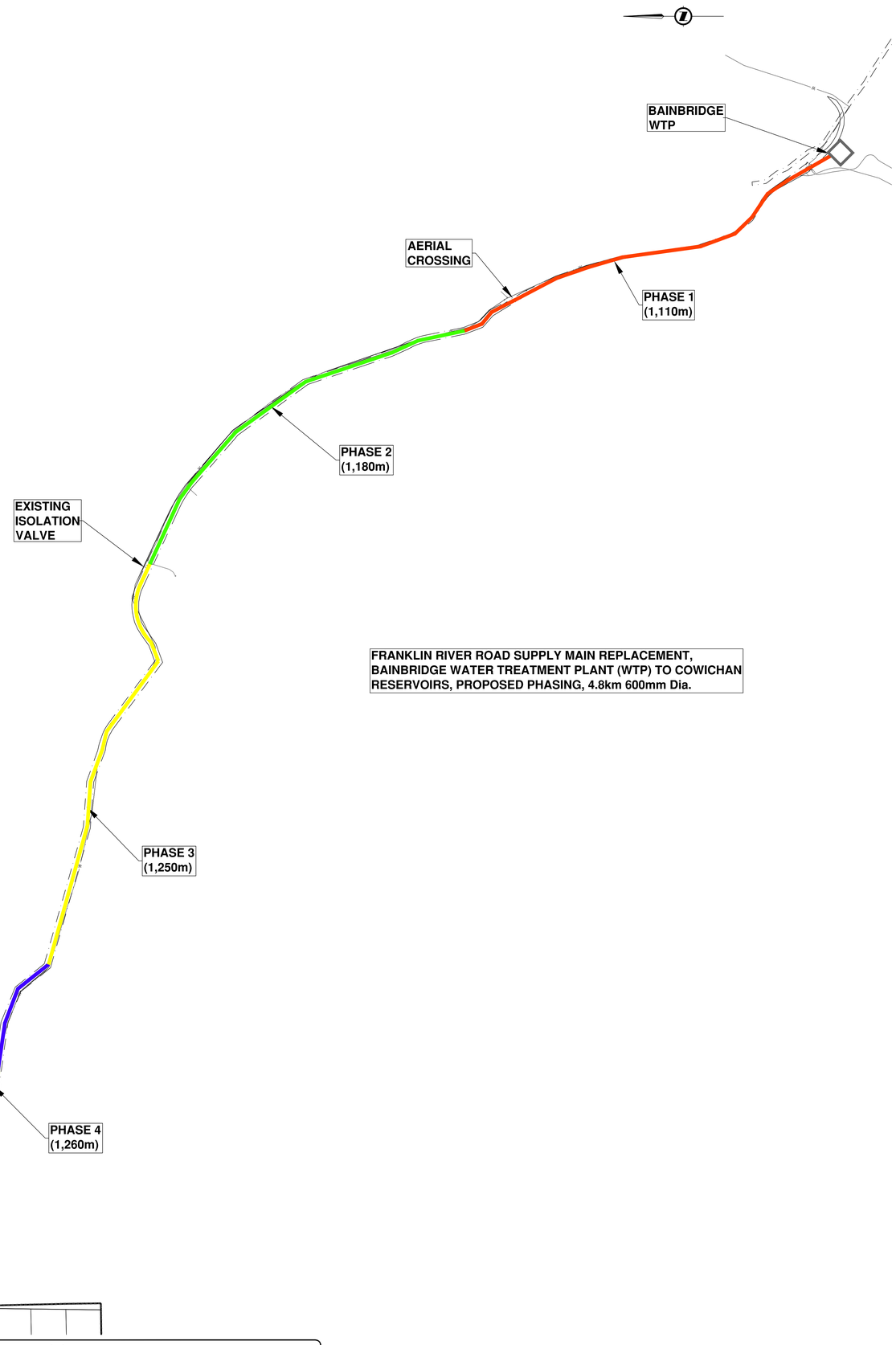
- Franklin River Road Watermain Project Overview
- Water Reserve – Projected Cash Flow

Copy: S. Darling, Director of Corporate Services
A. McGifford, Director of Finance



LOCATION PLAN
SCALE NTS





FRANKLIN RIVER ROAD SUPPLY MAIN REPLACEMENT, BAINBRIDGE WATER TREATMENT PLANT (WTP) TO COWICHAN RESERVOIRS, PROPOSED PHASING, 4.8km 600mm Dia.

REFERENCE DRAWINGS

DATA REFERENCE: NAD 83 (CSRS)
INTEGRATED SURVEY MONUMENT:
LOCATION:
DESCRIPTION:
ELEVATION:
SURVEYED BY:
FIELD BOOK NUMBER:
PMS REFERENCE NUMBER:

STAMP
PRELIMINARY
June 16, 2025
NOT FOR CONSTRUCTION
PERMIT TO PRACTICE No. 1001658

NO.	DATE	BY	REVISIONS	ENG.
1	05JUN25	DK	CONCEPTUAL ALIGNMENT	KND

DESIGN BY KND	DATE APRIL 2023
DRAWN BY DK	DATE APRIL 2023
CHECKED BY CD	DATE MAY 2023
APPROVED BY CD	DATE MAY 2023

CITY OF PORT ALBERNI
ENGINEERING DEPARTMENT

KOERS & ASSOCIATES ENGINEERING LTD.
Consulting Engineers

SCALE HORIZ.	1:5,000 SCALE VERT. N/A
SHEET	2 OF 2
DRAWING NUMBER	2312-SK2

PROJECT: FRANKLIN RIVER ROAD SUPPLY MAIN REPLACEMENT
TITLE: PROPOSED PHASING OVERVIEW

LOCATION PLAN
SCALE NTS

REFERENCE DRAWINGS

DATA REFERENCE: NAD 83 (CSRS)
INTEGRATED SURVEY MONUMENT:
LOCATION:
DESCRIPTION:
ELEVATION:
SURVEYED BY:
FIELD BOOK NUMBER:
PMS REFERENCE NUMBER:

STAMP
PRELIMINARY
June 16, 2025
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PERMIT TO PRACTICE No. 1001658

NO.	DATE	BY	REVISIONS	ENG.
1	06JUN25	DK	CONCEPTUAL ALIGNMENT	KND

DESIGN BY KND APRIL 2023
DRAWN BY DK APRIL 2023
CHECKED BY CD MAY 2023
APPROVED BY CD MAY 2023

CITY OF PORT ALBERNI
ENGINEERING DEPARTMENT

KOERS & ASSOCIATES ENGINEERING LTD.
Consulting Engineers

SCALE HORIZ. 1:1,000 SCALE VERT. N/A
SHEET 1 OF 2
DRAWING NUMBER 2312-SK1

PROJECT FRANKLIN RIVER RD SUPPLY MAIN REPLACEMENT - PHASE 1
TITLE PROJECT OVERVIEW

WATER INFRASTRUCTURE RESERVE FUND	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	7,413,891	8,125,647	3,904,242	4,594,776	4,594,776
Contributions	1,760,081	1,855,339	1,951,492	2,052,209	2,179,890
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Total projected balance before allocations	**9,396,389**	**10,062,242**	**5,894,776**	**6,692,933**	**6,820,614**
Capital project allocations					
Watershed Masterplan	50,000				
Franklin River Rd-Supply Main Replace.- Design - Ph 1	43,509				
Water Masterplan	250,000				
Burde St. Renewal Project Tender Phase 1# - Water Fund Allocation	827,233				
Design for future Capital projects	100,000				
Franklin River Road Watermain Replacement Project		***4,033,000***			
New - Argyle 1st to 3rd Redevelopment Project		***2,125,000***			
Design for future Capital projects			100,000		
Capital plan designed in prior years on priority listing			1,200,000		
Design for future Capital projects				100,000	
Capital plan designed in prior years on priority listing				1,200,000	
Franklin River Road Watermain Replacement Project - Phase 2					4,500,000
Design for future Capital projects					100,000
Capital plan designed in prior years on priority listing					1,200,000
Total allocations	**1,270,742**	**6,158,000**	**1,300,000**	**1,300,000**	**5,800,000**
Year ending balance	**8,125,647**	**3,904,242**	**4,594,776**	**5,392,933**	**1,020,614**

SEWER INFRASTRUCTURE RESERVE FUND	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET
Beginning balance	6,789,240	6,562,443	4,631,488	4,428,756	4,357,871
Contributions	851,758	968,421	1,090,954	1,184,828	1,289,317
Interest	203,677	65,624	46,315	44,288	43,579
Total projected balance before allocations	**7,844,676**	**7,596,488**	**5,768,756**	**5,657,871**	**5,690,766**
Capital project allocations					
Josephine Sewer Forcemain Replacement - design 2024	105,000				
Decommission old lagoon - consulting/ARO	10,000				
Burde Street Streetscape	827,233				
Sewer Masterplan	200,000				
Josephine SFM & Geotech funding/Argyle Design Consulting	100,000				
Sewer Flow monitoring	40,000				
SCADA - communication requirements		***600,000***			
New - Argyle 1st to 3rd Redevelopment Project		***2,125,000***			
Josephine Sewer Forcemain Replacement - project TBD?					
Sewer Flow monitoring		40,000			
LWMP Update per regulatory requirements		200,000			
Sewer Flow monitoring			40,000		
Design/construction for future Capital projects			1,300,000		
CSO - Masterplan					
Design/construction for future Capital projects				1,300,000	
Design/construction for future Capital projects					1,300,000
Total allocations	**1,282,233**	**2,965,000**	**1,340,000**	**1,300,000**	**1,300,000**
Year ending balance	**6,562,443**	**4,631,488**	**4,428,756**	**4,357,871**	**4,390,766**

CITY OF PORT ALBERNI

Committee of the Whole
For the Meeting of June 16, 2025

Date: May 26, 2025
File No: 0640-30-June 16, 2025

To: Committee of the Whole
From: M. Fox, CAO
Subject: **2025 UBCM Strategic Priorities Fund – Application Opportunity**

Prepared by:	Supervisor:	CAO Concurrence:
K.ORCHISTON	A. McGIFFORD	
MANAGER OF ASSET MANAGEMENT INITIATIVES	DIRECTOR OF FINANCE	M. Fox, CAO

RECOMMENDATION[S]

1. *THAT the Committee of the Whole recommend that Council authorize staff to submit an application for the 2025 UBCM Strategic Priorities Fund - Capital Infrastructure Stream for the Argyle 1st to 3rd Avenue Redevelopment Project and, therefore commits to the City of Port Alberni providing overall grant management and supporting any potential cost overruns associated with the project.*

2. *THAT the Committee of the Whole recommend that Council authorize staff to submit an application for the 2025 UBCM Strategic Priorities Fund - Capacity Building Stream for the development of a Community Safety and Well-Being Strategy and therefore commits to the City of Port Alberni providing overall grant management and supporting any potential cost overruns associated with the project.*

PURPOSE

To provide information on the 2025 Strategic Priorities Fund (SPF) intake and seek input on potential project(s) for submission that align with the City of Port Alberni's strategic priorities and capital plan needs.

BACKGROUND

The Strategic Priorities Fund is part of the Canada Community-Building Fund (CCBF) administered by the Union of BC Municipalities (UBCM). It provides funding for large-scale infrastructure and capacity building projects that support community sustainability and strategic development. All local governments (outside of Metro Vancouver) are eligible.

This intake will make up to $125 million available for eligible projects in BC under two streams:

1. Capital Infrastructure Stream – Up to $119 million is available
2. Capacity Building Stream – Up to $6 million is available

Each Municipality may submit one application under the Capital Infrastructure Stream and one application under the Capacity Building Stream for a total of two applications. Maximum funding for both streams is up to $7 million (total). The application deadline for both streams is September 12, 2025. Funding decisions will be announced in 2026.

The projects must start within two years of grant approval and completion within 5 years of grant approval.

1) Capital Infrastructure Stream Eligibility
   Must support national objectives and meet at least one of the following criteria:
   - Large in Scale;
   - Regional in Impact;
   - or Innovative.

   The eligible capital projects categories (Attachment A |pages 14-17) include:
   - Active transportation;
   - Wastewater;
   - Drinking water;
   - Stormwater;
   - Solid waste;
   - Brownfield redevelopment;
   - Roads;
   - Recreation and sport infrastructure;
   - Culture;
   - Tourism;
   - Resilience;
   - Firehalls and fire trucks.

2) Capacity Building Stream Eligibility
   Must support national objectives and at least one of the SPF Program Criteria:
   - Large in Scale;
   - Regional in Impact;
   - or Innovative.

   The eligible capacity building project categories (Attachment A |page 18) include:
   - Asset management;
   - Long-term infrastructure planning;
   - Integrated community sustainability planning.

The City of Port Alberni is currently developing a suite of master plans intended to guide and prioritize infrastructure investment. Although these plans are a work in progress, there is still an opportunity to align the work completed to date with the objectives of the SPF. As the master plans are completed, they will strengthen the City's ability to prioritize projects and demonstrate alignment with funding criteria.

ALTERNATIVES/OPTIONS

1. That the Committee of the Whole recommend that Council authorize staff to submit an application for the 2025 UBCM Strategic Priorities Fund - Capital Infrastructure Stream for the Argyle 1st to 3rd Avenue Redevelopment Project and, therefore commits to the City of Port Alberni providing overall grant management and supporting any potential cost overruns associated with the project.
2. That the Committee of the Whole recommend that Council authorize staff to submit an application for the 2025 UBCM Strategic Priorities Fund - Capacity Building Stream for the development of a Community Safety and Well-Being Strategy and therefore commits to the City of Port Alberni providing overall grant management and supporting any potential cost overruns associated with the project.
3. Defer Application: Wait until master plans are fully complete to apply in a future intake.
4. Decline to Apply: Forego this opportunity and fund priority projects through other mechanisms.

ANALYSIS

Staff have reviewed the SPF program criteria and assessed alignment with several strategic projects currently under development. These include:

Capital Infrastructure Stream

- Argyle 1st to 3rd Avenue Redevelopment Project
  - **Description**: Redevelopment of the Argyle corridor between 1st and 3rd Avenue
  - **Objectives**: CSO separation, pedestrian and traffic safety improvements, enhanced accessibility features, water quality and public health protection, ecosystem health, climate resilience, densification/community building, and active transportation.
  - **Status**: Applied for SPF previously in 2022; included in Stormwater and Transportation Master Plans. Detailed design currently underway with expected construction in 2026.
  - **Total Project Cost: $6,375,000**
  - **Funding Source(s):** 2,125,000 General Fund (Taxation and CCBF), $2,125,000 Water Infrastructure Fund, $2,125,000 Sewer Infrastructure Fund.

- Adventure Sport Park – Potential ACRD project – proposed service?
  - **Description**: Construct a multi-use adventure sport park featuring facilities for skateboarding, BMX, mountain biking, and scooters.
  - **Objectives**: Provide recreational opportunities for youth, promote active lifestyles, and revitalize existing park space.
  - **Status**: Proposal presented to Council; included in Parks, Recreation, and Culture Master Plan.
  - **Total Project Cost:** Current costing unknown at this time.
  - **Funding Source(s):** None identified – City Financial commitment was expectation was donation of land and ongoing operational costs

- Somass Lands Waterfront Redevelopment
  - **Description**: Redevelop the 43-acre former Somass Sawmill site into a mixed-use waterfront district with residential, commercial, and public spaces.
  - **Objectives**: Stimulate economic growth, provide housing options, and enhance waterfront access.
  - **Status**: Developer selected; planning underway.
  - **Total Project Cost: Unknown**
  - **Funding Source(s):** Land Sale Reserve – if available

- Franklin River Road Watermain Replacement Project
  Description: Replacement of the watermain from the water treatment plant into City limits. The existing pipeline has reached the end of its useful life.
  - **Objectives**: Upgrade critical infrastructure to maintain clean drinking water for the community.
  - **Status**: Detailed design for phase 1 complete, with expected construction in 2026
  - **Total Project Cost:** Phase 1 - $4,033,000 Water Infrastructure Fund, total project $17M (4 phases)
  - **Funding Source(s):** Water Infrastructure Reserve

- Broadband improvements
  - **Description**: Connect City owned facilities with City owned fibre optic cable to increase facilities connection speeds to City Hall
  - **Objectives**: Improved connectivity between City facilities, improved efficiencies to all staff outside of City Hall, on going savings on operating costs paid to ISPs.
  - **Status**: Discussed internally at the Administration Level. This is an eligible project that would benefit the productivity across the organization. Project costs are dated and attempts to update have not been successful.
  - **Total Project Cost:** Unknown
  - **Funding Source(s):** General Reserve funds and Taxation

Among the identified projects, staff recommend the Argyle 1st to 3rd Avenue Development Project, as it aligns more closely with the eligibility criteria for the Capital Infrastructure Stream compared to the other proposed projects.

Capacity Building Stream

- Community Safety and Well-Being Strategy
  - **Description**: Develop a Community Safety and Well-Being strategy for the City of Port Alberni.
  - **Objectives**: Create a Community safety and well-being (CSWB) strategy equipped with clear safety nets as well as equitable pathways towards meeting the needs of individuals and families. Develop a combination of immediate actions and meaningful systemic transformation for community safety.

- **Status**: Proposal earmarked in the Community Safety & Social Development 2025 budget for funds obtained through a grant.
- Total Project Cost: $100,000
- Funding Source(s): Grant only at this time.

- Asset Management Implementation Plan
  - **Description**: A three (3) phased plan to build and implement a sustainable asset management program. Together, the phases will strengthen long-term infrastructure planning and support data-driven decision-making.
  - **Objectives**: Phase 1: Identify an ideal asset replacement funding target based on risk and level of service performance targets. Phase 2: Develop a financial strategy to fund the proposed asset replacement target identified in phase 1. Phase 3: Operationalize asset management through integration with the Financial Plan and development of system to measure and report on asset management annually.
  - **Status**: Council approved Phase 1 of the for the grant and this would enable Phase 2 & 3.
  - Total Project Cost: $90,000 ($30,000 per Phase). $15,000 UBCM Asset Management Planning Program grant obtained to offset Phase 1 costs.
  - Funding Source(s): Grant, Reserves & Taxation

Among the identified projects, staff recommend the Community Safety and Well-Being Strategy, based on the eligibility criteria for the Capacity Building Stream and Council's strategic priorities.

See Attachment B for a listing of Strategic Priorities Fund approved projects from the 2022 intake. There is an anticipation that the 2025 intake will be very competitive.

IMPLICATIONS

Financial: SPF funding can offset up to 100% of eligible capital costs, to a maximum of $7 million. Any non-eligible costs or cost overruns would be the responsibility of the City and would need to be budgeted accordingly. Strategic Priorities Fund (SPF) and Community Works Funds (CCBF) can be stacked without restrictions. The current SPF program is considered federal funds for the purpose of federal or provincial stacking rules. Although there are no specific rules in the SPF program for stacking with other grants, UBCM recommends the applicant consult with other grant programs to ensure stacking with SPF funding is allowable.

Operational: Staff resources will be required to prepare detailed applications, including business cases, technical studies, and stakeholder engagement documentation.

Partnerships: Many potential projects offer strong partnership opportunities, especially with local First Nations and community organizations.

COMMUNICATIONS

A strategic and community-centered communications approach will be critical in supporting the City's 2025 UBCM Strategic Priorities Fund application. To build public awareness and demonstrate broad community support—key factors in UBCM's evaluation process—the City will roll out a coordinated communications plan

designed to engage residents, interest groups, and First Nations partners. This will include clear and timely information shared through the City's website, social media channels, newsletters, and local media. Project details, anticipated benefits, and alignment with community priorities will be highlighted to ensure transparency and foster a shared sense of purpose. Dedicated engagement sessions would be scheduled with Tseshaht [c̓išaaʔatḥ] and Hupačasath First Nations to ensure meaningful input and collaboration, especially for projects that impact traditional territories or offer reconciliation opportunities.

Community engagement efforts will be tailored to each proposed project. For example, if the Adventure Sport Park is selected, outreach will include youth-targeted communications, pop-up events, and feedback opportunities through schools and recreation programs. For infrastructure or asset management projects, staff will engage residents, business owners, and advisory groups to ensure concerns are addressed and benefits are clearly understood.

By highlighting how selected projects respond to local needs and align with long-term planning efforts, the communications strategy will reinforce the City's commitment to sustainable, inclusive development and enhance the application's competitiveness under the Strategic Priorities Fund criteria.

BYLAWS/PLANS/POLICIES

This initiative aligns with the following City strategies and planning documents:

Corporate Strategic Plan 2019-2023: Goals – The highest and best use is made of City owned assets.

- Strategies 3.1.1 – Identify opportunities, establish priorities, engage the public and stakeholders, and move with purpose on the right projects.

<u>Alignment with other planning documents</u>

- Official Community Plan (OCP)
- Complete Communities Assessment
- Transportation Master Plan (in development)
- Parks, Recreation & Culture Master Plan (in development)
- Climate Adaptation Actions and Energy Planning Goals
- Asset Management and Capital Planning Frameworks

STRATEGIC PRIORITIES FUND – KEY EVALUATION CRITERIA

To assist in selecting the most suitable project(s) for application, the following key evaluation criteria from the SPF 2025 Program Guidelines should be considered:

<u>Capital Infrastructure Stream</u>

- Alignment with CCBF National Objectives: economic growth, clean environment, strong cities and communities
- Project Readiness and Timing
- Community Capacity
- Strategic Infrastructure Investment
- Asset Management Practices

- Sustainability Principles
- Climate Resilience
- Regional Impact
- Project Scale
- Inter-jurisdictional Cooperation
- Innovation
- Housing Support

Capacity Building Stream

- Alignment with CCBF National Objectives: economic growth, clean environment, strong cities and communities
- Project Scale
- Regional Impact
- Innovation
- Long-term Planning
- Integration and Engagement
- Implementation and Monitoring
- Capital Investment and Infrastructure Management
- Climate Impact

REQUIRED APPLICATION CONTENT

Applications must include:

- Completed online application form
- Feasibility study and/or design report
- Detailed cost estimate template
- Maps and/or drawings
- Current Council resolution
- Own force labour and/or equipment request (if applicable)
- Other relevant supplemental documentation

SUMMARY

The 2025 Strategic Priorities Fund intake offers the City of Port Alberni an opportunity to secure significant funding for transformative infrastructure projects. By leveraging current master planning work and community partnerships, the City is well-positioned to submit a competitive application. Input from the Committee of the Whole will help staff identify and refine the best project(s) for submission.

ATTACHMENTS/REFERENCE MATERIALS

A. SPFProgram2025-FINAL
B. SPF3-2022_Approved_Projects_1

Copy: A. McGifford, Director of Finance

CITY OF PORT ALBERNI

Committee of the Whole
For the Meeting of June 16, 2025

Date: June 9, 2025
File No: 0640-30-June 16, 2025

To: Committee of the Whole
From: M. Fox, CAO
Subject: **2025-2025 Financial Plan | Amendment**

Prepared by:	Supervisor:	CAO Concurrence:
A. McGifford	*M. Fox*	
Director of Finance	*M. Fox, Chief Administrative Officer*	*Mike Fox, CAO*

RECOMMENDATION

THAT the Committee of the Whole recommend Council amend "City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025" as follows:

i. *Decrease line 19114 - Operating Funds from Prior Years $650,000*
ii. *Increase line 21190 - Receptions and Other Services - $195*
iii. *Decrease line 21212 - Corporate Services - $49,500*
iv. *Increase line 21216 - Bylaw Enforcement - $10,905*
v. *Increase line 21217 - Bylaw Enforcement Vehicles - $130*
vi. *Increase line 21218 - Public Safety Building - $640*
vii. *Increase line 21221 - Financial Management Administration - $92,275*
viii. *Increase line 21226 - Purchasing Administration - $6,250*
ix. *Increase line 21252 - City Hall - $3,680*
x. *Increase line 21254 - Planning & Engineering Building - $915*
xi. *Increase line 21259 - Other Common Services - $365*
xii. *Increase line 21261 - Information Services - $15,785*
xiii. *Increase line 22122 - Police Services Administration - $60,090*
xiv. *Increase line 22160 - Police Building Maintenance - $3,920*
xv. *Increase line 22180 - Detention & Custody of Prisoners - $27,280*
xvi. *Increase line 22471 - Fire Building Maintenance - $285*
xvii. *Increase line 22480 - Vehicle Repair & Maintenance - $545*
xviii. *Increase line 22921 - Building & Plumbing Inspection - $11,260*
xix. *Increase line 23110 - Engineering Administration - $21,060*
xx. *Increase line 23129 - Clerical & Reception-Operation - $5,490*
xxi. *Increase line 23134 - Small Tools/Equipment/Supplies - $160*
xxii. *Increase line 23136 - Works Yard Maintenance - $3,555*
xxiii. *Increase line 23137 - Main Building Maintenance - $2,235*
xxiv. *Increase line 23138 - Shop Overhead - $2,630*
xxv. *Increase line 23160 - General Equipment Maintenance - $9,930*

xxvi. *Increase line 23161 - Vehicle Maintenance & Replacement - $290*
xxvii. *Increase line 23205 – Supv. Vehicle Mtce. & Replacement - $3,215*
xxviii. *Increase line 23220 - Streets Inspections - $2,495*
xxix. *Increase line 23231 - Roadway Surfaces Maintenance - $13,345*
xxx. *Increase line 23233 - Road Allowance Maintenance - $12,885*
xxxi. *Increase line 23236 - Street Sweeping - $3,450*
xxxii. *Increase line 23237 - Snow & Ice Removal - $3,610*
xxxiii. *Increase line 23241 - Bridges & Engineered Structures - $120*
xxxiv. *Increase line 23250 - Overhead & Decorative Lighting - $930*
xxxv. *Increase line 23261 - Signs & Traffic Marking - $4,795*
xxxvi. *Increase line 23272 - Off-Street Parking - $320*
xxxvii. *Increase line 23291 - Gravel - $1,235*
xxxviii. *Increase line 23311 - Ditch, Creek & Dyke Maintenance - $4,095*
xxxix. *Increase line 23331 - Storm Sewer Maintenance - $4,940*
xl. *Increase line 23333 - Storm Sewer Lift Station - $780*
xli. *Increase line 23335 - Storm Sewer Connections - $1,985*
xlii. *Increase line 23881 - Training Program - $2,220*
xliii. *Increase line 23882 - Safety - $1,825*
xliv. *Increase line 23884 - Special Streets Work Orders $355*
xlv. *Increase line 24320 - Residential Waste Collection - $17,030*
xlvi. *Increase line 24322 - Solid Waste Containers Purchase & Mtce. - $1,975*
xlvii. *Increase line 25161 - Cemetery Maintenance - $525*
xlviii. *Increase line 25162 – Interments - $1,645*
xlix. *Increase line 25163 - Memorial Marker Installation - $905*
l. *Increase line 26129 - Planning Administration - $15,085*
li. *Increase line 26235 - Economic Development - $285*
lii. *Increase line 26770 - Harbour Quay - Buildings Maintenance - $2,765*
liii. *Increase line 27110 - Parks, Recreation & Heritage Mgmt. Serv. - $13,935*
liv. *Increase line 27120 - Gyro Youth Centre Maintenance - $1,510*
lv. *Increase line 27128 - Glenwood Centre Maintenance - $1,680*
lvi. *Increase line 27129 - Bob Dailey Stadium - $205*
lvii. *Increase line 27130 - Echo Activity Centre Maintenance - $11,285*
lviii. *Increase line 27134 - Echo Aquatic Maintenance - $15,365*
lix. *Increase line 27140 - AV Multiplex Concessions - $6,590*
lx. *Increase line 27142 - AV Multiplex Skate Shop - $1,270*
lxi. *Increase line 27144 - AV Multiplex Maintenance - $33,225*
lxii. *Increase line 27146 - Parks Building & Fieldhouses - $2,545*
lxiii. *Increase line 27148 - Echo Park Field House - $2,030*
lxiv. *Increase line 27156 - Glenwood Centre Programs - $3,150*
lxv. *Increase line 27160 - Echo Aquatic Programs - $38,065*
lxvi. *Increase line 27163 - AV Multiplex Programs - $6,970*
lxvii. *Increase line 27166 - Leisure Service Programs - $11,985*
lxviii. *Increase line 27173 - Children's Programs - $11,490*

lxix. *Increase line 27180 - Adult Programs - $1,440*

lxx. *Increase line 27190 - Special Events - $785*

lxxi. *Increase line 27198 - Vehicle Maintenance & Repair - $320*

lxxii. *Increase line 27210 - Parks & Facility Management Services - $235*

lxxiii. *Increase line 27215 - Parks Maintenance - $33,545*

lxxiv. *Increase line 27220 - Horticultural Services - $10,930*

lxxv. *Increase line 27225 - Vehicles & Equipment Mtce. & Repair - $3,195*

lxxvi. *Increase line 27530 - Parks Upgrading - $250*

lxxvii. *Increase line 27510 - Museum Services - $5,310*

lxxviii. *Increase line 27515 - Museum Programs - Curatorial - $6,340*

lxxix. *Increase line 27530 - Industrial Collections - $215*

lxxx. *Increase line 27550 - Museum Maintenance - $2,205*

lxxxi. *Increase line 27710 - McLean Mill City Operations - $390*

lxxxii. *Decrease line 28211 - Transfers to Reserve - Asset Management - $1,100,000*

lxxxiii. *Decrease line 29911 - Contingency Funds - $110,000*

lxxxiv. *Increase line 64110 - Water Administration & Other - $10,400*

lxxxv. *Increase line 64141 - Supply Inspection & Operation - $4,385*

lxxxvi. *Increase line 64161 - Pumping Inspection & Operation - $5,240*

lxxxvii. *Increase line 64181 - Transmission/Distribution System - $9,750*

lxxxviii. *Increase line 64185 - Meters - $6,090*

lxxxix. *Increase line 64187 - Hydrants - $1,745*

xc. *Decrease line 68220 - Transfers to Water Capital Fund - $37,610*

xci. *Increase line 104210 - Sewer Administration & Other - $6,085*

xcii. *Increase line 104240 - Sewage Collection System Main - $3,210*

xciii. *Increase line 104241 - Sewer Service Connections - $5,270*

xciv. *Increase line 104260 - Sewage Lift Stations - $4,935*

xcv. *Increase line 104280 - Sewage Treatment - $4,820*

xcvi. *Decrease line 108220 - Transfer to Sewer Capital Fund - $24,320*

xcvii. *Move line '21226 - Purchasing Administration' from 'Financial Management' to 'Public Works Administration'.*

xcviii. *Add 'Multiplex Chiller Rental and Installation' to the 2025 Capital Plan with funding sourced from the Parks and Recreation Reserve in the amount of $285,000.*

xcix. *Consolidate the Burde Street Renewal under one project totalling $2,481,700 under Paving & Road Construction.*

c. *Add $3,000 to 'Welcome Sign' to have the total of $40,000 for the project as previously directed by Council.*

ci. *Amend the Master Plan allocations for Growing Communities Fund (previously directed by Council);*

- a. *Fire Services Master Plan - $100,000;*
- b. *Parks, Recreation & Culture Master Plan (incl. Facilities Condition Assessments) - $326,000;*
- c. *Stormwater & Combined Sewer Overflow Master Plan - $200,000;*
- d. *Transportation Master Plan - $250,000;*
- e. *Watershed Protection Plan - $50,000;*
- f. *Development Cost Charges - $124,000*

cii. Add the annual budget for Amortization in a schedule within the 'Financial Plan'.

ciii. Capital Plan - Remove 23055 - 'Burde Street - 11th Ave to Estevan 650m - Development related' - $160,000.

civ. Capital Plan - Remove 'Replace 2005 VOLVO TANDEM GRAVEL TRUCK #264' from ERRF in 2028.

cv. Capital Plan - Remove project 24102 - 'CSO - 3rd Avenue Storm' - $72,311.

cvi. Capital Plan - Remove project 24103 - CSO - Burde St - 9th to North Park - $1,242,000.

cvii. Capital Plan - Reduce 'McLean Mill Capital Projects - John Dam Priority report' by $60,000 and in future years.*

cviii. Add 'Train Station Ventilation - $50,000' to the Capital listing in the 2025 Capital Plan.

PURPOSE

To provide an amendment to the *'City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025' and* invite the Committee to discuss the recommendations or requests for additional information.

BACKGROUND

Section 165(1) of the *Community Charter* provides authority for the City's Five-Year Financial Plan. Section 165(2) allows Council to amend the Financial Plan, by bylaw, at any time in order to provide for changes that occur during the year. The City's practice is to review budget to actual amounts for revenues and expenditures and/or capital project changes throughout the year and to amend the City's Five-Year Financial Plan towards the end of the year so the Plan accurately reflects budget projections for operations and capital changes made through Council resolution. The CUPE agreement ratification has required this to occur earlier to better support budget allocations with the new rates and benefits. An additional amendment may occur depending on the other requirements through the remainder of the year.

ALTERNATIVES/OPTIONS

1) That the Committee of the Whole recommend Council amend *"City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025"* as listed in the resolution.
2) That the Committee of the Whole seek further information and details if additional information is required to support the Financial Plan.
3) Not proceed with the amendment to the bylaw.

ANALYSIS

Changes to the *'2025-2029 Financial Plan'* are provided for the Committee's consideration to amend *"City of Port Alberni 2025 – 2025 Financial Plan Bylaw No. 5123, 2025"*. Prior to December 31, 2024 Council can formally amend its Five-Year Financial Plan Bylaw to reflect the amendments that have been directed or experienced to date.

Normally the report and amendment are brought forward at the end of the year (November). This year it is recommended to adjust the balances in the 'Plan' to address the large number of amendments required due to the Collective Agreement ratification and undertake housekeeping within the '*Plan*'. To lower the number of amendments, all values under $100 were not made and each line item was rounded up to the nearest $5 increment.

Collective Agreement – April 1st 2025 ratification
The Collective Agreement ratification resulted in numerous changes across many of the cost centers and departments. This amendment addresses the impact in each item and allocates the values incurred for retroactive wage payments in 2024 and the difference to the line items from the cumulative changes in 2025. The retro payments and wage adjustment in 2025 will now be reflected in the *'Plan'*. This is important to ensure administration monitors all budgeted values to reflect the level of service endorsed by Council with the new rates of pay in place, this amendment will support accurate budget monitoring.

Total Surplus in 2024 from the General Fund was $450,000, the total retroactive cost of wages and benefits related to the CUPE collective agreement is $560,000. This will require $110,000 in 'Contingency' utilization from line 29911 in 2025.

Move line 21226 - Purchasing Administration – to Public Works and Rename
The Stores Clerk role is entirely for the operation of the Public Works and reports to the Operations Manager for Public Works. Within the Financial Plan it currently is positioned in the General Administration budget, within Financial Management. With the recent change and focus on the level of service for the City's service delivery, administration recommends the line item move to Public Works and is renamed Public Works – Stores. This change will better inform and reflect the activity-based costing and level of service allocations in the Financial Plan under the correct section.

Asset Management Contribution – Non-Market Change for the BC Assessment - Revised Roll
This resolution was made to set the tax rates that were consistent with the intent of the contribution.
THAT Council direct Administration to amend the "City of Port Alberni 2025 – 2029 Financial Plan Bylaw No. 5123, 2025" as follows:

- *Lower line 11111 - General Purpose – Taxes – from $35,744,832 to $35,619,845.*
- *Lower line 28211 - Transfers to Reserve – Asset Management from $ 1,522,784 to $1,397,797.*

Multiplex Chiller Failure – Rental Unit and Installation
Council directed the rental and installation of the used Chiller. At the time the staff report indicated that the project could utilize the Parks and Recreation reserve. The recommendation is to use these funds to enable the project to be funded in the Financial Plan.

THAT Council direct Administration to proceed with renting a plate and frame chiller and installing ice at the Multiplex for the period of June 2025 – May 2026 at the cost of $285,000.

Capital Projects – Work in Progress – 2024 & Prior
There are some administrative amendments that are recommended to reflect direction provided by Council and to provide consistency across all the Financial Plans schedules.

1) Burde Street Renewal – Amend to reflect current policy and allocation from prior year Work in Progress. The General Fund has $827,234 Canada Community Building Fund, $827,233 Water

Infrastructure Fund, and $827,233 Sewer Infrastructure Fund. The total project is $2,481,700 and will be reflected in 2024 & prior year *'WORK IN PROGRESS - CAPITAL PLAN'.*

THAT Council amend the "City of Port Alberni 2024-2028 Financial Plan Bylaw No. 5097, 2024" by allocating $2,481,700 towards reconstruction of Burde Street between 10th and 16th Avenue with funding from the Water Fund and Sewer Fund Capital Reserves in the amount of $827,233 each, totaling a net increase of $1,311,700.

R24-297

2) Welcome Sign – Amend the plan to reflect Council direction to add an additional $3,000 from the Reconciliation funding in 2025 to this project. The total project was $40,000, currently displayed as $37,000 in the *'WORK IN PROGRESS - CAPITAL PLAN'.*

THAT Council amend the "City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025" by allocating $3,000 from the Reconciliation operating budget to complete the Welcome to Port Alberni Sign project.

R25-154

3) Master Plan Allocations – Amend to reflect updated project allocations per resolutions.
MOVED AND SECONDED, THAT Council amend "City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025" for the purpose of Capital Plan changes for Master Planning projects as follows:
   a) Reallocate $26,000 from project #24004, "Fire Services Master Plan", to project #24001, "Parks, Recreation & Culture Master Plan";
   b) Reallocate $124,000 from project #24004, "Fire Services Master Plan", to proposed 2026 capital project "Development Cost Charges Update".

R*25-253*

4) Remove *23055 - 'Burde Street - 11th Ave to Estevan 650m - Development related' - $160,000* all works completed under prior development related projects. Release funding back to the Water Infrastructure Reserve and expense $408 incurred.

5) Remove *'Replace 2005 VOLVO TANDEM GRAVEL TRUCK #264'* from ERRF in 2028. The ERRF schedule includes the second replacement of this unit and was not updated when the first replacement was delayed.

6) Remove project *24102 - 'CSO - 3rd Avenue Storm' - $72,311.* Funding focus will be on the CSO project for Argyle 1st to 3rdAvenue, release funding back to the Sewer Infrastructure Reserve.

7) Remove project *24103 - CSO - Burde St - 9th to North Park - $1,242,000*. Funding was shifted to Burde Street renewal. Project was reviewed and flow capacity was adequate, the funding will return to the Sewer Infrastructure Reserve.

8) Reduce 'McLean Mill Capital Projects - John Dam Priority report'* by $60,000 in the 2025 Capital Plan to reflect the Parks Canada grant not being received in 2025.

9) The Train Station ventilation was an added project in the Reserve contributions in 2025, was not listed in the Capital Project section. Recommendation provides the project in both sections.

Public Works Yard Roof – Borrowing from Water Infrastructure Reserve

In 2024, the Public Works yard roof required an immediate replacement to address a leaking roof. At the time there was an allocation of 2024 surplus to undertake or if required, internal borrowing from the Water Infrastructure Reserve. The entire surplus assigned to the retroactive payment for the CUPE 118 Collective Agreement ratification. The approved roof budget was $350,000 and only $241,000 was spent on the project. The recommendation is to continue to borrow $241,000 from the Water Infrastructure Reserve until 2026 (with interest forgone) and include in the Financial Plan for repayment in the 2026.

RCMP Contract

After adoption of the 2025-2029 Financial Plan in March 2025, an updated Multi-Year Financial Plan (MYFP) was provided to the City for the RCMP Contract services on June 1, 2025, contract changes are as follows:

Table 1: 2025-2029 Financial Plan – Adopted costs for Police Contract Services – Line 22121

Expenditure Description	2026	2027	2028	2029
January to March – contract	2,143,034	2,206,603	2,285,574	2,399,853
April to June – contract	2,206,603	2,285,574	2,368,717	2,487,153
July to September – contract	2,206,603	2,285,574	2,368,717	2,487,153
October to December – contract	2,206,603	2,285,574	2,368,717	2,487,153
Budget reduction – budget for 32 of 34	(515,461)	(533,137)	(552,454)	(580,077)
Green Timbers – “E” Division Admin	22,381	22,381	22,381	22,381
Retirement Benefit cost	40,802	40,802	40,802	40,802
Total for Line 22121	**8,310,565**	**8,593,371**	**8,902,454**	**9,347,577**

Table 2: 2025-2029 Financial Plan – Recommendation for Police Contract Services – Line 22121

Expenditure Description	2026	2027	2028	2029
January to March – contract payment	2,143,034	2,302,615	2,358,773	2,435,800
April to June – contract payment	2,302,615	2,358,773	2,435,800	2,516,804
July to September – contract payment	2,302,615	2,358,773	2,435,800	2,516,804
October to December – contract payment	2,302,615	2,358,773	2,435,800	2,516,804
Budget reduction – budget for 32 of 34	(532,405)	(551,702)	(568,598)	(587,424)
Green Timbers – “E” Division Admin	22,381	22,381	22,381	22,381
Retirement Benefit cost	40,802	40,802	40,802	40,802
Amendment for 2025-2029 – Total for Line 22121	**8,583,683**	**8,892,442**	**9,162,786**	**9,464,000**

The increase will result in an additional $271,093 (0.75%) in 2026, this will increase the cost per Officer from $257,731 to $266,203 (an increase of $8,471 per Officer).

Amortization Expense – Schedule Addition to Financial Plan.
Amortization is a non-cash expenditure that is recorded within the consolidated financial statements and is recognized in a rational and systematic manner appropriate to the nature of the capital asset and its use by the organization. Amortization is recognized as an expense in the Statement of Operations. The City does not currently budget for the anticipated amortization in the year and this is an opportunity to improve the budgeting process to better reflect the impact within the Statement of Operations annually. Administration recommends an additional schedule within the '*Plan'* amendment.

IMPLICATIONS
The financial impact of the changes to general operating expenses nets to zero for 2025. There is no tax impact for any of these amendments within the 2025 year. The increases to the following years will need to consider the impact to the future Financial Plan for 2026 and beyond.

COMMUNICATIONS
The amending Bylaw, once adopted, will be posted to the City's website.

BYLAWS/PLANS/POLICIES
- *"City of Port Alberni 2025-2029 Financial Plan Bylaw No. 5123, 2025"*

SUMMARY
The financial plan amendments proposed will be considered for inclusion of all changes made by Council by resolution in 2025 affecting the 2025-2029 Five Year Financial Plan. Amendments to the Financial Plan must be made no later than December 31, 2025.

ATTACHMENTS
- ***Appendix A - Taxation Impacts - future taxation years***

Table 1: 2025-2029 Financial Plan – Adopted costs for Police Contract Services – Line 22121

Expenditure Description	2026	2027	2028	2029
January to March - contract	2,143,034	2,206,603	2,285,574	2,399,853
April to June - contract	2,206,603	2,285,574	2,368,717	2,487,153
July to September - contract	2,206,603	2,285,574	2,368,717	2,487,153
October to December - contract	2,206,603	2,285,574	2,368,717	2,487,153
Budget reduction - budget for 32 of 34	-515,461	-533,137	-552,454	-580,077
Green Timbers – "E" Division Admin	22,381	22,381	22,381	22,381
Retirement Benefit cost	40,802	40,802	40,802	40,802
Total for Line 22121	**8,310,565**	**8,593,371**	**8,902,454**	**9,347,577**

Table 2: 2025-2029 Financial Plan – Recommendation for Police Contract Services – Line 22121

Expenditure Description	2026	2027	2028	2029
January to March - contract payment	2,143,034	2,302,615	2,358,773	2,435,800
April to June - contract payment	2,302,615	2,358,773	2,435,800	2,516,804
July to September - contract payment	2,302,615	2,358,773	2,435,800	2,516,804
October to December - contract payment	2,302,615	2,358,773	2,435,800	2,516,804
Budget reduction - budget for 32 of 34	-532,405	-551,702	-568,598	-587,424
Green Timbers – "E" Division Admin	22,381	22,381	22,381	22,381
Retirement Benefit cost	40,802	40,802	40,802	40,802
Amendment for 2026-2029 - Total for Line 22121	**8,583,683**	**8,892,442**	**9,162,786**	**9,464,000**

RCMP Amendment increase impact	273,118	299,071	260,332	116,423
Prior year Taxation	35,831,516	40,431,857	42,794,398	44,925,292
Percentage of taxation increase for current year	0.76%	0.74%	0.61%	0.26%

Public Works Roof - Internal borrowing	241,000
Taxation	35,831,516
Percentage of taxation	0.67%

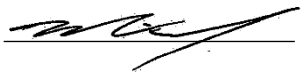
Current Taxation	40,431,857	42,794,398	44,925,292	47,563,076
Recommended amendments	514,118	299,071	260,332	116,423
Current Financial Plan increase (%)	12.84%	5.84%	4.98%	5.87%
Percentage increase (%)	1.43%	0.74%	0.61%	0.26%
Updated (%) with Amendments	14.27%	6.58%	5.59%	6.13%

CITY OF PORT ALBERNI

Committee of the Whole
For the Meeting of June 16, 2025

Date: May 12, 2025
File No: 0640-30-June 16, 2025

To: Committee of the Whole
From: M. Fox, CAO
Subject: **McLean Mill – Historic Zone**

Prepared by:	Supervisor:	CAO Concurrence:
R. Kraneveldt	*M. Fox*	
Manager of Facilities	*Chief Administrative Officer*	*M. Fox, CAO*

RECOMMENDATIONS

1. *THAT the Committee of the Whole recommend that Council direct staff to complete safety upgrades to the McLean Mill National Historic Site for $50,000 with funding from the McLean Mill Reserve.*

2. *THAT the Committee of the Whole recommend that Council direct staff to develop a five-year strategy for restoration and remediation upgrades, incorporating the recommendations listed in Appendices "A" and "B" of the McLean Mill Historic Zone report dated June 16, 2025.*

PURPOSE

To provide the Committee of the Whole with an update on the historic zone at the McLean Mill National Historic Site and inform them of necessary safety upgrades to structures on the grounds.

BACKGROUND

The McLean Mill, constructed in April 1926 on over 32 acres, consisted of various residences, offices, and service buildings around the mill and pond. It operated until 1965 and was subsequently donated to the City of Port Alberni, receiving national historic designation in 1989.

A condition assessment commissioned by the Canadian Parks Service in 1990, followed by a management plan from Commonwealth Historic Resource Management in 1993, initiated partial restoration efforts from 1997 to 2000. In 2010, the Province funded further restorations.

The City has consistently applied for Parks Canada National Cost-Sharing Program grants to fund capital projects. Both the City of Port Alberni and the Alberni-Clayoquot Regional District allocate $30,000 annually for McLean Mill maintenance. Unfortunately, recent grant applications have been unsuccessful, despite prior success in 2018 when John Dam & Associates conducted a site assessment.

The assessment provided a comprehensive overview of the current state of historic assets and recommended necessary renewals, resulting in a $120,000 budget included in the City's Five-Year Financial Plan. The historic zone also features a low-risk dam, rebuilt in 2021.

Safety remains the most pressing issue at the site. Age and deterioration have rendered the sawmill unsafe, with numerous accessory buildings experiencing similar issues. Hence, immediate investment in safety infrastructure is critical to protect public safety and mitigate the City's liability.

Council direction on long-term plans for the entire National Historic Site is requested, so staff can meet Council's preferred level of service of preserving and restoring these assets. Currently, available funding within the Five-Year Financial Plan is limited, and no strategic vision exists for necessary upgrades to the Historic Site.

ALTERNATIVES/OPTIONS

1. That the Committee of the Whole recommend that Council direct staff to complete safety upgrades to the McLean Mill National Historic Site for $50,000 with funding from the McLean Mill Reserve.
2. That the Committee of the Whole recommend that Council direct staff to develop a five-year strategy for restoration and remediation upgrades, incorporating the recommendations listed in Appendices "A" and "B" of the McLean Mill Historic Zone report dated June 16, 2025.
3. That the Committee of the Whole recommend Council direct staff to cease all capital projects throughout the entire McLean Mill National Historic Site and close off to the public.

ANALYSIS

Option One: Resolution #1 - ***THAT the Committee of the Whole recommend that Council direct staff to complete safety upgrades to the McLean Mill National Historic Site for $50,000 with funding from the McLean Mill Reserve.***

There are a variety of safety measures required to make the National Historic Site safe given the age of the facility. As evidenced in Appendix A, which was prepared by John Dam & Associates in 2018, and Appendix B, which was proposed by the Alberni Valley Chamber of Commerce, there are a number of structures and historical artifacts at the McLean Mill site that are considered to be unsafe and require intervention. It is important that the Committee be aware that these recommendations are not for restoration or remediation. Some of these recommendations are a part of ongoing maintenance but are integral to the safety upgrades at the site. All recommendations below are safety measures to ensure the safety of the public at the McLean Mill National Historic Site. Any restoration or remediation work would be additional to this report in scope.

Key considerations for completion of safety measures within the 2025-2029 Financial Plan include:

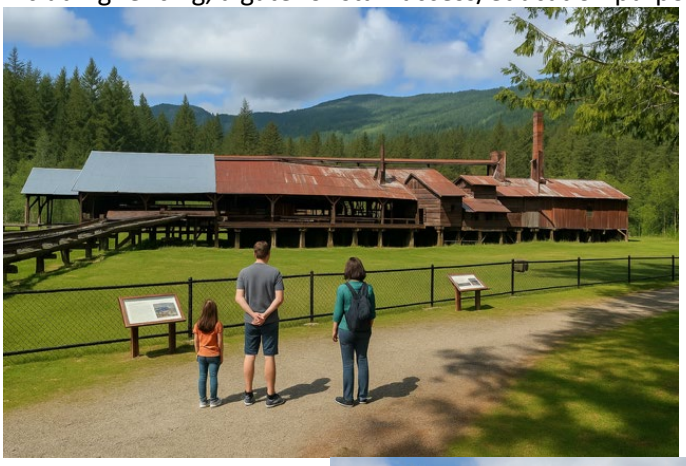
1. Sawmill and Green Chain: Fencing to prevent access for $20,000
2. Train platform: Staff recommend removing as it has no historical value. Demolition and removal would be roughly $5,000.
3. Mold abatement of the Mclean House: $1,000
4. Removing debris around Sea Can: $750
5. Installing new locks: $5,400
6. Construction of handrails and shoring up floor in the Teacherage: $700
7. Locking Cookhouse backroom only to prevent access: Covered by Operating Budget
8. Securing tin on exterior of boiler room: Covered by Operating Budget
9. Vegetation Control: This is already budgeted for in the Financial Plan. Currently, there is $10,000 annually allocated for vegetation control in the Parks budget
10. Roof cleaning (various roofs): $1,100 annually
11. Repairing fence behind Blacksmith Shop: $200

12. Collapsing waste conveyor (Recommend temporary construction fencing or extending rustic fencing to encompass this area as well.): $5,000
    Total: $49,150 + $850 contingency = $50,000

Projects not recommended until the five-year plan is established:

1. Saw Mill viewing Deck and other Sawmill items: If the Sawmill is fenced off, then this would be unnecessary.
2. Interior Mill Lighting: As with the previous item, if the sawmill is fenced off and not being accessed by the public, the lighting would not need to be improved.

The Sawmill and Green Chain are considered a high safety risk. Installing the fence will allow safe viewing of the sawmill and green chain from the pathway while prohibiting public access. The estimated cost is $20,000, including fencing, a gate for staff access/education purposes, and necessary signage.



Both the McLean House and Worker House have the presence of hazardous materials and access to them should be restricted. While this can be achieved with a new set of locks but abatement is recommended to make the asset safe for access and to preserve the asset. Signage is recommended to prevent any access. Volunteers for the Chamber of Commerce will be notified that the structure is no longer accessible.

The Train Station platform, included in the list above, is also considered to be a high safety risk. As it has no historical value, the recommendation of staff is that the platform be demolished and removed. The cost of this is estimated to be $5,000.00.

Between fencing to prevent access, additional locks and demolition, the total cost of safety measures for the McLean Mill National Historic Site is estimated to be $50,000.

Option #2 – That the Committee of the Whole recommend that Council direct staff to develop a five-year strategy for restoration and remediation upgrades, incorporating the recommendations listed in Appendices "A" and "B" of the McLean Mill Historic Zone report dated June 16, 2025.

A five-year strategy will help define the scope of restoration and upgrades, enabling the appropriate allocation of financial and operational resources throughout the fiscal year.

Option Three: The Committee of the Whole recommend Council direct staff to cease all capital projects throughout the entire McLean Mill National Historic Site and close it off to the public.
The Committee can recommend that Council direct staff to cease all capital projects at the National Historic Site. The matter of safety needs to be addressed at the site. If the Committee recommends not to pursue any capital projects at the site, it needs to close the site entirely.

IMPLICATIONS
The capital projects listed in Appendix A total $370,200 in projected expenditures. Additionally, the suggestions made by the Alberni Valley Chamber of Commerce total $57,904. The City currently has roughly $140,000 in funding, which is made up of allocation in City funding, ACRD contributions, carryover from previous years and the Heritage Reserve. Any five-year strategy should also include establishing a reserve fund for all projected capital projects.

Staff has confirmed with MIABC that the proposed fencing would provide the necessary coverage regarding liability.

The dam is due for inspection; the last review occurred in 2021. Staff are researching costs for a visual inspection, which will be covered by the existing operating budget.

COMMUNICATIONS
Staff will communicate Council's directives to the public and site operators. Communications will be drafted for the City's website, the McLean Mill National Historic Site's website and the Chamber of Commerce.

BYLAWS/PLANS/POLICIES
Determining long-term plans for the McLean Mill National Historic Site aligns with Council's *2023 – 2027 Corporate Strategic Plan*:

- 3.1 The highest and best use is made of City-owned assets.
- 3.3 The City provides quality services to residents.

SUMMARY
Numerous capital restoration projects have been executed at the McLean Mill National Historic Site since its national designation in 1989. This report recommends that the Committee of the Whole advise Council to direct staff to move ahead with $50,000 of necessary upgrades to make the site safe for the public and to develop a comprehensive five-year plan for improvements and remediation.

ATTACHMENTS:

- Appendix A: John Dam & Associates Restoration Recommendations
- Appendix B: Alberni Valley Chamber of Commerce Upgrade Recommendations
- McLean Mill Site Assessment - John Dam & Associates
- McLean Mill Site Assessment - Appendices - John Dam & Associates
- July 22, 2019 Regular Meeting of Council | Staff Report | Log Pond Dam Project
- July 22, 2019 Regular Meeting of Council | Staff Report | McLean Mill Contingency Fund
- The Standards and Guidelines for the Conservation of Historic Places in Canada

Appendix A: John Dam & Associates Restoration Recommendations (2018 Pricing)

Asset	Safety Risk	Recommended Work From Assessment	Status	Future Budget	Notes
Mill	High	• Structural review • Remove debris		Capital project ($30,000) *only covers structural assessment and non any restoration or remediation	• Consider full structural review • Consider installing fencing to limit access • Improve lighting
Green Chain	High	Renew failed timber joints		Capital project $20,000 *only covers structural assessment and non any restoration or remediation	• Asset nearing collapse • Some lumber has already been milled for this project • Structural, mechanical and architectural review required
Workers' House	High	• Renew roof • Repair east elevation • Repair joists	• New temporary roof (2019) • Windows repaired • East wall, foundation and windows repaired (2022)	Capital project ($25,000) + operating budget	May contain mold/asbestos
A. McLean House	High	• Remove debris • Maintain window trim	• New porches • New roof • East side repaired • Chimney flashing repaired	Capital project ($25,000)	Mold abatement required (currently unsafe to enter)
Log Haul	High	Replace deteriorated timbers and walkway	Temporary shoring installed (2024)	Capital project ($150,000)	• Asset near collapse • Structural review required

Gasoline & Oil Shed	High	• Refasten roof • Renew deteriorated wall and window assemblies	New stairs (2022)	Capital project ($12,000)	
Lumber Deck	High	Renew timber posts and footings		Capital project ($10,000)	Public safety at risk
Parts Shed	Medium	Renew roof cladding		Capital project ($10,000)	
Waste Burner	Medium	Reinstate corrugated sheet metal roof		Capital project ($20,000)	Consider structural review
Boom Shack	Medium	Renew deteriorating planks on dock	Removed	Capital project ($10,000)	
Transformer Pen	Medium	Replace structure	• Restored (2023) • Transformers drained and tested for PCB's (2017)	Capital project ($500)	• Asset ready to collapse • Transformers contain substances harmful to the environment
Bunkhouse	Medium	• Repair footings • Restore rear window and door		Capital project ($8,000)	
Teacherage	Medium	Slope north porch away from building		Capital project ($4,000)	
Cookhouse	Low	• Renew roof • Remove deteriorated interior materials	• New roof (2019) • New stairs and porch (2022)	Capital project ($5,500) + operating budget	
RB. McLean House	Low	• Clean roof • Replace shingles	New washroom ramp, porch and skirting (2022)	Included in operating budget	
Garage	Low	• Renew roof • Reset on new foundation	New main roof (2019)	Capital project ($15,000)	Consider structural review
Machine Shop	Low	• Refasten roof • Renew roof cladding		Capital project ($6,000)	

Log Dump	Low	Monitor and replace timber members		Included in operating budget	
Blacksmith Shop	Low	• Maintain roof • Remove debris		Capital project ($5,000)	
Millwright's Shed	Low	Remove organic growth		Capital project ($3,000)	
Office	Low	• Remove organic growth • Repair windows	Repaired porch 2022	Included in operating budget	
Fire Hose Shed	Low			Capital project ($500)	
Water Tower	Low			Capital project ($10,000)	
Fire Pump Shed	Low			Capital project ($700)	Required for maintaining fire protection on-site
A. McLean Garage	Low	• Structural review • Replace foundation	Fully Restored (2019)	Included in operating budget	
Dip Tank	Low	Full restoration required	Removed (2020)	N/A	Removed during the Bunker C fuel spill
First Aid Shack	Low	• Rebuild floor • Set on concrete foundation	Demolished (2018)	N/A	
Total :				**$370,200.00**	

Appendix B: Alberni Valley Chamber of Commerce Upgrade Recommendations

Asset Name	Hazard / Description	ESTIMATE
1. Train Platform	Rotten boards and underneath beams causing tripping hazard and the potential to fall through the decking.	$26,040.00 + GST
2. McLean House – Mold	The presence of mold has been detected. Asset should be abated to prevent spread. Area should be restricted.	$880.00 + GST
3. Tarping Buda for winter	IHS members to tarp in the Fall/Winter.	Cost of tarp.
4. Debris piled near Seacan – cleanup/removal	A large pile of non-historic debris is piled on site. Cleanup recommended to prevent wildfire risk and other hazards.	$580 + GST and any tipping fees
5. New locks for historic buildings	Additional buildings need locks, and we have multiple types on site. 34 total locks needed to relock entire historic site & gates. 28 w/ 6 extra.	$5,314.40 + GST
6. Teacherage Public Use	Flooring is unstable and the asset is missing handrails. Fix flooring and add hand rails.	$630.00 + GST
7. Sawmill Viewing Deck * Decks repair * Hand railings sanding * Stairs repair * Gutters repair – causing major damage * Under Sawmill Approach * Missing Gate * Dangerous hole	Lots of safety hazards related to rotting wood and rough railings on the viewing deck. Many of the sawmills wooden gutters have fallen off, resulting in water getting in unwanted places and promoting further wood rot.	Repair of hole in Mill Deck and repair rotten stairs by the elevator. $2,520.00 + GST Replacement of gutters. $2,220.00 Repair walkway and railings. $1,560 + GST Gate Price $490.00 + GST
8. Cookhouse backroom	Floor unstable. Recommend restricting access.	
9. Interior Mill Lighting	Need lighting replacement in sawmill so visitors can view the asset from a safe distance.	$15,900 +GST
10. Exterior Mill Tin	Tin on the exterior of the boiler room has been flapping around due to the wood rotting behind it and the nails no longer sticking. Risk of panels detaching and becoming projectile.	$1,020.00 + GST and scaffold renting fees.

11. Vegetation Control	Establish foliage setbacks, tree limbing. Debris removal.	$1,000 (already in FP)
12. Roof Cleaning	Roofs need to be cleaned off, and regularly kept clear of fallen branches and tree debris.	$580.00 + GST
13. Fence behind blacksmith repair	Fence has broken in half. Potential fall risk associated given the adjacent bank.	$170.00 + GST
14. Waste Conveyor collapse	The walkway on the waste conveyor at the sawmill has started to collapse and fall to the ground.	Unknown. Suggest temporary fencing to make safe.
Total:		**$57,904.00**

John Dam & Associates
Building Conservation Engineering

McLean Mill National Historic Site

SITE ASSESSMENT

Prepared for:

City of Port Alberni
c/o Jamie Morton - Manager of Museum, Heritage & Culture, City of Port Alberni
4255 Wallace Street
Port Alberni, British Columbia

Prepared by:

John Dam & Associates Inc.
2884 Gorge View Drive
Victoria, British Columbia

July 3rd, 2018
#1056.001

Synopsis

On behalf of the City of Port Alberni, John Dam & Associates has completed an assessment of the McLean Mill National Historic Site in Port Alberni, British Columbia. The purpose of this assessment is to provide a summary overview of the condition of the extant buildings and ancillary structures along with associated renewal and maintenance recommendations.

A visual review of the historic assemblies was completed over several days by JDA. Background documentations were also reviewed to provide context to the current status of the site and conservation planning. These documents include the Interim Protection Plan Draft Report produced by the Canada Parks Service (Parks Canada) in 1990, a Management Plan for the McLean Mill NHS produced by Commonwealth Historic Resource Management in 1993, and architectural renewal documents produced by Paul Merrick Architects in 1998.

Based on the site assessment, the buildings and associated structures were generally found to be in good condition, especially considering their vintage and exposure. There were limited observations of existing or imminent failure, with a number of buildings noted to be at risk. Several structures and building were also observed to have been restored and appeared to be performing well. Failing roof materials and members as well as the encroachment of organic growth and grade with associated moisture related deterioration at the building perimeters are the most significant detrimental impacts on site. Considering the important context of conserving the site as a whole, the priority recommendation is that all buildings be provided with a functioning roof, either renewing the existing assembly or installing a temporary sheet metal roof, and that all material and debris be sensitively removed from the building perimeters. It is also recommended that the at-risk buildings be stabilized either by addressing the localized deterioration with new material or bracing the building to prevent further movement and relieve compromised load bearing members. Upon completion of this stabilizing work, a plan can then be developed to effectively conserve each of the buildings.

Recommendations have been provided for both maintenance and renewal work with associated frequency and priority ratings.

Sincerely,

John Dam & Associates Inc.

Table of Contents

1.0 Introduction

At the request of Jamie Morton, the Manager of Museum, Heritage & Culture for City of Port Alberni (CPA), John Dam & Associates (JDA) has completed a site assessment of the McLean Mill National Historic Site in Port Alberni, British Columbia. The purpose of this report is to provide a current summary assessment of the site buildings and structures, focusing their general condition. Based on visual observations and an understanding of building durability, maintenance and renewal recommendations are presented with associated frequency and prioritization. With these recommendations, conservation planning for immediate and future works can be accomplished.

2.0 Terms of Reference

The scope of work undertaken to complete this report included:

- briefly reviewing a selection of previous reports to gain a contextual understanding of the site
- completing a preliminary review of the site, noting known problem areas as revealed by site staff
- completing a full review of the identified buildings, noting their current condition and those assemblies and conditions warranting conservation attention
- completing a full review of all provided documentation to gain a full understanding of the various buildings, their history including all noted previous maintenance and renewal work, and all identified demolitions
- summarizing the findings of the review in this condition assessment report and providing associated maintenance and renewals recommendations

The primary documents that were made available for review include the Interim Protection Plan Draft Report produced by the Canadian Parks Service (CPS – now Parks Canada) in 1990, a Management Plan for the McLean Mill NHS produced by Commonwealth Historic Resource Management in 1993, and architectural renewal documents produced by Paul Merrick Architects in 1998. Additional documents provided include the statement of significance, a site resource summary, and a site map. A descriptive summary of the site's current condition as well as previous conservation works was provided by Jamie Morton via email prior to the review of the site.

3.0 Site History

The construction of McLean Mill started on Beaver Creek in April 1926. Financed by Robert Bartlett McLean, his three sons managed the day to day operations beginning in the spring of 1927. Due to its isolated location, some employess would live in bunkhouses and eat in the cookhouse while some of the families would have cabins. Overtime, offices were built as well as a school house for the growing children. The Japanese workers and their families would live in a separate camp on Kitsuksis Creek.

In the early years, the site was dependant on rail transportation. During the Second World War and following, with work at the Mill slowing down, the company would gradually switch from rail to gas powered trucks and refocus on producing and delivering dimensional lumber. A number of big changes came in the '50s with the introduction of electricity and a better road network to the site. Rail transportation came to a stop and the workers moved to town resulting in the decline of camp life.

Photograph 1 – Gas powered logging truck

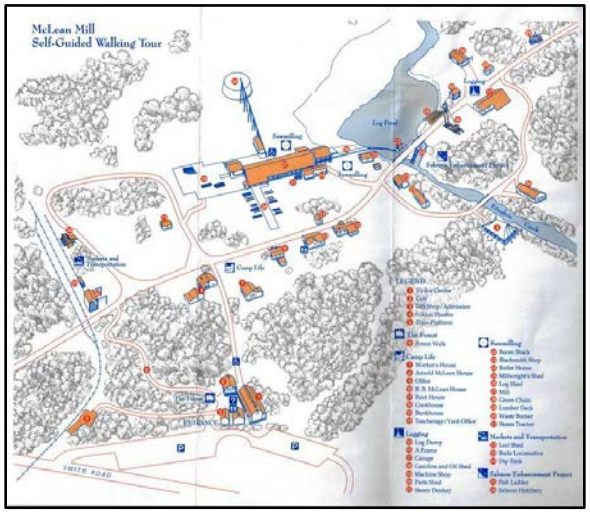
The Mill would continue to operate through to 1965 when the Mclean family would end independent operations and start to working for Macmillan Bloedel. The site would soon cease operation entirely and be donated to the City of Alberni. In 1989, the site was recognized as being national significant and designated as such.

In 1990, Canadian Parks Service commissioned a report identifying the condition of the site, recognizing the importance of the extant buildings and their presentation as a whole while also noting the advanced deterioration that would require immediate attention. In 1993, Commonwealth Historic Resource Management was commissioned to develop a management plan for the renewal of the site. With the plan not fully realized, from 1997 to 2000, the site was partially restored. In 2010, the Province invested in restoring a number of buildings. Site Operations have attempted to complete a number of repairs while Parks Canada focussed on conserving the Mill which remained in operation until 2017.

Photograph 2 – Building deterioration

4.0 Site Description

Located on just under 13 hectares (just over 32 acres), The McLean Mill site forms a self-contained community of residences, offices, and service buildings around the mill and pond. Set in the temperate rainforest that seeded the beginning of operations, a path leads from the contemporary Visitors Centre to a number of residential and administration buildings. Across the main road, running east-west across the site, is the mill and associated operations buildings. To the west of this is the remaining railway track and the buildings/structures linked its' operations. The east end of the site, across the pond and Kitsukis Creek from the mill, is the original logging operations and associated infrastructure. More recently, a salmon hatchery has started operations in this area within its own building. This has resulted in the construction of a bypass water way that allows for the historic preservation of the pond. To the north, the Beaufort Mountain Range provides the natural back drop to the site with the ongoing logging operations altering its landscape over time.



Photograph 3 – Site Map

5.0 Site Assessment

The assessment of the site was visual in nature with areas of particular interest highlighted by personnel associated with the management and maintenance of the site. The review focussed on 28 identified buildings and structures and was an overview in nature, focussing on the general conditions and particular deterioration mechanisms towards developing a stabilization plan for the site. The following sections are a summary of the observations of each building and structures with recommendations for maintenance and renewal work provided where appropriate.

Camp Life

5.1 Worker's House

Originally built in 1929, a porch was added to the east elevation in the '40s while major renovation works including the addition of a front room and bedroom, the enclosing of the porch, and the finishing of the attic space were completed in the '60s. In the '80s, the attic was closed off and a beam was added in the kitchen. Recent conservation works include the stabilization of the foundation by setting the building on concrete blocks, improving perimeter drainage, renewing the roof with contemporary asphalt shingles, and restoring the board and batten siding on the south and north-east elevations. The enclosed porch was removed in 2008.

Currently, the asphalt shingle roof is supporting significant moss growth on both the north and east elevations while moisture ingress through the attic has occurred, deteriorating the ceiling finishes. The discontinuous roof line at the south-east corner would suggest a previous addition on the east elevation has been removed.

Photographs 5 - 7 – (*left to right*) moss growth on the north eaves, ceiling damage associated with building displacement and moisture ingress, damaged and deteriorated east wall

The walls a clad with a variety of finishes that are in fair condition except the south end of the east wall that is in very poor condition with loose pieces of wood, dysfunctional doors, and large holes through the assembly; one partially patched with a sheet of plywood. The former porch opening on the north elevation is infilled with plywood while the other windows appear to be in fair condition with deteriorating details.

The supporting timber structure appears in good condition except at the south end of the east elevation where the outer joist has failed, resulting in differential settlement.

The interior was observed to be haphazardly filled with random materials and debris exacerbating building deterioration and compromising interior air flow and drying.

Photographs 8 - 10 – (*clockwise from top left*) renewed timber foundation structure on concrete pad footings, deteriorated exterior joists resulting in building displacement

The Workers House was generally found to be in fair condition though in need of remediation work. It is recommended that if the roof is found to be currently leaking, it be addressed with the installation of temporary sheet metal or the renewal of the asphalt shingles to eliminate persistent moisture ingress and related deterioration. The east elevation should be repaired to close up the damaged and exposed wall assembly and prevent moisture ingress into the building. The window sills should be restored where signs of moisture ingress into the wall assembly are evident. The damaged floor joists should also be replaced to prevent further building displacement and the possibility of progressive failure. If material is to be stored in this building, it is important that it be organized and well-spaced to facilitate airflow, reduced moisture storage, and allow for the onset of assembly deterioration and displacement to be readily observed.

Table 1 – Workers House - Renewal Recommendations		
1	Renew the roof with sheet metal cladding or asphalt shingles.	High
2	Rebuild the east elevation, installing protective cladding.	High
3	Repair the damaged and deteriorated floor joists.	High
4	Renew the window sills.	Low
5	Organize and reduce interior material storage, removing all accumulated debris. Regularly ventilate the interior air space.	Medium

5.2 Arnold McLean House

Originally built in 1920's as a two room house with a living room / kitchen adjoining a bedroom, a kitchen addition was added in 1927 along with another bedroom and the finishing of the attic. In the 1930's, the new bedroom was converted into a bathroom and the attic was converted into a bedroom. In 1948, the front door was relocated and the living room window was enlarged. Recent conservation works include the replacement of the interior carpet with plywood in 2003 to protect the original wood floor beneath and the replacement of the cross beams and some rafters, the rebuilding of the chimney and repair of the adjacent floor joists in 2010.

Photograph 12 – debris accumulation on the roof and in the gutter

Built adjacent to a couple of large trees, Organic debris and growth is accumulating on the cedar shingle roof and filling the gutter over the front door. At least one branch was observed to be resting on the roof. Despite this, the roof appeared to be performing as required with no observed interior moisture ingress and related deterioration.

The walls are protected with a cedar shingle cladding that flares out at the base. The shingles on the north elevation are noticeably larger in size, possibly identifying assemblies that were added at a later date. These shingles are showing minor, localized deterioration while the east elevation is severely deteriorated at the base. The south elevation is in good condition while a corner of shingles on the west elevation is damaged exposing the framing behind. The windows were all observed to be in fair condition with varying degrees of debris accumulation on the sills and associated deterioration.

The supporting timber structure, beams on posts on concrete blocks, appeared to be in good condition as did the perimeter skirting.

The interior is set up as an exhibit space for visitors to experience as they pass through. Signs of interior moisture ingress and related deterioration were not observed.

Photographs 13 - 16 – (*clockwise from top left*) deteriorated wall cladding, sound building frame and footings, debris on the window sills

Having been formerly used as the site caretakers' house, the A. McLean House is generally in good condition. It is recommended that the roof and gutters be regularly maintained, removing accumulated organic growth and debris, and that the lower hanging tree branches be trimmed up to improve the drying capacity of the cedar shingles. The wall cladding should be repaired where damage and deterioration are exposing the framing assembly behind. The window sills should also be regularly maintained having accumulated debris removed and if necessary, the sills renewed.

Table 2 – Arnold McLean House - Renewal Recommendations		
6	Remove growth and debris from the roof and gutters and cut up all branches in close proximity to the roof.	Medium
7	Repair all damaged and deteriorated cedar shingle cladding.	Low
8	Renew the window trim	Low

5.3 Arnold McLean Garage

Little documentation has been sourced on the history of this garage excepting that the Canada Parks Services report recorded it being in good condition in 1990.

Currently the building is in a state of advanced deterioration and close to structural collapse. The roof structure is exposed to the elements while the south-west corner of the building is submersed in standing water.

The cedar shingle roof over the main garage has been protected with a tarp that is loosely held in place and heavily damaged. With the severe deterioration of the shingles and the damaged tarp, the roof structure is exposed to moisture ingress and the associated deterioration. The lean-to on the west side is protected with sheet metal cladding held down with timber scraps and debris. Given the low-slop and accumulation of debris, the onset of deterioration of the sheet metal is unavoidable with a number of holes already observed.

Photograph 18 - 20 – (*clockwise from top left*) damaged roof tarp, holes through the main, cedar shingle roof and the lean-to, sheet metal roof

The board and batten wall cladding and the windows both appear to be in fair condition with only minor localized deterioration, particularly along the base of the wall. The garage doors to the east bay were observed to be off their hinges, one leaning against the building and the other haphazardly hanging.

The timber footings are set directly on grade with water encroaching on the southwest corner. It appears that a ditch has been excavated along the south and east elevations to divert moisture accumulation but footing failure and associated building settlement are still evident.

The two outer bays have dirt floors with the east bay occupied by a tractor and the west or lean-to bay storing scrap and tables. The centre bay has a wood floor that appeared to be in fair condition. Materials, debris, and artifacts were observed in the centre bay.

Photograph 21 & 22 – (*top to bottom*) the north elevation with a tractor in the east bay and the displaced doors, a ditch along the east elevation

The condition of the A. McLean Garage is critical with potential assembly failure imminent. As with all buildings, it is important that the garage stay dry and have the capacity to dry out to best minimize moisture related deterioration. The primary recommendation is to reset the building on a new foundation assembly, out of the encroaching water, and if necessary, drain the adjacent accumulation of water away from the area. The deteriorated roof assembly must also be addressed with the renewal of the original assembly using new materials or with the installation of temporary, protective cladding. Tarps must only be considered a short term, seasonal measure, understanding that once moisture gains access beneath them, it cannot easily escape and the tarp can actually make conditions worse. Simultaneously with the restoration of the foundation and the roof, the building structure should be reviewed and addressed as necessary to ensure that it remains stable and safe to enter. Following these efforts, conservation works can be completed including the restoration of the original doors and the repair of any localized wall and window deterioration that may be affecting the integrity of the building structure. The open concept of the garage building allows it to constantly vent the interior space.

Table 3 – Arnold McLean Garage - Renewal Recommendations		
9	Renew the roof cladding and address any roof structure deterioration	Critical
10	Reset the building on a new foundation out of accumulating water.	Critical
11	Complete a structural review of the building and address any necessary upgrades	Critical
12	Restore the garage doors	Low

5.4 Office

The Office building was originally constructed in 1929 as a two room cabin. In the '40s or '50s, a rear addition was added. When Canada Parks Service reviewed the site, the Office was found in poor condition with widespread wood rot and a tree undermining the footings. Minor works were completed in 2001 with more extensive restoration work completed on the addition, footings, front porch and interior in 2011.

The main and entrance porch roofs are currently protected with a modified bitumen sheet membrane while the rear addition is covered with sheet metal. Both roofs are supporting organic growth and debris but otherwise appear to be performing as expected. The exposed rafter ends were observed to be deteriorating suggesting that the overhang of the roof is not sufficient to prevent moisture drainage onto them. The chimney appears in fair condition but could be cleaned and repointed to reduced accumulating organic growth and associated deterioration.

Photograph 24 – debris runoff on the rafter tails

The walls and windows all appeared to be in good condition, reflecting the extensive restoration effort put into them in 2011.

The restored foundation posts and concrete footings appeared to be in good condition. Lacking the perimeter skirting, there is positive ventilation beneath the building. Grade is however starting to accumulate at the north-west corner and along the west and north edges of the entrance porch putting the base timber at risk of moisture related deterioration. A large tree is also growing in close proximity to the west elevation, exacerbating the impact of the accumulating grade. Material debris was also observed to be stored beneath the building.

Photograph 25 & 26 – *(left to right)* grade accumulation along the north elevation

The interior, as observed through the windows, appeared to be in good condition with no observed signs of moisture ingress or deterioration.

With the extensive restoration work completed in 2011, the Office generally appears to be in good condition. Organic debris accumulation on the roof and the encroachment of grade at the north-west corner are the only noteworthy items of concern. It is recommended that these two circumstances be addressed and integrated into the regular management of the building to prevent the onset of serious deterioration.

Photograph 27 –grade encroaching on a foundation post.

Table 4 – Office - Renewal Recommendations		
13	Remove organic growth and debris from the roof and repoint the chimney.	Medium
14	Pull back grade from the north-west corner of the building and monitor the encroachment of tree roots	Low

5.5 Robert Barlett McLean House

The building was in such poor condition when reviewed by the Canada Parks Service, being near the point of collapse, that is was recommended it be documented and deconstructed for possible future conservation.

Today, following the recommended reconstruction, the building serves as a site office and public washroom facility.

The cedar roof on the north and south-west elevations appear to be in fair condition though supporting accumulating organic growth. The shallow pitch of the south-west roof, too shallow for cedar shingles, is exacerbating the accumulation of debris. The modified bitumen membrane over the porch and the south-east corner appears to be in good condition. A timber gutter redirects runoff away from the south-west edge of the roof.

The variety of siding profiles protecting the wall assemblies all appear to be in good condition with the only noted damage appearing along the west base of the north elevation. The windows and their perimeter trim also appear to be well maintained.

Concrete foundation walls and a central pony wall on strip footings support the building while a concrete slab finishes the crawlspace floor. Timber skirting maintains the historic appearance on the exterior. The crawlspace is ventilated with several openings. The supporting structure appeared to be in good condition.

Photographs 29 - 31 – (*top to bottom*)
debris accumulation on the low-sloped cedar shingle roof, damaged wood cladding, concrete foundation and crawlspace slab.

The interior, from what could be observed through the windows, appeared to be in good condition with no signs of moisture ingress or deterioration. Being in regular use, it is expected that any signs of interior deterioration would be reported to site management.

Having been reconstructed to form a contemporary office space on site, the R.B. McLean House is in good condition with no signs of serious deterioration. The low-sloped roofs and gutter collect organic debris that should be should be regularly removed. The cedar shingles on the low-sloped roof should also be replaced with the more appropriate modified bitumen membrane. The damaged siding could also be repaired.

Table 5 – Robert Barlett McLean House - Renewal Recommendations		
15	Clean roof of organic debris and replace low-sloped cedar shingles with a modified bitumen membrane.	Medium
16	Repair damaged siding	Low

5.6 Root House

Originally built in 1937, the Root House underwent extensive restoration after the Canada Parks Services found it to be near collapse and supporting a fallen utility pole.

Currently a steeply sloped, sheet metal roof with generous eaves and overhangs protects the wood frame structure. The roof structure supporting the sheet metal appeared to be in good condition.

The wood clad walls appeared in good condition with only a few pieces of siding showing minor edge and end damage and deterioration. The door appeared to be original, at least in design, with dimensional lumber hinges. The building is without any windows.

Creosote blocks at the building corners were observed to be providing foundational support. They appeared to be in good condition from what could be seen. Beyond this, little could be observed of the footings. The building appeared level indicating the footings have not failed. It was noted that the building was constructed over a tree root that will likely, over time, impact its slope and stability.

Photographs 33 - 36 – (*clockwise from top left*) sheet metal roof cladding overhang, deteriorated siding, building base constructed over a tree root, a creosote block footing

The interior space with wood shelves holding a few items of historical interest, appeared in good condition with no signs of moisture related deterioration or other damage.

Having been extensively restored, the Root House appears to be in good condition with no signs of damage or deterioration. It is simply recommended that the building be monitored over time to prevent undue impact from the tree root and the encroachment of grade at the perimeter.

5.7 Cookhouse

The Cookhouse was originally built in 1927 with a dining room, kitchen, bedroom, and an open air pantry on the north side. A few years later, a second bedroom was added. In 1990, the Canada Parks Service found the Cookhouse to be in very poor condition with failing posts and wall framing, a heavily deteriorated roof, and a tree growing into the side of the pantry. Posts, floor beams and the subfloor were replaced, several walls were reframed, the front porch was repaired and a temporary metal roof was installed. Since this conservation effort, the large tree growing into the pantry was removed, the west porch was reconstructed, the floors were restored, the rear walls were reclad, and the temporary roof was replaced with replicated period shingles. In 2010, the interior walls and ceiling of the dining room were finished with donna conna board.

Currently, the asphalt shingle roof is note-worthily deteriorated and protected with haphazardly secured tarps. A large tree remains in close proximity with its lower branches resting on the roof. Roof plank deterioration was observed at the south-east corner while the donna conna ceiling finish of the dining room, and the wood ceiling of the bedroom are supporting organic growth and failing.

Photographs 38 - 40 – (*clockwise from top right*) loose roof tarps, deteriorated wood and donna conna ceilings

The walls are protected to the exterior with board and batten siding that appeared to be in fair condition with a number of loose and missing battens. The plank siding on the north and south additions appeared to be in good condition. A number of windows were observed to be lacking

perimeter trim and sills and in some cases, accumulating organic debris at their base. In general though they appeared to be in fair condition

Photographs 41 - 42 – *(left to right*) missing window trim and debris accumulation at the base, missing batten

The supporting foundation structure is a combination of dimensional and round timbers on dimensional and round posts generally appearing to be set on concrete footings. No signs of deterioration or building settlement were noted though grade was observed to be encroaching on some of the posts and along the north porch.

The interior space, open to allow visitor access, exhibits what the space may have historically looked like. Apart from the deteriorating ceilings and generally appearing unkempt, it appeared to be in fair condition.

It is critical that the roof assembly be addressed to prevent further deterioration of the supporting structure and adjacent assemblies. The asphalt shingle cladding can either be renewed or protected with the installation of a temporary sheet metal roof. With the onset of organic growth in the interior, it is important that all affected materials be removed as such growth can present a health hazard and cannot be effectively stopped or removed from the affected material. All tree branches in close proximity to the roof should be trimmed up and encroaching grade be pulled back from the perimeter building assemblies. Following these efforts, conservation works addressing the deteriorated cladding and window perimeters can be completed and consideration can be made to restore the interior finishes. It is also important to regularly ventilate the interior space to control moisture accumulation and reduce its negative impact.

Table 7 – Cookhouse - Renewal Recommendations		
17	Renew the roof assembly with new cladding, repairing all uncovered deterioration to the supporting structure	High
18	Remove all deteriorated interior materials	High
19	Cut up all branches in close proximity to the roof and pull back grade from the footings and porch perimeter	Medium

5.8 Bunkhouse

Constructed in 1946, the Bunkhouse was found by the Canada Parks Service to be in poor condition in the 1990. The roof and back wall had failed with deteriorated studs, rafters and footings. These failed elements were all replaced in the initial renewal effort and a temporary metal roof was installed. In 2003 and 2007, further restoration work was completed.

The 'temporary' sheet metal roof is now starting to corrode and a number of panels were observed to be loose. Along the back elevation, the sheet metal was installed with excessive overhang and one panel has buckled. An abridged gutter, determined to not be original to the building, has been installed over the front door.

Photographs 44 - 46 – (*clockwise from top left*) lifting and buckling sheet metal roof, settled and deteriorating timber footing assembly

The walls are protected with wood cove siding and trim. The front elevation is painted brown with white trim. The windows on the front and side elevations are hung sash operables while a wood frame door provides passage into the building. Excepting for the boarded over door and window on the back elevation, the wall and window assemblies appear to be in good condition.

The building is supported on a timber structure set on heavy timber footings. A deteriorated and loose footing assembly was observed at the north-east corner.

The interior is set up to exhibit historic living condition, with beds, side tables and artifacts on display. Apart from some minor staining on the donna conna finish, the interior appears dry and in good condition.

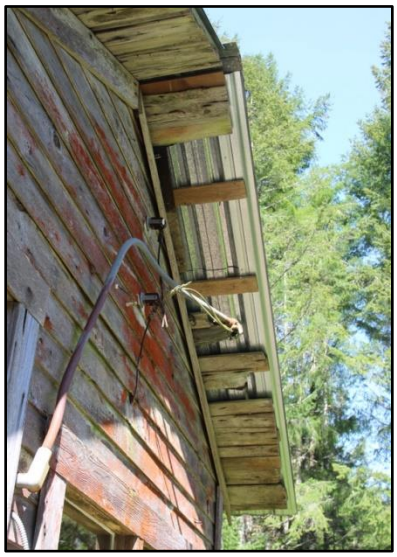
The Bunkhouse is in fair to good condition with observed deterioration limited to the NE footing and a missing back door and window. It is recommended that the roof be fastened down and that the excessive overhang be cut back from the rear elevation. The deteriorating footing should also be renewed or addition material installed to provide the necessary support. At some future time, the rear window and door could be restored.

Table 8 – Bunkhouse - Renewal Recommendations		
20	Fasten down the sheet metal roof and cut back the excessive overhang	Medium
21	Renew the deteriorating NE footing	Medium
22	Restore the rear window and door	Low

5.9 Teacherage

Built in 1924, the Teacherage was initially built with a kitchen and living room up front and a bedroom in the back. In 1934, the interior walls were removed to create a single room. In 1990, the building was found to be in fair condition with restoration works limited to some new posts, beams and joists, new porches and a roof tarp. The roof was later renewed with a contemporary sheet metal assembly while the foundation and porches were renewed in 2011.

The sheet metal roof appeared to be in fair condition with the onset of surface corrosion and some flashing repairs completed along the ridge. The wood structure supporting the roof had some noteworthy deterioration but the interior of the building appeared to be dry and free of moisture related deterioration.



The wood siding appeared to be in good condition accepting along the base of the building, particularly adjacent to the north porch, where deterioration was evident. The window is missing in the west elevation while the east window is supporting moss growth. The east door was found to be off its hinges, inside the building while the north door, adjacent to the porch, is significantly deteriorated along the base.

The building is supported by a timber foundation and treated timber and concrete blocks. The foundation structure appeared to be in good condition though organic growth is not managed along the perimeter. The front porch is in good condition but the side porch appears to be sloping towards the building, exacerbating the deterioration of the adjacent door and siding.

Photographs 48 - 50 – (*clockwise from top right*) deteriorated timber roof structure, north porch with adjacent door and cladding deterioration, perimeter growth

The interior, open to the exterior with the missing window and door, appeared to be in good condition. A central stud wall has been installed to provide additional bracing for the roof structure. The wood ceiling does not appear to be original while deteriorating floor planks, possibly original, are overlaid with new material. Miscellaneous materials are stored in the building including chairs, a bike, and landscaping equipment.

Photographs 51 & 52 – (*left to right*) interior stud wall, overlaid, deteriorating floor planks

Having been relocated at least once, the Teacherage currently appears to be in good condition on a sound foundation with limited, observed deterioration. It is recommended that the north porch be addressed, sloping it away from the building to reduce backsplash against the base of the building. Organic growth around the perimeter should be cut back to allow the base of the building to vent and dry while the east window sill should be cleaned of organic growth to prevent deterioration. Consideration for future conservation works would include the renewal of the doors and windows to reduce moisture ingress into the building, and a further investigation of the roof structure.

Table 9 – Teacherage - Renewal Recommendations		
23	Slope north porch away from building	Medium

Logging

5.10 Log Dump

Restored in 1990, the Log Dump is a timber structure that facilitated the placement of the cut trees into the mill pond. Rough cut, round logs are set on a supporting log and slope into the pond. Given the exposure and abuse this structure likely experienced, it is likely the members were regularly replaced as they deteriorated and broke over time.

There are currently 6 sloping logs set on a notched base log. The sloping logs, despite the accumulation of debris between them, are in fair condition with the expected level of exposure related deterioration. The base log is significantly decayed at the ends and splitting apart.

Given its exposure and positioning into the edge of the pond, the Log Dump is a feature that will continue to deteriorate over time. This will necessitate the eventual and continual, replacement of the timber members. When it was last restored, the slope was reduced to accommodate current concerns pertaining to the fish in the pond. If possible, consideration should be given to restore the original geometry of the structure.

Table 10 – Log Dump - Renewal Recommendations		
24	Monitor the timber members, removing debris and growth between them to reduce the rate of decay and replacing them when they become unstable	Low

5.11 A-Frame

The A-Frame was rebuilt in 2004 with a new log structure supporting the original hardware.

The assembly, set on treated timbers, appeared to generally be in good condition with no significant deterioration observed beyond the ongoing corrosion of the mechanical equipment. The two side roofs, providing protective cover for the operators, are sagging under their own dead load suggesting inadequate structural support. This is likely exacerbated under snow loads conditions.

Photographs 55 & 56 – (*left to right*) The cabin of the A-Frame with the wing roofs

Ongoing use and maintenance of the A-Frame would enhance the durability and life expectancy of this structure. Alternatively, a contemporary roof structure could be erected over the mechanical end to protect it from exposure to the weather and associated corrosion. It is likely that the structure of the wing roofs is original and that the angled position is what they originally looked like. Regular monitoring and maintenance of these roofs will keep them in place while modest structural upgrades would reduce maintenance requirements and possible failure.

Table 11 – A-Frame - Renewal Recommendations		
25	Monitor the mechanical assembly and protective structure, completing maintenance and renewal work when necessary.	Low

5.12 Garage

Built circa 1944/45, the west roof was raised around 1951 to accommodate higher trucks. Shortly after, the maintenance pit was dug deeper. In 1990, the building was found to be in poor condition and near collapse. The posts and foundations were replaced, the walls repaired and a new roof was installed.

The renewed asphalt shingles are now beyond their expected service life with extensive deterioration and organic growth observed. The cedar shingles on the rear lean-to roof are also covered with moss and organic debris. The main roof structure is unconventionally framed with discontinuous members and seemingly random bracing. Moisture ingress is occurring in a number of locations, most notably where the raised roof transitions to the main roof. A number of material and assembly failures were observed including a significant hole in the roof, fraying tension cables, and deteriorating post bases.

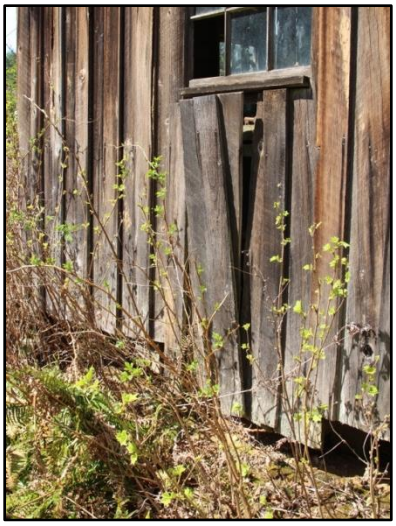
Photographs 58 - 60 – (*clockwise from top left*) deteriorated asphalt shingles, unconventional roof framing, moisture staining on the structural assembly

The wall assemblies, despite the unchecked organic growth occurring around the perimeter, appear to be in fair condition with only localized damage and deterioration observed.

The floor assembly adjacent to and over the pit appears to be failing with loose and displaced floor planks. Further review of the floor could not be completed with the vehicles parked on the assembly. A review of the perimeter grade showed it to be sloping towards the front of the building. This may be contributing the observed post failures.




Photographs 61 - 68 – (*clockwise from top left*) failed roof cladding, frayed tension cable, unabated growth along the east elevation, localized siding failure, displaced and collapsed floor planks, post base failure, overgrown, braced lean-to structure

Despite the renewal work completed in the 90's when the building was found to be near collapse, the Garage is once again in very poor condition with signs of structural settlement, moisture ingress and related deterioration. The unconventional framing and bracing along with the settlement indicates that the building may not be stable. It is recommended that a comprehensive structural review of the building be undertaken to ensure its safety and stability and to determine what structural renewal work may be required. In addition, the roof should be replaced to eliminate moisture ingress into the building and reduce further member deterioration while the surround grade and organic growth should be pulled back from the building to allow the base assemblies to dry out and reduce their rate of deterioration.

Table 12 – Garage - Renewal Recommendations		
26	Complete a structural review of the building to determine any necessary renewal and reinforcing works that may be required	High
27	Renew the roof, replacing the existing shingles or installing a temporary sheet metal roof.	High
28	Pull back grade and organic growth from the building perimeter	Medium

5.13 Gasoline & Oil Shed

When reviewed in 1990, the Gasoline & Oil Shed appeared to be in stable though poor condition.

Currently, the corrugated sheet metal roof appeared to be in fair condition with many of the fasteners observed to be lifting, allowing the sheet metal to move in the wind. The edge of the roof over the front porch appears to have sustained impact damage in the past while the structural framing supporting it appears to have been recently renewed.

The south wall is in good condition, protected by the porch roof while the remaining walls, without this protection, are significantly weathered with localized damage and organic growth and debris encroaching at the base. The windows, without sill plates or trim, allow water to pass in between the sash and wall assembly.

Photographs 70 - 73 – (*clockwise from top left*) Loose corrugated roofing, encroachment of growth and debris, a window pane set in the wall, the front porch with a missing support post

The existing post and beam foundation appears to be in fair condition though perimeter deterioration could not be affirmed with the encroachment of growth and grade. The front porch is missing a support post and is subsequently noticeably sagging.

The interior space appeared to be storing fuel drums. With observations limited to looking through the windows, it was difficult to ascertain the condition of the interior space but no signs of obvious deterioration were observed.

The Gasoline & Oil Shed appears to be in fair condition. The roof, though loose, is in good condition and should simply be refastened down to the roof structure. The deteriorated wall elements could be repaired while the windows, could be discretely trimmed, if historically appropriate, to reduce moisture ingress through the wall assembly. The accumulated debris and organic growth should be removed from the building perimeter to facilitate drying and reduce the rate of deterioration. The support post beneath the front porch should also be reinstated to avoid undue stress on the porch assembly.

Table 13 – Gasoline & Oil Shed - Renewal Recommendations		
29	Refasten the roof to the roof structure	Medium
30	Renew the deteriorated and deficient wall and window assemblies	Low
31	Reinstate the missing porch post	Low

5.14 Machine Shop

The Machine Shop was originally built in 1952. In its report in 1990, the Canadian Parks Service noted that the building was in good condition, already on an unconfirmed concrete foundation.

Today, the corrugated metal roof is in good condition though many of the panels are loose with the fasteners either pulling up or punching through the sheet metal. Some of the rafter tails were also observed to be deteriorated.

The board and batten wall cladding is in fair condition being largely coated with creosote or other petroleum product. Typical base perimeter deterioration is occurring where organic growth and debris are starting to encroach. A number of battens were observed to be loose or missing while horizontal planks are supporting organic growth and starting to deteriorate. Most of the windows are untrimmed, allowing moisture ingress in between the sash and the wall assembly.

Being set on a concrete slab on grade, the building foundation is in good condition.

Photographs 75 - 77 – (*clockwise from top left*) loose corrugated roof sheet, deteriorating cladding at base of wall, untrimmed window opening

It was not possible to review the interior and determine whether or not moisture was getting past the roof and wall assemblies. It is known that the building is still in active use, storing a fire truck and mechanics tools and supplies, and as such interior deterioration would be expected to be reported to the site manager.

The Machine Shop is in good condition with no observed deterioration of significance. The corrugated roof should be refastened to the roof structure and the encroaching organic growth and debris should be pulled back from the wall perimeter. Addition conservation work could include the renewal of the wall assembly, reinstating the loose and missing battens.

Table 14 – Machine Shop - Renewal Recommendations		
32	Fasten down the corrugated roof to the roof structure	Medium
33	Renew the wall cladding, reinstating the loose and missing battens	Low

5.15 Parts Shed

The Canada Parks Service found the Parts shed to be in fair and stable condition when it was reviewed in 1990.

Today, the corrugated metal roof is heavily corroded, loose, and missing a number of fasteners.

The board and batten siding appears to be in fair condition while the west window is missing a trim board at the head.

The skidding timbers on which the shed is set are themselves supported by heavy logs. Both appeared to be in good condition. Planks set in front of the main door to support miscellaneous parts and machinery are starting to buckle under the load with a failed support post. It is not likely that these planks are original to the shed that was designed to be pulled through the forest. Organic growth around the perimeter is persistent with trees growing up against the east end.

Photographs 79 - 82 – (*clockwise from top left*) corroded and loose corrugated roofing, missing window trim, organic growth and the building perimeter, misc. parts stored on buckling planks

The interior space, from what could be observed through the windows, appeared to be in good condition with no observed evidence of moisture ingress and associated material deterioration.

The Parts Shed is in fair condition with limited deterioration. It is recommended that the roof cladding be renewed, restoring the original assembly or reinstating the corrugated metal cladding. The existing assembly may have a few serviceable years remaining if it is refastened to the roof structure. The organic growth around the perimeter should also be removed to reduce base deterioration and allow the building assembly to dry more effectively.

Table 15 – Parts Shed - Renewal Recommendations		
34	Renew the roof cladding restoring the original material or reinstating the existing corrugated metal.	Medium

5.16 Boom Shack

The Boom Shack provided a station from which the dumped logs could be organized and aligned to be brought up the log haul.

The Boom Shack building no longer exists, with only a piece of mechanical equipment on a floating dock identifying where it was once located. The mechanical equipment and dock are both deteriorating with the onset of corrosion and wood decay.

Photographs 84 & 85 – *(left to right)* Deteriorating wood planks, corroding piece of mechanical equipment

Given the exposure and position within the pond, what is remaining of the former Boom Shack will continue to deteriorate over time. It is recommended that the planks of the wooden dock be replaced to retain the sense of location of the former building. The deterioration of the mechanical equipment could be addressed by installing a protective cover on the dock or should the opportunity arise, restoring the original Boom Shack.

Table 16 – Boom Shack - Renewal Recommendations		
35	Renew the deteriorating planks on the wood dock	Medium

5.17 Blacksmith Shop

Built in 1926, the building is essentially unchanged from when it was first constructed excepting for the dirt floor lean to that was added in the 1930's. By 1990, the building was in very poor condition, storing debris and supporting a fallen tree. One corner was near collapse.

The corrugated sheet metal roof, screwed down to the roof structure, appears to be in good condition with no apparent leaks observed. The lean to roof is still clad with cedar shingles, possibly original, beneath the sheet metal. Given the low-sloped pitch of the lean-to roof, organic debris can and is accumulating on the sheet metal. Due to previous deterioration, a number of rafters over the lean –to have been twinned to provide adequate structural support.

The building is an open air structure with a braced post front wall and a partial height rear wall. The gapped planks on the side and rear walls provides modest protection against the elements. The wall cladding and timber support structure appeared to be in good condition with limited deterioration observed at the north west corner. The unsympathetic repairs to the bases of the front posts suggest that deterioration was an issue in the past. Loosely installed, sliding sash fill in two wall openings on the south elevation.

Photographs 87 & 88 – (*left to right*) organic debris accumulation on the sheet metal roof, unsympathetic post repair and sliding sash

The beams and posts supporting the structure are set on concrete pads and protected with sheet rubber to reduce moisture migration and associated decay. Wood skirting protects the foundation supporting the lean-to. Debris accumulation and organic growth around the building was observed to be limited.

Photographs 89 & 90 – (*left to right*) protective sheet rubber between the timber structure and concrete footings

The interior is set up to demonstrate what the original blacksmith environment would have looked like while the mill was in operation. The equipment, tools and benches all appeared to be in good condition suggesting the building is providing functioning, protective cover.

Having been previously restored and recently in operation, the Blacksmith Shop was observed to be in good condition. It is simply recommended at this time that the roof assembly be regularly maintained removing the accumulating debris and cutting up the adjacent tree branches. Perimeter growth and debris, although modest at this building, should also be constantly maintained. Consideration can also be given to future conservation works, restoring the appearance of the original post structure on the front elevation.

Table 17 – Blacksmith Shop - Renewal Recommendations		
36	Maintain the roof assembly removing debris and low hanging branches	Low

5.18 Boiler House

The Boiler House or Power House as it has been formerly named, is a two building complex. It was observed to be in critical condition when reviewed by Canada Parks Service in 1990. The east building appeared stable, protected with loose, corrugated sheet metal panels. The west building, constructed of laminated timber walls, had a failed roof assembly and was precariously supported by timber piles.

Both buildings are currently protected with a corrugated sheet metal roof assembly, the one on the east building being double layered. The roof assemblies appeared to be in fair condition showing minor surface corrosion. The chimney openings through the roofs are rough cut and unsealed, potentially allowing moisture into the buildings. The roofs rely on sheet rubber lined, wood frame gutters to direct moisture away from the building and prevent it from entering the adjacent Mill.

Photographs 92 - 94 – (*clockwise from top left)* Double layer roof assembly over the east building, gaps between the roof cladding and chimney, sheet rubber lined, wood frame gutters

The upper walls of the east building are a braced, round timber assembly extending down to grade and protected with vertical corrugated sheet metal panels while the lower foundation walls, supporting the floor assembly and boiler above, appeared to be a lime or cementitious brick. The vertical, corrugated sheets appeared to be unrestored, looking in similar condition to what was captured on the Canadian Parks Service photographic record. The brick foundation, held in place with corroding structural steel members including rails, is deteriorating with many of the bricks spalling and eroding. This may be associated with the age of the assembly but also likely

exacerbated with the use of cementitious repointing mortar. Despite the condition, the upper walls appear to be largely preventing moisture ingress into the building while access is not possible to the lower level containing the 'fire pit'.

The upper walls of the west building are constructed of stained, laminated timbers set on a heavy timber floor structure that is supported on a concrete foundation and concrete piers. The concrete foundation is partially clad with wood siding to maintain a historic appearance. With no signs of exterior deterioration but having no access to either interior space, it is assumed that the wall assemblies are performing as expected. As a building in active use, it is expected that it would be reported to the site manager if otherwise.

Photographs 95 - 98 – (*clockwise from top left*) corroding sheet metal wall cladding, spalling and eroding brick foundation, laminated timber walls

Knowing that the Boiler House has been in operation until last year, generally serviced, and without signs of significant deterioration, it is simply recommended that the brick foundation walls be repointed with a lime mortar and that the corrugated sheet metal wall is maintained in place. Reviewing the roof assembly during a rain event can determine if there is moisture ingress and if the gutter assemblies are performing as expected. Restoring the operation of the Mill would significantly benefit the maintenance and durability of the Boiler House.

Table 18 – Boiler House - Renewal Recommendations		
37	Repoint the brick foundation	Medium

5.19 Millwright's Shed

When reviewed in 1990, the Millwrights Shed, or the Bearing Shop as it was then identified, was in poor but stable condition. The roof was covered with moss, the windows were boarded over, and the door was simply an opening. Significant work was put into restoring this building including relocating it closer to the Mill.

The corrugated roof, screwed down to the roof structure, appeared to be in good condition with limited surface corrosion. Without access to the interior, it was not possible to determine if there were signs of moisture ingress or related deterioration but from what could be observed through the windows, the roof appeared to be performing as expected.

The walls assemblies generally appeared to be in good condition. Some of the shiplap plank siding appeared to be benefitting from the protection of a petroleum stain while a number of planks on the east elevation are starting to curl. The north elevation has material stored against it and organic growth encroaching the base. The windows are without sills and trim which allow moisture to pass in between the sash and wall assembly. The glazing putty on the window sash was also observed to be deteriorating.

Photographs 100 - 102 – (*clockwise from top left*) material debris and organic growth against the north elevation, deteriorating glazing putty and gap between the sash and cladding, timber post set on rubber pad on concrete footing

The timber foundation is set on rubber pads on concrete footings. Despite the material storage and organic growth on the north elevation, the foundation appeared to be in good condition.

The interior space, from what could be observed through the windows, appeared to be in good condition with no observation of moisture ingress or material deterioration.

The Millwright's Shed appeared to be in good condition with no observed significant, deterioration. Consideration could be given to installing perimeter trim around the windows, if historically correct, to reduce moisture ingress into the wall assembly and building. Both the material storage and organic growth against the north foundation should be removed.

Table 19 – Millwright's Shed - Renewal Recommendations		
38	Remove material storage and organic growth from north elevation	Low

5.20 Log Haul

The Log Haul is used to facilitate retrieving the raw logs from the log pond and bringing them up into the Mill. It is a heavy timber structure clad with a steel plate on the hauling surface

The steel plate is showing signs of surface corrosion. This would be expected given its exposure to the weather. Many of the exposed heavy timbers adjacent to the steel plate and the walking plank up the south side are severely deteriorated with plant growth and the proximity of the pond at the lower end exacerbating this.

Photographs 104 - 107 – (*clockwise from top left*) corroding steel plate and deteriorating side timber, deteriorating side timbers with encroaching organic growth, deteriorating side timber and organic growth over walkway, severely deteriorated walkway

The heavy timber support structure appeared to be in fair condition with no observation of significant deterioration. The timber posts are set on grade and as such will remain vulnerable to moisture related decay.


Photographs 108 & 109 – (*left to right*) timber footings set on grade being overgrown and deteriorating

Given its exposure and positioning into the edge of the pond, the unchecked organic growth around it, and the ceasing of mill operations, the Log Haul is in fair condition though it will continue to deteriorate over time. This will necessitate the ongoing maintenance of the exposed timbers. Without regular use, the steel plate itself will also start to deteriorate more rapidly. It is recommended that the severely deteriorated heavy timbers and adjacent walkway be renewed immediately to preserve the integrity of the Log Haul and minimize the impact of deterioration on those members less affected. The timber footings should be regularly monitored to ensure structural stability.

Table 20 – Log Haul - Renewal Recommendations		
39	Replaced deteriorated timbers and renew the deteriorated walkway	High

5.21 Mill

The centrepiece building of the site, the Mill signified the start of the site and as of last year was the last building to be in active use. Given this, it has also received the most conservation attention to maintain both its operability and appearance.

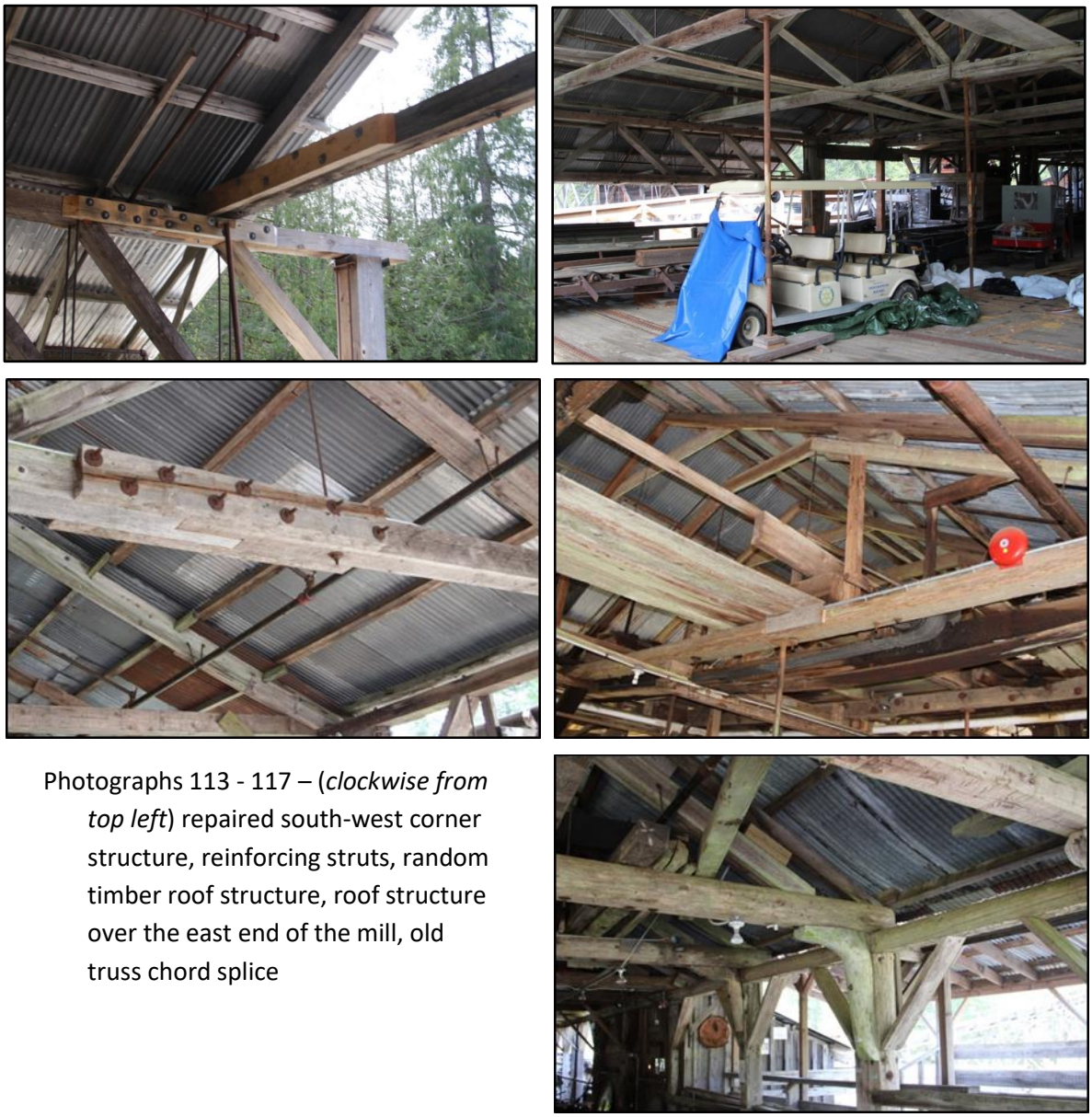
In 1927, the basic structure of the Mill as it exists today was constructed. This included the primary saws and the steam engines. Over the following two decades, the planer was built at the south end of the Mill while a crane was installed over the lumber deck to assist with loading timber onto railcars and trucks. In the late 40s, a Cranemobile replaced the overhead crane. Shortly after, the foundations were rebuilt. The green chain was added in 1959 leading to the reorientation of the Mill and the adjacent rail line. Following 35 years of neglect since the 1965 closure, the Mill was restored to operational condition for the grand opening of the historic site in 2000.

The roof over the Mill comprises corrugated sheet metal panels on a timber frame. The panels were further corroded at the east end of the Mill suggesting the west end was more recently renewed. The roof over the planer building also incorporates corrugated metal panels but utilizes a double layer assembly much like the Boiler House. The purpose of this assembly may be to control rising temperatures in the summer time.

Photographs 111 & 112 – (*left to right*) renewed west roof, double roof over the planer

The Mill roof is held up with a variety of timber truss assemblies, those over the west end of the building appearing to be prefabricated or at least pre-designed. The south-west corner, not fully protected by the sheet metal roof, was repaired in the past with new timber members spliced into the existing trusses. At the time of review, the trusses were being supported by steel struts, installed to assist with carrying any potential snow loading over the winter season. The remaining roof structure is more typically a series of beams and braces supported on posts with no obvious

load path through the assemblies. Many of the individual pieces had splice repairs addressing previous deterioration. The structural performance of some of these splices is of concern. A series of heavy trusses and additional shoring posts were noted over the main saw. Other than past repairs including the splicing, there were no signs of significant deterioration or potential failure. However, the random framing and splicing makes the performance of the roof structure indeterminate. It is recommended that a review of the roof be considered to determine where upgrading and additional permanent support would enhance the safety and durability of the structure.



Photographs 113 - 117 – (*clockwise from top left*) repaired south-west corner structure, reinforcing struts, random timber roof structure, roof structure over the east end of the mill, old truss chord splice

The wall assemblies are simply a series of braced posts with no wall cladding protecting the interior of the mill. A number of supporting posts were observed to not be lining up with the load path of

the roof structure. The posts and beams appeared to be in fair to good condition exhibiting the same frequency of splicing as the roof structure as well as the same indeterminate load capacity.

A heavy timber structure, typically on concrete footings, supports the building below the main floor. Most of the beams appeared to be simple spans with no observed splice repairs. A number of interior members appeared to be stained with a petroleum product, quite likely as a result of being adjacent to machinery. In addition, the interior of the foundation structure exists in a cool and damp environment. Despite the typical concrete footings, a number of posts did appear to be set on grade or have grade encroaching at their bases. It is recommended that the ventilation potential of the Mill foundation be maximized and any debris associated with operations or otherwise be regularly removed from accumulating against the timber members.

Photographs 118 & 119 – *(top to bottom)* repaired wall post, deteriorating foundation post base

The Mill is a complex structure that has evolved over the years of its operation and has been renewed with a variety of repair materials and methods. While understanding this multilayer evolution is a natural progression of this historic building and possibly in itself historically significant, some circumstances warrant further review and possible member renewal to ensure the safety and durability of the building while being mindful of its complex story.

It is recommended that consideration be given to complete a structural review of the building to address possible safety/durability concerns and potentially eliminate the need for seasonal reinforcement. The foundation should be cleaned of detrimental debris and ventilated as well as naturally possible. The continued operation and conservation of this building has prevented the onset of significant deterioration in the recent past and it is essential that these circumstances be maintained to ensure the continued existence and long term durability of the Mill.

Table 21 – Mill - Renewal Recommendations		
40	Complete a review of the Mill structure	Medium
41	Remove deleterious debris from the foundation members	Medium
42	Continue the ongoing review and renewal of the building assemblies of the Mill	Medium

5.22 Green Chain

Following the review of the Canada Parks Services that found it to be in a state of severe deterioration, the Green Chain was fully restored and, until just recently, operational.

Despite the complete renewal of the timber structure, its exposure combined its' with numerous horizontal joints and posts being set on grade make it vulnerable to moisture related deterioration.

Currently however, the timber structure and steel mechanisms appeared to be in fair to good condition with a limited number of posts and timber joints observed to have decayed and failed. The steel workings of the assembly are starting to deteriorate with the lack of use increasing the rate.

Photographs 122 & 123 – (*left to right*) failed timber joints

Given the exposure and design of the Green Chain, it is particularly vulnerable to moisture related deterioration and will have to be regularly maintained with the continual replacement of the timber members. It is recommended that the failed members be replaced to prevent collateral decay and progressive structural failure. It would be of significant benefit to the assembly as a whole to renew operations, reducing the rate of deterioration on the mechanical assemblies while continuously maintaining the overall structure.

Table 22 – Green Chain - Renewal Recommendations		
43	Renew the failed timber joints	High

5.23 Lumber Deck

The Lumber Deck was continuously evolving over the course of Mill operations, accommodating the increasing volume of production and the means of transporting the material off site. At its largest, the deck extended from the Mill into the currently adjacent forest. When it was restored in the '90s, the project was only able to realise the renewal of 30% of the deck area in its effort to maintain the character of the Mill operation.

Today, the Lumber Deck was observed to be aging but there were no observed signs of deterioration or failure. The supporting timber structure beneath the deck is set primarily on concrete pad footings though some timber footings were observed. A number of the beam joints were observed to be protected with a sheet membrane while a number of original beams that were retained were observed to be supporting minor organic growth. Some of the timber footings were observed to be decaying at their bases. The environment beneath the deck was noted to be quite cool and damp. This condition, combined with the accumulation of sawdust on the grade and around the footings, exacerbates moisture related deterioration of the timber members

Photographs 125 - 128 – (*clockwise from top left*) renewed timber deck structure, organic growth on original timber beam, deteriorating post base, , deteriorating timber footing

The Lumber Deck appeared to be in good condition despite some localized deterioration. It is recommended that the deck and support structure be regularly reviewed and that the deteriorating posts and footings be renewed. In addition, accumulating sawdust and grade should be pulled back from any timber members that might be negatively affected by them.

Table 23 – Lumber Deck - Renewal Recommendations		
44	Renew deteriorating timber posts and footings	Medium
45	Pull accumulated sawdust away from vulnerable timber elements	Medium

5.24 Waste Burner

The Waste Burner comprises three structures; the elevated Waste Sheds, the Conveyer Belt, and the fenced 'Burn' Pile.

The elevated Waste Sheds appeared to be in good condition with a number of chute gates still operational. The corrugated roof was observed to be in fair condition with general extensive surface corrosion. One panel was however observed to have flipped over exposing the roof structure. The timber support structure of the sheds, now set on concrete footings and protected with membrane pads, had been renewed in the past with new materials simply spliced on the end of the posts. Possibly suitable for gravity loads, the structural repairs appeared vulnerable to lateral loading.

Photographs 130 - 132 – (*clockwise from top left*) Corroded, corrugated metal roof with flipped panel, spliced posts supporting the Waste Sheds

The timber Conveyor Belt frame has also been set on concrete footings. Apart from the deterioration of the frame bases despite the appearance of chemical treatment, the support frames generally appeared to be in good condition. The steel terminus of the frame adjacent to the Burn Pile appeared in fair condition with observed deterioration limited to the surface corrosion.

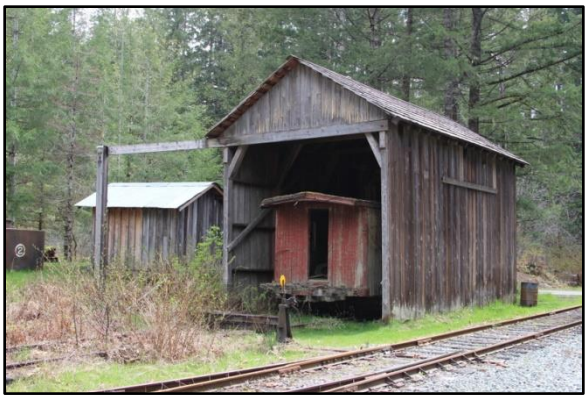
Photographs 133 - 135 – (*clockwise from top left*) treated and deteriorated timber post base of a Conveyor Belt frame, corroded steel frame, corroded and dilapidated Burn Pile structure

The Burn Pile is contained with corrugated sheet metal panels set on end and supported by a dilapidated steel post frame. The construction of the enclosure was simply intended to contain the debris and the spread of flame without utilizing design or construction elegance. Many of the corrugated panels and support posts were observed to be displaced. The current condition of the enclosure, aside from the possibility of some unstable members, adequately demonstrates its purpose.

The Waste Burner is generally in good condition. It is recommended that all of the assemblies be regularly monitored for deterioration and member failure. The posts supporting the Waste Sheds should be renewed with full length members or reviewed to ensure adequate structural capacity while the displaced corrugated roof panel should be reinstated and fastened down. The Conveyor Belt frame posts will require renewal in the near future either splicing on new ends or replacing the entire post. The public should also be prevented from getting within close proximity of the Burn Pile enclosure.

Table 24 – Waste Burner - Renewal Recommendations		
46	Renew Waste Shed post with new, full length posts	Low
47	Reinstate corrugated sheet metal roof	Medium

5.25 Locomotive Shed



The Locomotive Shed was found to be in fair condition when reviewed by the Canada Parks Service with noteworthy deterioration limited to displaced timber footings. Recent conservation works include the installation of new roof shingles in 2010.

The cedar shingle roof appeared to still be in good condition with no signs of moisture passing through the assembly. The timber frame trusses supporting the shingles also appeared sound with no signs of deterioration observed.

The two cross braced, post and beam walls are protected with vertical planks. Deterioration of these walls appeared to be limited to the ends of the planks where evidence of moisture uptake and associated organic growth was observed.

Photographs 137 - 139 – (*clockwise from top left*) timber roof structure, deteriorated wall planks, organic growth along the east wall

Timber beams set on grade comprise the existing wall footings. Aside from the onset of minor rotation, the beams appeared to be fine at the time of review. However, being set on grade and covered with organic growth, they are vulnerable to moisture related deterioration.

The Locomotive Shed is in good condition with limited deterioration localized to the base of the walls and the timber footings. It is recommended that the footings be renewed with concrete assemblies and that the perimeter organic growth be pulled back from the walls.

Table 25 – Locomotive Shed - Renewal Recommendations		
48	Renew the timber footings with concrete assemblies	Medium

5.26 Dip Tank

Previously located at the north-west corner of the mill in the 1930's, the Dip Tank was moved to its current location around the 1960's.

The Dip Tank is a heavy timber structure set on timber footings adjacent to the railway tracks. The deck leading to the tank and the tank itself are both severely deteriorated with numerous timber failures and extensive organic growth and accumulation in and about the tank. Given the exposure and current condition of this structure, total failure appears imminent.

Photographs 141 - 144 – (*clockwise from top left*)
Overgrown and deteriorated tank wall and adjacent deck, completely deteriorated and failed support beams

It is recommended that if there is an interest to conserve this structure, all organic growth and debris be removed from within and around it, all deteriorated timber elements be replaced with new timbers, and, if necessary, the support structure be set on new concrete footings. Once the conservation work is complete, the deck and tank should be regularly maintained, eliminating organic growth and debris accumulation.

Table 26 – Dip Tank - Renewal Recommendations		
49	Removal of all organic growth and debris and fully restore the entire structure	Critical

5.27 Fish Ladder

The current Fish Ladder was built in the '90s as a reconstruction of the original fish ladder.

Constructed of heavy timber posts, beams, and planks, the ladder is a two phase water way with the north side providing the ladder and the south side providing an overflow channel.

As with all of the exposed timber structures, the constant wetting and accumulation of organic debris makes the ladder vulnerable to accelerated decay. Many of the side planks, support posts, and cross beams were observed to be failing. Though not at imminent risk, without conservation work, failure of the side walls and ladder structure could occur over the next few years.

Photographs 146 & 147 – (*left to right*) structural deterioration of the planks and timbers

Given its current condition and potential for exponential increase in deterioration, it is recommended that the Fish Ladder be fully restored, replacing all damaged and deteriorating timber members. Regular review of the structure should then be completed, removing all accumulated and encroaching organic debris and growth.

Table 27 – Fish Ladder - Renewal Recommendations		
50	Removal of all organic growth and debris and fully restore the entire structure	High

5.28 First Aid Shack

When reviewed by Canada Parks Services in 1990, the First Aid Shack appeared to be in stable condition. At the time, it was located nearer the main Mill and had a heavy timber enclosure behind it. Since then, the building has been haphazardly relocated nearer to the Locomotive Shed in the Markets & Transportation zone. Without a foundation or footings, the building structure appeared unstable with the floor structure heavily deteriorated.

The nailed in place corrugated roof appeared to be in fair condition with a panel bent down at the eaves and buckled mid-span. It would appear that an object fell against the edge of the roof to create this condition. Many of the roofing nails also appeared to be popping leaving a number of the panels loosely held in place. Half of the trim at both roof gables was noted to be missing.

Photographs 149 - 151 – (*clockwise from top left*) buckled corrugated roof panel, damaged wall siding, missing trim on the north window

The cove profile, cedar siding protecting the walls generally appeared to be in good condition with some observed damage at the base of the east wall. A number of siding lengths on the north elevation were observed to be curling out of position while a piece at the peak is missing. The door and west window appeared to be in good condition while the north window is missing its perimeter trim. There is also an opening with an unknown purpose at the lower east corner of the north wall.

With the haphazard relocation of the building, it is not currently set on footings. This is contributing to its instability and exacerbated deterioration of the floor structure.

The First Aid Shack, despite its relocation without a proper foundation or footing, appeared to be in fair condition.[1] Setting the building on a new concrete foundation and floor structure in a suitable location within the context of the site as a whole is the primary recommendation for this building. It is also recommended that the damaged roofing panel and east wall siding be renewed. Consideration could also be given to renewing the fascia and north window trim.

Table 28 – First Aid Shack - Renewal Recommendations		
51	Rebuild the wood frame floor structure and set the building on a sensibly located concrete foundation	Critical
52	Repair the buckled roof panel and reset the fasteners	Medium
53	Renew the east siding	Medium
54	Restore the north window trim	Low

[1] It is noted that at the time of writing, the First Aid Shack was report to have been demolished.

5.29 Sand Shed

The Sand Shed, at least a substantial reproduction of the original building, appeared to be in very good condition.

The corrugated sheet metal roof is set on a rafter assembly supported by a pair of king post timber trusses and the end walls. Excepting a crack in one of the truss cords, the roof appeared to be in good condition.

Board and batten wood siding protects the braced frame wall structure. No damage or deterioration of the siding or structure was observed. A window opening is set in the south elevation while a door opening provides access on the east side. Both openings are without associated assemblies.

The wood frame floor structure supporting the building is set on round logs on concrete 'sonotube' footings. The foundation assembly appeared to be in good condition with only minor encroachment of organic growth.

Photographs 153 - 155 – (*clockwise from top left*) Cracked truss chord, braced frame wall structure, log timber on concrete footings

The Sand Shed and its current condition requires no recommendations beyond consideration for a window and door to fill their respective openings (if in the original building), to reduce moisture ingress into the building.

Table 29 – Sand Shed - Renewal Recommendations		
55	Reconstruct a window and door for the building openings	Low

5.30 Further Considerations

Despite the work of the Canada Parks Service / Parks Canada conserving the site as a whole and restoring many building that were in critical condition, a number of other buildings have disappeared since the writing of their condition assessment. Though a record has been made and their reconstruction at some future time possible, this assessment has highlighted another number of buildings that are at risk of the same fate. It is recommended that these at-risk buildings, if they cannot be conserved due to budgetary constraints, be measured and documented for potential reconstruction based on these records.

At this time the conservation focus for this site is stabilization and reduction of further deterioration. Should these recommendations be fully addressed, plans can be developed towards more detailed renewal work, restoring both the existing buildings and eventually the buildings that have been lost over time. Such conservation plans depend significantly on the amount of revenue that can be made available for capital works. Due to the magnitude of the site, budget planning for long term renewals is not recommended.

Right now, it is fundamentally important that the buildings stay dry with adequate roof protection and the ability to become dry if made wet. Accumulated and encroaching debris should be regularly removed from the building roofs, gutters, and other horizontal surfaces including the window sills. Tree branches must be trimmed up if they come in close proximity to the building and its roof. Building perimeters and footings should remain free of grade and growth with removal measures carefully executed so as to have no impact on the fabric of the building. Building interiors should not be storing unnecessary material or debris and they should be regularly monitored for elevated humidity level and vented as necessary. Any tarps installed to prevent moisture ingress through the roof assembly must be considered short term, seasonal measures as they can contain moisture that does get by them and make the deterioration conditions even worse than if they were not installed in the first place.

It is recommended that all conservation work on site be undertaken with a uniform approach and that all those with vested interest in such work be included in the review of proposed projects to ensure the site is not renewed based on the ideas and interest of individual groups.

6.0 Recommendations

Renewal recommendations have been provided for all identified buildings with the goal of ensuring the conservation of the site as a whole.

6.1 Recommended Maintenance & Renewal Summary

The recommendations summarized in Table 30 would enhance the performance and long term durability of the building and structural assemblies, and in turn extend their expected service life.

Table 30 – Recommended Maintenance	
Clean roof assemblies and gutters of accumulating organic debris and growth	Annually
Clean windows sills and horizontal trim of organic debris and growth	Monthly
Pull back encroaching grade and organic growth from building perimeter	Monthly
Trim up tree branches	Annually
Ventilate interior space	Weekly

It is important to note that the Recommended Maintenance summarized above would simply maximize the durability and expected performance of the existing structures without improving their current condition or that of the associated materials or the building. The various ages, exposures, and life expectancy of the assemblies and components determine the expected times of renewal.

The recommendations summarized in Table 31 would address current areas of material / assembly deterioration and deficiencies that are compromising the performance, durability and safety of the building.

Table 31 – Recommended Renewals		
Workers House	Renew the roof with sheet metal cladding or asphalt shingles.	High
Workers House	Rebuild the east elevation, installing protective cladding.	High
Workers House	Repair the damaged and deteriorated floor joists.	High
Workers House	Renew the window sills.	Low
Workers House	Organize and reduce interior material storage, removing all accumulated debris. Regularly ventilate the interior air space.	Medium
A.McLean House	Remove growth and debris from the roof and gutters and cut up all branches in close proximity to the roof.	Medium
A.McLean House	Repair all damaged and deteriorated cedar shingle cladding.	Low
A.McLean House	Renew the window trim	Low

A.Mclean Garage	Renew the roof cladding and address any roof structure deterioration	Critical
A.Mclean Garage	Reset the building on a new foundation out of accumulating water.	Critical
A.Mclean Garage	Complete a structural review of the building and address any necessary upgrades	Critical
A.Mclean Garage	Restore the garage doors	Low
Office	Remove organic growth and debris from the roof and repoint the chimney.	Medium
Office	Pull back grade from the north-west corner of the building and monitor the encroachment of tree roots	Low
R.B.McLean House	Clean roof of organic debris and replace low-sloped cedar shingles with a modified bitumen membrane.	Medium
R.B.McLean House	Repair damaged siding	Low
Cookhouse	Renew the roof assembly with new cladding, repairing all uncovered deterioration to the supporting structure	High
Cookhouse	Remove all deteriorated interior materials	High
Cookhouse	Cut up all branches in close proximity to the roof and pull back grade from the footings and porch perimeter	Medium
Bunkhouse	Fasten down the sheet metal roof and cut back the excessive overhang	Medium
Bunkhouse	Renew the deteriorating NE footing	Medium
Bunkhouse	Restore the rear window and door	Low
Teacherage	Slope north porch away from building	Medium
Log Dump	Monitor the timber members, removing debris and growth between them to reduce the rate of decay and replacing them when they become unstable	Low
A-Frame	Monitor the mechanical assembly and protective structure, completing maintenance and renewal work when necessary.	Low
Garage	Complete a structural review of the building to determine any necessary renewal and reinforcing works that may be required	High
Garage	Renew the roof, replacing the existing shingles or installing a temporary sheet metal roof.	High
Garage	Pull back grade and organic growth from the building perimeter	Medium

Gasoline & Oil Shed	Refasten the roof to the roof structure	Medium
Gasoline & Oil Shed	Renew the deteriorated and deficient wall and window assemblies	Low
Gasoline & Oil Shed	Reinstate the missing porch post	Low
Machine Shop	Fasten down the corrugated roof to the roof structure	Medium
Machine Shop	Renew the wall cladding, reinstating the loose and missing battens	Low
Parts Shed	Renew the roof cladding restoring the original material or reinstating the existing corrugated metal.	Medium
Boom Shack	Renew the deteriorating planks on the wood dock	Medium
Blacksmith Shop	Maintain the roof assembly removing debris and low hanging branches	Low
Boiler House	Repoint the brick foundation	Medium
Millwrights Shed	Remove material storage and organic growth from north elevation	Low
Log Haul	Replaced deteriorated timbers and renew the deteriorated walkway	High
Mill	Complete a review of the Mill structure	Medium
Mill	Remove deleterious debris from the foundation members	Medium
Mill	Continue the ongoing review and renewal of the building assemblies of the Mill	Medium
Green Chain	Renew the failed timber joints	High
Lumber Deck	Renew deteriorating timber posts and footings	Medium
Lumber Deck	Pull accumulated sawdust away from vulnerable timber elements	Medium
Waste Burner	Renew Waste Shed post with new, full length posts	Low
Waste Burner	Reinstate corrugated sheet metal roof	Medium
Locomotive Shed	Renew the timber footings with concrete assemblies	Medium
Dip Tank	Removal of all organic growth and debris and fully restore the entire structure	Critical
Fish Ladder	Removal of all organic growth and debris and fully restore the entire structure	High

First Aid Shack	Rebuild the wood frame floor structure and set the building on a sensibly located concrete foundation	Critical
First Aid Shack	Repair the buckled roof panel and reset the fasteners	Medium
First Aid Shack	Renew the east siding	Medium
First Aid Shack	Restore the north window trim	Low
Sand Shed	Reconstruct a window and door for the building openings	Low

The performance of the assemblies and associated durability of the building would be enhanced once the items of this table are fully addressed.

7.0 Conclusion

The McLean Mill National Historic Site is generally in good condition given the history, environment and magnitude of the site. In addition to the recommended overall mainatnenace that should be performed on site, the most significant deterioration and associated urgent recommendation is to address the structures near a state of collapse including the A. McLean Garage and the Dip Tank. Following this, it is recommended that the failed roof assemblies be addressed including the Cookhouse and the Workers House and to that those buildings with uncertain stability be further investigated including the Garage and Mill. Once these buildings have been addressed, further conservation measures can be undertaken to restore the remaining structures and enhance their durability over the long term.

8.0 Disclaimers

This report identifies the current general condition of the site at the time of its review by JDA and has been prepared in accordance with generally accepted engineering practices. No warranties, either impressed or implied, are made as to the professional services provided under the terms of the scope of work included in this report.

The findings presented in this report are based upon the visual observation of the site and structure while the recommendations are based upon the observations and generally accepted building restoration and conservation practice. These findings and recommendations cannot extend to portions of the building that were not, or could not, be reviewed.

The intent of this report is to assess the current condition of the site. Comments pertaining to the structure and surrounding landscaping are provided where they could be observed and where they pertain to the condition of the buildings and the assemblies themselves. Structural analysis of any structure was not completed and no claims to the structural integrity of any structure under vertical or lateral load conditions can be implied from this report.

It must be recognized that the act of performing a condition assessment cannot ensure that all and every condition of the building, its materials, assemblies and systems be expected to be identified and that some conditions may go undetected. As a professional organization, JDA endeavours to provide an assessment that is thorough and an associated condition report that the client can base its maintenance and renewals budget on for the near future. Those conditions that remained hidden during the review may arise at a future time necessitating an adjustment to the findings, recommendations and opinions of probable costs presented in the report.

JDA does not provide services normally performed by other consultants including the identification of mould, fungus, mildew, asbestos, or other pollutants and contaminants. Our policy has the industry standard exclusions relating to these substances. The Client agrees that JDA shall have no liability for any cause of action relating to them.

This report was prepared for the City of Port Alberni and Jamie Morton, Manager of Museum, Heritage& Culture. Excepting the McLean Mill Society, it is not for the use or benefit of, nor may it be relied upon, by any person or entity without written permission of JDA and the City of Port Alberni.

It is trusted that the information in this report satisfies your expectations and requirements. Please do not hesitate to contact us should you have any questions or comments pertaining to this report and its associated recommendations.

Sincerely,

John Dam, Principal
Building Conservation Engineer
B.A.Sc., M.Sc., P.Eng., CAHP

APPENDIX A – GLOSSARY

Appendix A - Glossary

The following glossary is intended to assist with the understanding of technical terms used in this report that may be unclear or unknown.

Air Barrier: A material/component that controls the flow of air through an assembly, limiting the potential for heat loss and condensation.

Alligatoring: A condition of paint or aged asphalt brought about by the loss of volatile oils and oxidation due to exposure to solar radiation. Ultimately the result of the limited tolerance of such paint or asphalt to thermal expansion or contraction, a pattern of cracks is produced resembling an alligator hide.

Assembly: a grouping of components and materials which when organized together form a product that, in the case of a building, functions to prevent the unwanted transfer of environmental conditions.

Belt Course: An ornamental projecting band or continuous moulding along a wall. Often set in line with window sills to help make them more visually prominent.

Building Envelope: A collection of assemblies that contain an enclosed space, providing separation between the conditioned and unconditioned environments. The basic assemblies of the building envelope control the movement of air, moisture and heat.

Building Paper: Organic sheet material saturated with asphalt to create a moisture resistant barrier.

Butt Joint: A joint formed by to surfaces connecting perpendicular to each other with no overlap.

Cladding: A component of the building envelope that protects the building from its exposure to weather, primarily controlling the infiltration of moisture.

Control Joint: A joint in a material component/assembly directing the location where movement occurs in the component/assembly. This movement may occur due to thermal or moisture related expansion or shrinkage.

Cornice: Any horizontal decorative moulding that crowns a building (or furniture element). The function of a projecting cornice on a building is to throw rainwater free of the building's walls. A cornice can be considered synonymous with eaves if the eaves are finished with decorative moulding.

Delamination: The separation of a material into layers. In the case of masonry material, this is typically manifested by the separation of the outer, exposed layer from the main body of the material.

Deleterious: Causing harm or damage. In the case of moisture transport, the result would be the deterioration of the material/assembly through which the moisture is passing.

Face-Seal: A building envelope assembly that depends on the outer surface to control the infiltration of moisture and air from the unconditioned environment providing no allowance for the failure of the control in the system.

Finial: An element marking the top or end of some object, often formed to be a decorative feature. It is often employed to emphasize the apex of a dome, spire, tower, roof or gable or any of various distinctive ornaments at the top, end, or corner of a building or structure. Where there are several such elements they may be called pinnacles.

Flashing: sheet material, typically metal, used to control to movement of moisture over or behind the cladding of the building envelope.

Glass:

- **Float:** Glass made by allowing it to solidify on molten metal.

Hygrothermal: Pertaining to the movement of heat and moisture.

Italianate (architectural style): Typically a two-story building with six basic categories - box with a hip roof; box with a centered gable; L or U plan; L plan with a tower, and a front gable. Often identifiable by their wide projecting cornices with heavy brackets and richly ornamented windows, porches, and doorways. Brick and wood clapboard were the most common building materials used with brick being more expensive. The ornamentation was typically wood. Roofs were low pitched, often with a square cupola on top. Projecting eaves with large brackets in a variety of shapes and spacing dominated the cornice. Arranged singly or in pairs, the brackets were usually underscored with wide decorative bands and sometimes further elaborated with panel moldings. Window sashes typically had one-over-one or two-over-two glazing and trimmed with exuberant variations. Doors occurred in as much variety as windows. Paired and single doors were both common, often announcing themselves with a large, elaborate hood supported by brackets. Italianate doors were the first to have large panes of glass in the door itself in lieu of sidelights with small panes. Porches were restrained in their size and decoration, compared to other Victorian styles, and often only one story. The most common type of porch column was a square post, usually 6” square with beveled or chamfered corners.

Lite: A piece or pane of glass.

Membrane: A layer of material that serves as a barrier between two environments. It can be designed to be selectively permeable to specific particles.

Modified Bitumen: A product created by adding polymers to asphalt to improve its flexibility, flatten its temperature susceptibility curve (i.e. more flexible at lower temperatures, more stable at higher temperatures) and provide greater toughness.

Mortice: An opening cut in a member to receive the projected end of an adjoining member, often used to connect the stiles and rails of a window sash. The opening can be stubbed or cut through, closed at the bottom or open.

Mullion: A horizontal or vertical member that supports and/or separates panel items such as glass panes.

Pilaster: An architectural element providing the appearance of a supporting column, articulating an extent of wall but remaining ornamental in function.

Purlin: A horizontal structural member spanning between beams or trusses to support a roof deck.

Rafter: A sloping roof member that supports the roof covering and extends from the eaves to the ridge or the apex of the roof. A common rafter is one which runs square with the wall plate and extends to the apex. A hip rafter extends from the outside angle of the wall plate towards the apex of the roof while a valley rafter extends from the inside angle of the wall plate towards the apex of the roof.

Re-point: To renew the pointing or the external part of the mortar joint in a masonry wall.

Riven: To divide into pieces.

Sash: The window frame, including mullions if used, to receive a pane(s) of glass.

Scupper: An opening through a building wall allowing for the movement of moisture off of a horizontal roof surface.

Service Life: The period of time in which a material can be expected to perform its function without undue or unforeseen maintenance or renewal.

Soffit: The underside of a horizontal surface, typically referring to the area beneath the roof eaves or a balcony.

Spall: The detachment of a delaminated component from its base material

Tenon: A projection of a member, typically reduced in size, to fit into the opening of adjoining member. Often used to connect the styles and rails of a window sash. A tenon can be stubbed or through.

Truss:

- **Scissor:** A truss with which the bottom chord members cross each other, connecting to the angled top chords at a point intermediate on the top chords' length, creating an appearance similar to an opened pair of scissors. Scissors trusses are used almost entirely to support a pitched roof, where a sloping or raised ceiling surface is desired.

Verandah: A roofed, open-air gallery or porch, often partly enclosed by a railing and frequently extending across the front and sides of the structure.

Wainscoting: A term originally applied to high quality riven oak boards but now referencing wall coverings constructed from rigid or semi-rigid components; traditionally interlocking wood, but could be of other materials. In previous times it may have served the function of increasing interior comfort though now it is often more decorative in purpose.

Window:

- **Awning:** An operable sash with a hinge(s) along its top edge allowing the bottom to swing out.
- **Casement:** An operable sash with a hinge(s) along one side allowing the opposing side to swing out.
- **Fixed:** A sash that is fixed in place.
- **Hopper:** An operable sash with a hinge(s) along the bottom edge allowing the top to swing in.
- **Hung -Single:** An operable sash that slides up and down within the window frame. Typically the lower of two sash. The sash can be weighted or sprung to ease operation.
- **Hung-Double:** Operable sash within a window where both upper and lower sash can slide up and down within the window frame. The upper sash can have horns on the stiles to prevent dropping below the lower sash. The sash can both be weighted or sprung to ease operation.
- **Slider:** A sash that slides open to one side within a window frame
- **Transom:** The window over a horizontal bar or beam, typically over an opening in the wall beneath.

APPENDIX B – MATERIAL DETERIORATION

Appendix B – Material Deterioration

Building materials all succumb to inevitable deterioration over time, exacerbated by exposure to inclement conditions including prevailing moisture, solar radiation, organic growth and pest infestation. 506 Government Street, constructed of traditional building materials and erected in close proximity to the ocean, is vulnerable to a full variety of these deterioration mechanisms. These mechanisms are briefly described for reference to existing and/or potential conditions that may occur.

Deterioration of Wood

Wood and water are generally compatible with wood being able to effectively absorb and release moisture in equilibrium with its surrounding micro-climate. However, if the exposure to and absorption of moisture are disproportionate over the wood member or the wetting period outpaces the corresponding drying period, problems can set in.

Wood dimensionally adjusts in relation to absorbed moisture levels – as it dries it will shrink and as it is wetted it will expand. This dimensional variance is impacted by the material properties of wood and its' relative exposure. Dimension change of significance is typically associated to both radial and tangential directions relative to the grain pattern, both of which can lead to cracking of the wood member. This cracking can be worse if the wetting pattern is predominantly on a single surface where only a portion of the member is undergoing dimensional stress. Once cracking is initiated, an increased area of wood is exposed to moisture and the protective barrier of wood is breached with moisture being able to pass through the open crack.

The moisture content of wood also has a direct impact on the initiation and sustaining of organic growth. Wood is considered 'dry' with up to 19% moisture content by weight. Under these circumstances, the wood is 'safe' from sustaining organic growth. At 28% moisture content, the wood fibres can be considered fully saturated and dimensional 'growth' will have reached its maximum. Sustained moisture at these levels will result in the onset of organic decay. Once decay has started, the moisture content can then drop to just 19% and still sustain organic decay.

It is important that dry, clean wood does not reach the fibre saturation point in wood construction, but if it does, the wood must be brought below 19% to stave off progressive decay. Even at this point though the organic decay processes may have been established and the wood remains vulnerable to moisture exposure unless the area is repaired and the details addressing the source of moisture exposure have been addressed.

Though cracking of wood members is a mechanism of deterioration, the primary durability hazard with wood is bio-deterioration. Wood in buildings is a food source for a variety of fungi and insects, both having the ability to destroy the cellular structure of wood and correspondingly reduces its' strength and structural ability upon which the building relies. The process of bio-decay follows a series of events initiated with fungal/insect colonization and concluding with cellular consumption and fibre disconnectivity. Fungi spores and insects can be around much of the year – a part of the natural

environment. Once in contact with wood, they can utilize it as a food source but only under favourable moisture and temperature conditions. For much of the year, the North American west coast provides a favourable temperature leaving the only control being the source of moisture.

The sources of moisture include:

- rain water through direct exposure or through leaking drainage systems
- high humidity levels
- retained construction moisture either from the material itself or adjacent materials

Moisture can also be transported in and around wood through:

- liquid flow (bulk moisture transport)
- capillarity flow through the structure of wood
- air movement or vapour pressure differential transporting humidity

Liquid movement and capillarity flow are the most important sources for wood saturation and subsequent triggers for decay in buildings. The focus for moisture control is therefore typically in shedding rainwater and preventing exposure and absorption of ground water.

To effectively combat moisture exposure it is good to consider durability, defection, drainage, and drying.

- Durability is primarily considered at the onset of construction but must also be given attention during conservation. Good quality materials simply perform better and last longer than their poor quality counterparts.
- Deflection must be understood during the design phase though lapses in this consideration must be addressed during any conservation work. If the building does not deflect rain water well, consideration for redesign or the acceptance of continued maintenance must be given.
- Drainage is as simple as directing away all water that impacts the building. Do not let the building or its surrounding environment 'store' water.
- Drying is very important but often overlooked when building comfort is addressed. Air flow and heating contribute significantly to removing moisture by picking it up and transporting it away. If either mechanism is altered in a building, the corresponding positive effects they provided may no longer be present.

Protection of buildings from moisture is an important design criterion if proper, durable construction and restoration is to be assured. The capabilities of wood must be well understood and then articulated in the design, construction and restoration efforts.

Deterioration of Bitumen Roofing

Bitumen as a roof material has been used for centuries in various forms and applications and by many cultures. It is easy to apply and provides the sought after water proofing qualities necessary for protective cover over or on a building. Its' durability has been its biggest challenge however, particularly under exposure to the sun and its ultraviolet rays.

Bitumen roofing, either asphalt shingles or modified bitumen sheet membrane, deteriorates over time like all materials with the most significant aging factor being exposure to the sun. The sun's radiation will initiate the deterioration process of asphalt roofing the day it is applied. The asphalt will soften and dimensionally adjust which can lead to the migration and possible thinning of the material and displacement of the protective granule surface. When this protective granule surface deteriorates, the waterproofing asphalt material is increasingly exposed resulting in an increasing rate of deterioration. Exposure to the sun also accelerates the dissipation of the asphalt volatiles, resulting in a drying product that becomes increasingly susceptible to cracking. This cracking opens up the surface of the membrane and once again increases the rate of deterioration. With asphalt shingles, this deterioration will eventually lead to cracking and loss of the shingles themselves. With sheet membranes on low sloped roofs, deterioration will eventually result in membrane displacement and moisture ingress. Unfortunately, these deterioration mechanisms are a part of the material and at best can be modified to improve durability and performance.

Water ponding on a low-sloped roof exacerbates the effect of UV degradation of the membrane accelerating its' deterioration. In addition, ponding water has a greater opportunity to take advantage of weaknesses in the membrane and migrate into the individual layers or past the membrane entirely. In both cases, blistering of the membrane could occur where the top or all of the sheets of a multiple sheet assembly rise(s) off the supporting surface through the expansion of moisture turning into vapour. This debonding results in a loose laid membrane that is more vulnerable to wind uplift and subsequent tearing. If the membrane incurs too many blisters or becomes increasingly debonded, it becomes increasingly vulnerable to bulk moisture ingress into the roof assembly and the building itself.

In addition to deterioration associated with solar radiation and ponding water, the asphalt roof can be degraded by the growth of organic material on its surface. This growth that tenaciously bonds itself to the surface of the shingle or membrane is actually bonding to the protective granules, wrapping itself around and beneath them. Continued unfettered growth will result in the debonding of the granule surface exposing the vulnerable asphalt membrane. The organic growth will then move on to the next granulated area with which to bond itself to. The exposed asphalt is now vulnerable to the mechanisms previously mentioned.

Beyond ensuring the roof is correctly installed by a qualified contractor, the best course of action is to regularly maintain the roof surface, keeping it free of debris and ponding water. This regular visual review and maintenance will ensure the longest possible lifespan of the roof.

CITY OF PORT ALBERNI

Committee of the Whole Meeting
For the Meeting of June 16, 2025

Date: May 30, 2025
File No: 0640-30-June 9, 2025

To: Committee of the Whole
From: M. Fox, CAO
Subject: Council Procedures Bylaw Amendment

Prepared by:	Supervisor:	CAO Concurrence:
S. Darling	*M. Fox*	*M. Fox, CAO*
Director of Corporate Services	*Chief Administrative officer*	

RECOMMENDATION[S]

THAT the Committee of the Whole recommend Council provide introduction and three readings of the "Council Procedures Amendment Bylaw No. 5130, 2025".

PURPOSE

To provide the Committee with proposed amendments to the Council Procedures Bylaw.

BACKGROUND

Administration is providing proposed amendments to "*Council Procedures Bylaw, 2013, Bylaw 4830*". These amendments aim to update procedures related to governance, improve meeting efficiency, and clarify roles and responsibilities within Council. The amendments include the introduction of a Consent Agenda, updates to the Deputy Mayor provisions, and various procedural adjustments concerning Notice of Motion and meeting conduct.

ALTERNATIVES/OPTIONS

1. That the Committee of the Whole recommend Council provide introduction and three readings to *"Council Procedures Amendment Bylaw No. 5130, 2025".*
2. That the Committee request additional information for future consideration prior to recommending the bylaw to Council.
3. That the Committee maintain the current Council Procedures Bylaw without any changes.

ANALYSIS

The proposed amendments reflect a need to streamline Council meeting operations and enhance governance:

Deputy Mayor: Section 130 of the *Community Charter* outlines the following:

Designation of member to act in place of mayor
130 (1)The council must, in accordance with its applicable procedure bylaw, provide for the designation of a councillor as the member responsible for acting in the place of the mayor when the mayor is absent or otherwise unable to act or when the office of mayor is vacant.

(2)If both the mayor and member designated under subsection (1) are absent from a council meeting, the members present must choose a member to preside.

(3) The member designated under subsection (1) or chosen under subsection (2) has the same powers and duties as the mayor in relation to the applicable matter.

The amending bylaw provision provides clear guidelines on the appointment and responsibilities of the Deputy Mayor to ensure continuity in leadership.

Consent Agenda: Implementing a Consent Agenda allows for the efficient handling of routine matters, minimizing discussion on non-controversial items and freeing up time for significant issues.

Notice of Motion: The changes enhance transparency and ensure that all members have the opportunity to present motions appropriately.

Public Participation: New provisions for public comment during electronic meetings are vital for ensuring orderly participation and maintaining decorum.

Electronic Participation: Eliminate the provision limiting members to a maximum of four meetings per calendar year, allowing for greater flexibility in attending Council and Committee meetings in line with current practices and advancements in technology. Additionally, remove the restriction preventing the Presiding Member from participating electronically, thereby enabling the Chair to participate remotely.

COMMUNICATIONS

Should the Committee recommend Council provide three readings to the proposed amending bylaw, public notice will be provided pursuant to Section 94 of the *Community Charter* prior to adoption.

Additionally, the consolidated bylaw reflecting amendments will be made available on the City website.

BYLAWS/PLANS/POLICIES

- ***Consolidated*** *"Council Procedures Bylaw, 2013, Bylaw 4830"*

SUMMARY

"Council Procedures Amendment Bylaw No. 5130, 2025" presents updates to enhance governance and meeting conduct. By clarifying roles, improving procedural efficiency, and accommodating electronic public participation during meetings, the amendments aim to foster a responsive and effective Council meeting framework.

ATTACHMENTS/REFERENCE MATERIALS

- Consolidated *"Council Procedures Bylaw, 2013, Bylaw 4830"*
- *Draft "Council Procedures Amendment Bylaw No. 5130, 2025"*
- *Community Charter [SBC 2003] CHAPTER 26*

Copy: S. Smith, Director of Development Services/Deputy CAO

CITY OF PORT ALBERNI

BYLAW NO. 5130

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 the **"Council Procedures Amendment Bylaw No. 5130, 2025"**

2. Amendment

"Council Procedures Bylaw, 2013, Bylaw 4830" is hereby amended as follows:

(a) By deleting Section 10 and replacing it with the following:

10. Deputy Mayor

(1) In accordance with Section 130 of the *Community Charter,* Council must appoint a member responsible for acting in the place of Mayor when the Mayor is

(a) absent or otherwise unable to act, or
(b) when the office of the Mayor is vacant.

This will be referred to as the Deputy Mayor.

(2) During the absence of the Mayor, the member appointed under subsection (1) has the same powers and duties as the Mayor in relation to the applicable matter.
(3) Annually, Council must establish a schedule for the appointment of members to fill the office of Deputy Mayor on a rotating basis.
(4) If the Mayor and the Deputy Mayor are absent from a Council meeting, the Council member who is next in rotation as Deputy Mayor in attendance at the meeting will act as the Chair of the meeting.

(b) By adding new Section 16 and renumbering subsequent sections accordingly:

16. Consent Agenda

(1) Items listed in the Consent Agenda are considered for approval in one motion, unless a member of Council wishes to debate an item and requests that it be excluded. The rule of order establishing a Consent Agenda provides that Consent Agenda items may be considered in total and without debate or amendment.

(2) If an item is excluded from the Consent Agenda by Council, it will be considered as an agenda item under the appropriate section at their discretion and without resolution, to discuss such items in more detail or to provide a motion on the item(s) excluded.

(3) Items in the Consent Agenda may include, but are not limited to:

(a) Minutes of Council, Committee, and Commission meetings;
(b) Correspondence, including petitions;
(c) Information only reports;
(d) Committee of the Whole recommendations.

(c) By deleting Section 20 and replacing it with the following:

20. Notice of Motion

(1) Any Councillor may give a "Notice of Motion" respecting an item they intend to present during the meeting by:

(a) giving a copy of such motion to the Corporate Officer during a meeting of the Council and upon the member being acknowledged by the Chair, the Notice of Motion being read to the meeting; or
(b) verbally stating the intent of the Notice of Motion which shall be confirmed in writing by the Corporate Officer; or
(c) providing the Corporate Officer the Notice of Motion in writing in advance of the agenda submission deadline to be included on the agenda as a full motion eligible for debate at the upcoming meeting.

(2) A copy of the motion presented under Section 20(1)(a) or (b) shall appear in the minutes of the meeting as a "Notice of Motion". The Corporate Officer shall place the motion on the Agenda of the next Council meeting, or other future meeting designated by the member bringing forward the Notice of Motion, for consideration.

(d) By deleting Section 26(5)(f) and replacing it with the following:

(f) to defer or postpone to a certain time

(e) By deleting Section 32(1) and replacing it with the following:

(1) Council may continue a Regular Council Meeting or Committee of the Whole Meeting after 3 hours only by an affirmative vote of 2/3 of the Council members present.

(f) By deleting Section 35(1) and replacing it with the following:

(1) When considering a proposed bylaw, the presiding member of Council shall request a motion that the proposed bylaw be read.

OPTIONAL Provisions to amend with Council discussion

(g) By deleting Section 41 in its entirety and renumbering subsequent sections accordingly (**Public Input Period)**

(h) By deleting section 57(2) in its entirety and renumbering subsequent sections accordingly.

(i) By deleting section 57(3) in its entirety and renumbering subsequent sections accordingly.

(j) By adding new subsections under Section 57(11) as follows:

(a) public comment when participating by electronic means will be limited to sections of the agenda where public comments are permitted.

i. As a scheduled delegation
ii. Question Period
iii. Public Input Period (**unless this is removed)**

(b) Members of the public wishing to speak during opportunities for public comment are asked to use the “raise hand” feature to indicate their desire to participate.

(c) Members of the public will be muted with their video off by the electronic meeting facilitator until the individual is called on to speak by the Chair.

(d) Members of the public that do not conduct themselves or speak respectfully will be muted by the electronic meeting facilitator at the direction of the Chair and will not be permitted to speak further in accordance with Section 133 of the *Community Charter.*

READ A FIRST TIME this day of , 2025.

READ A SECOND TIME this day of , 2025.

READ A THIRD TIME this day of , 2025.

PUBLIC NOTICE PROVIDED PURSUANT TO SECTION 94 OF THE *COMMUNITY CHARTER* this day of , 2025 and day of , 2025.

ADOPTED this day of , 2025.

Mayor	**Corporate Officer**

CITY OF PORT ALBERNI

Committee of the Whole
For the Meeting of June 16, 2025

Date: June 2, 2025
File No: 0640-30-June 16, 2025

To: Committee of the Whole
From: M. Fox, CAO
Subject: Municipal Alcohol Policy (MAP)

Prepared by:	Supervisor:	CAO Concurrence:
S. Darling	*M. Fox*	
Director of Corporate Services	*Chief Administrative Officer*	*M. Fox, CAO*

RECOMMENDATION[S]

THAT the Committee of the Whole recommend Council approve Municipal Alcohol Policy No. 3002-9.

PURPOSE

The purpose of this report is to present a draft Municipal Alcohol Policy (MAP) for consideration by the Committee of the Whole. This policy aims to create a framework for the responsible use of alcohol at public events within the City of Port Alberni.

BACKGROUND

In March of 2025, Council resolved as follows:

"THAT Council direct Administration to work with Island Health to develop a draft Municipal Alcohol Policy. Resolution No. 25-182.

Following Council direction, administration consulted with other municipalities and health authorities to draft a municipal alcohol policy for the City of Port Alberni. Municipal alcohol policies are one element of a comprehensive approach to alcohol policy to encourage a culture of safety and moderation, which is a recommendation of Canada's National Alcohol Strategy.

Dr. Charmaine Enns, Medical Health Officer for Alberni-Clayoquot, reported to the Committee of the Whole on March 17, 2025, highlighting that the average alcohol consumption among residents aged 15 and over in the Alberni-Clayoquot Region is 15.3 drinks per week. This statistic surpasses the provincial average of 9.7 drinks and the Island Health average of 12.2 drinks, indicating a concerning trend of increasing consumption over time. In her report, Dr. Enns emphasized that local governments can mitigate public health risks associated with alcohol consumption by implementing measures such as a Municipal Alcohol Policy.

ALTERNATIVES/OPTIONS

1. *That the Committee of the Whole recommend Council approve Municipal Alcohol Policy No. 3002-9.*
2. *That the Committee of the Whole request amendments to the draft Municipal Alcohol Policy prior to Council consideration.*
3. *That Council receive the draft Municipal Alcohol Policy report for information.*

ANALYSIS

A Municipal Alcohol Policy (MAP) serves as a civic policy tool designed to align with provincial liquor laws while delineating appropriate alcohol use in municipally owned or managed spaces, including parks, beaches, arenas, sports stadiums, and community centers. It represents a valuable instrument for addressing problems related to excessive alcohol consumption and moving the local drinking culture toward moderation.

Administration has submitted a draft of the MAP to the Medical Health Officer for review and feedback. Below are some suggestions that the Committee may want to consider as additional measures in the development of the policy:

Defining Limited Areas: Establishing clearly defined zones for beer gardens or drink service areas, including guidelines on their placement within event grounds.

Liquor Restrictions: Determining specific types of alcohol that may be sold at events.

Hours of Operation: Restricting the operational hours of beverage service areas, particularly during daytime events, when active sports or children's activities are ongoing.

Early Service Cessation: Implementing measures to stop alcohol service earlier in events to discourage excessive consumption.

Food Requirements: Mandating that food be served at events where alcohol is available to promote safe drinking habits.

Staff Training: Requiring that event personnel be trained in responsible serving practices, such as “Serving It Right” or “Special Event Server” certification.

Community Impact Consideration: Considering the potential noise impacts on surrounding neighborhoods and the overall community environment.

Safety Assessments: Evaluating the safety of event locations, particularly those near water or other locations that pose an increased risk of injury.

Additionally, the Committee may wish to consider directing administration to establish a Special Event Policy in alignment with the Municipal Alcohol Policy to provide clarity and assistance in outlining special event processes, ensuring consistency.

IMPLICATIONS

While drafting a MAP, it is essential to strike a balance between public health priorities and economic stimulation. Alcohol sales play a significant role in supporting tourism and local business growth, and the policy must reflect this dual focus.

COMMUNICATIONS

If Council decides to move ahead with a Municipal Alcohol Policy as a Council policy for the City of Port Alberni, the public will be notified as to where and how the policy will affect public and civic spaces.

BYLAWS/PLANS/POLICIES

A MAP will be informed by provincial liquor regulations but cannot supersede them. The establishment of a Municipal Alcohol Policy is consistent with the Council's foundational principle to "Be respectful, communicative, accountable, and inclusive." Currently, there is no existing policy or bylaw addressing alcohol consumption in public spaces, underscoring the need for this initiative.

SUMMARY

The Municipal Alcohol Policy provides essential guidance and support for promoting a culture of safety and moderation surrounding alcohol consumption in the City of Port Alberni. By adopting this policy, the City can enhance public health, foster a responsible drinking culture, and contribute to the overall well-being of the community.

ATTACHMENTS/REFERENCE MATERIALS

- *Draft Municipal Alcohol Policy No. 3002-9*
- LCRB Special Event Permit Terms and Conditions
- City of Toronto | Municipal Alcohol Policy
- District of Kitimat |Municipal Alcohol Policy
- Regional District of the Northern Rockies Special Event Guide

POLICY No. 3002-9 | Municipal Alcohol Policy

Approved by: (Council or Administration)
Resolution No.:
Date of Last Review:

CITY OF PORT ALBERNI

1. PURPOSE

1.1 The purpose of this Municipal Alcohol Policy is to mitigate potential harms associated with public events serving alcohol and to foster an inclusive environment for all attendees on public property.

This policy is based on the following foundational principles of responsible alcohol use:

- Community Health and Safety
- Inclusivity

2. POLICY STATEMENT

2.1 The City of Port Alberni is committed to ensuring a safe, healthy, and enjoyable environment for all residents, employees, and visitors. This alcohol policy establishes clear guidelines and regulations regarding the consumption and distribution of alcohol in public spaces within our community.

Purpose of the Alcohol Policy:

1. **Promoting Safety**: Alcohol consumption can impair judgment and coordination, potentially leading to accidents and injuries. By creating clear guidelines, we aim to minimize the risk of alcohol-related incidents and protect the safety of everyone in our community.

2. **Supporting Health**: As alcohol consumption increases so do harms to individuals, social networks and the larger community. Recognizing the correlation between increased alcohol consumption and social harm, our policy seeks to mitigate these risks by managing alcohol use at events.

3. **Ensuring Compliance**: This policy enables adherence to local, provincial, and federal alcohol regulations, ensuring responsible sale and distribution in public spaces.

4. **Fostering Community Well-being**: A clearly defined alcohol policy enhances overall community health by promoting responsible behavior and reducing the negative impacts of alcohol. This policy also aligns with our goal of modeling positive social interactions for children and youth.

The City of Port Alberni is dedicated to creating a safe and inclusive community, and this alcohol policy is a crucial step in that direction.

3. SCOPE AND APPLICATION

3.1 The Municipal Alcohol Policy (MAP) applies to public events occurring on municipal property that have applied to serve alcohol in accordance with the regulations set forth by the Liquor and Cannabis Regulation Branch.

4. DEFINITIONS

4.1 Private Events vs. Public Events – NOTE: These definitions are assigned and governed by the Provincial Liquor and Cannabis Regulation Branch and may be subject to change.

- **Public Event**: An event in which anyone may attend, either by obtaining a ticket at the door or by entering the event location AND/OR advertising the presence of liquor at the event in any form of media (print, digital, etc.).
- **Private Event:** An event in which attendance is limited to invited guests, members and staff of an organization, or persons who have bought or received advance tickets. Tickets at these events cannot be sold at the door. Private events include weddings, birthdays, anniversaries, retirements, memorials, etc.

5. AUTHORITY TO ACT

5.1 Authority to Approve Applications:

a) Public events serving alcohol on a municipally-owned property require approval from the City of Port Alberni Council to qualify for a Special Event Permit from the provincial Liquor and Cannabis Regulation Branch.

b) The City of Port Alberni Council is responsible for approving the use of municipally-owned property including recreation centres, halls, sports arenas, fields, parks, beaches and trails.

6. PREVENTION STRATEGIES

6.1 Events serving alcohol must adhere to the following strategies to ensure community health and safety:

a) Signage and Marketing Materials: All marketing materials must clearly indicate whether alcohol will be served. Signage will also include risks to the fetus if drinking while pregnant. Adequate signage must be posted at the event as delineated in *Appendix 1*.
Rationale – Inclusivity: Providing clear information about alcohol availability allows attendees to make informed decisions and contributes to a safer and more inclusive environment.

b) Safe Transportation Program: Event organizers must implement a transportation plan ensuring attendees can leave safely. This may include shuttles, volunteer drivers, or promoting alternative transport options (taxis, buses, ridesharing).
Rationale – Community Health and Safety: Organizers have a duty of care to prevent attendees from driving under the influence.

c) Elimination of “Last Call”: Announcements indicating a bar's closing time, such as "last call," are prohibited. Entertainment personnel must be informed accordingly.
Rationale – Community Health and Safety: Such announcements can lead to binge drinking, increasing the risks of impaired driving and related incidents.

d) Drink Ticket Stations: Events must provide a designated area for purchasing drink tickets, distinct from the bar area. All servers should possess "Serving It Right" certification.

Rationale – Community Health and Safety: This approach helps control alcohol consumption rates and allows staff to monitor patrons' sobriety.

e) Separate Stations for Non-Alcoholic Drinks: Events must have at least one separate station for non-alcoholic drinks, distinct from the bar area.
Rationale – Community Health and Safety: Easy access to non-alcoholic options promotes hydration and ensures a welcoming environment for those choosing not to consume alcohol.

f) Event Security Plans: Event applications must include a security plan detailing the event layout and contact information for security personnel, along with strategies for addressing potential concerns.

The size, scale and scope of a Security Plan will be dependent on the size and type of event. For example, large public events may require a more detailed plan with regard to potential concerns such as violence, intoxicated persons or unauthorized guests, whereas small private events, such as weddings, may necessitate simpler strategies. City staff will assist applicants to ensure their plans are sufficient.
Rationale – Community Health and Safety: A proactive security plan ensures the safety and well-being of all attendees and aids event organizers in addressing safety issues.

g) Notification to Responding Agencies: For events with more than 100 attendees, permit holders must notify local emergency agencies (RCMP, West Coast General Hospital, and BCEHS) in advance.
Rationale – Community Health and Safety: Early notification facilitates better planning and availability of emergency services during peak times.

7. INSURANCE

7.1 Event Organizers must purchase Special Event liability insurance that indemnifies the City of Port Alberni from any and all claims in connection with an event involving alcohol service on Municipal property. The insurance must name the City of Port Alberni as additionally insured. The insurance policy must specifically name that alcohol will be served, include information regarding alcohol service, and identify the name and date of the event. Special Events require a minimum of $5 million in liability insurance, unless otherwise specified by the City and a deductible of no more that $10,000. Original proof of purchase must be provided to the Corporate Officer at least 7 business days prior to the event. Minimum insurance requirements and provisions may be amended at any time at the absolute discretion of the City of Port Alberni.

Name	**Name**
Title	**Title**

Municipal Alcohol Policy – Events
Appendix 1: Event Signage List

All signage must be appropriately sized and placed at eye level in legible font and colors. If the majority of participants do not read English, signs must be translated into the dominant language.

In addition to legal requirements, event organizers must display the following information near each bar area:

- Legal drinking age in British Columbia is 19. Individuals under this age cannot consume alcohol.
- Proof of age identification may be requested for individuals who appear under 25.
- A maximum of two drinks may be served to each individual at any one time.
- It is illegal to serve alcohol to anyone who is intoxicated.
- Alcohol sales will cease one-half hour before bar closure; no "last call" will be made.
- Patrons are encouraged to use designated drivers or alternative transportation options for safe travel.
- Restricted areas for alcohol consumption must be clearly marked (i.e., "No Alcohol Beyond This Point").
- A warning about the risks of alcohol consumption during pregnancy.
- The Chief Medical Health Officer advises alcohol can cause cancer including breast and colon cancer.
- Contact information for local support services related to substance abuse including but not limited to Port Alberni Mental Health and Substance Use and the Kuu-us Crisis Line Society.