



**REGULAR MEETING OF COUNCIL  
Tuesday, February 27, 2018 @ 7:30 PM  
George Fraser Room, Ucluelet Community Centre,  
500 Matterson Drive, Ucluelet**

**AGENDA**

	Page
1. CALL TO ORDER	
2. ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORY	
2.1. Council would like to acknowledge the Yuułu?i?ath First Nations on whose traditional territories the District of Ucluelet operates.	
3. ADDITIONS TO AGENDA	
4. ADOPTION OF MINUTES	
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7. PUBLIC INPUT, DELEGATIONS & PETITIONS	
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9.1. Appreciation Letter Jen Rashleigh & Morgan Reid	23

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- 9.2. Affordable Housing 25 - 26  
The City of Victoria

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- 9.3. Welcome Letter 27 - 28  
Federation of Canadian Municipalities

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- 9.4. Supporting BC Aquaculture 29 - 31  
*Ken Roberts, Creative Salmon*

[I-4 Creative Salmon Letter](#)

- 9.5. Marihuana Addiction Treatment, Prevention and Education Resolution 33 - 34  
Mayor Alice Finall, District of North Saanich

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## 10. COUNCIL COMMITTEE REPORTS

- 10.1 Councillor Sally Mole  
*Deputy Mayor April – June*

- Ucluelet & Area Child Care Society
- Westcoast Community Resources Society
- Coastal Family Resource Coalition
- Food Bank on the Edge
- Recreation Commission
- Ucluelet Health Centre Working Group

=> *Other Reports*

- 10.2 Councillor Marilyn McEwen  
*Deputy Mayor July – September*

- West Coast Multiplex Society
- Ucluelet & Area Historical Society
- Wild Pacific Trail Society
- Vancouver Island Regional Library Board – Trustee
- Alberni-Clayoquot Regional District Board – Alternate

=> *Other Reports*

- 10.3 Councillor Mayco Noel  
*Deputy Mayor October – December*

- Ucluelet Volunteer Fire Brigade
- Central West Coast Forest Society
- Ucluelet Chamber of Commerce
- Tourism Ucluelet

- Signage Committee
- Clayoquot Biosphere Trust Society - Alternate
- Barkley Community Forest Board

=> *Other Reports*

10.4 Councillor Randy Oliwa  
*Deputy Mayor January – March*

- Vancouver Island Regional Library Board - Alternate
- Harbour Advisory Committee
- Aquarium Board
- Seaview Seniors Housing Society
- Education Liaison

=> *Other Reports*

10.5 Mayor Dianne St. Jacques

- Alberni-Clayoquot Regional District Board
- West Coast Committee
- Airport Committee
- Coastal Community Network
- Groundfish Development Authority
- DFO Fisheries Committees for Groundfish & Hake
- Regional Fisheries Committees
- Pacific Rim Arts Society
- Whale Fest Committees
- Ucluelet Health Centre Working Group

=> *Other Reports*

11. REPORTS

- |       |   |           |
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| 11.1. | Ucluelet Economic Development Strategy Update<br><i>Mark Boysen, Chief Administrative Officer</i><br><a href="#">R-1 UED Report</a>                                     | 35 - 87   |
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- 12.4. **BYLAW** - Bylaw No. 1224, 2018 115 - 118  
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- 12.5. **BYLAW** - Bylaw No. 1227, 2018 119 - 127  
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- 12.6. **REPORT** - Third Reading of Zoning Amendment Bylaw No. 1225, 2018 - The 129  
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*Bruce Greig, Manager of Community Planning*  
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- 12.7. **BYLAW** - Bylaw No. 1225, 2018 131 - 134  
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13. LATE ITEMS
14. NEW BUSINESS
15. QUESTION PERIOD
16. CLOSED SESSION
17. ADJOURNMENT

**DISTRICT OF UCLUELET**  
**MINUTES OF THE REGULAR COUNCIL MEETING**  
**HELD IN THE GEORGE FRASER ROOM, 500 MATTERSON DRIVE**  
**Tuesday, February 13, 2018 at 7:30 PM**

Present:      **Chair:**            Mayor St. Jacques  
                   **Council:**          Councillor McEwen  
                                  Councillor Mole  
                                  Councillor Noel  
                   **Staff:**                Mark Boysen, Chief Administrative Officer  
                                  Marlene Lagoa, Deputy Municipal Clerk  
                                  Abigail Fortune, Director of Parks and Recreation  
                                  Bruce Greig, Manager of Community Planning  
                                  John Towgood, Planner 1

Regrets:        Councillor Oliwa

**1. CALL TO ORDER**

**1.1 Mayor St. Jacques called the meeting to order at 7:31 p.m.**

**2. ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORY**

**2.1 Council acknowledged the Yuułuꞑiꞑꞑath First Nations on whose traditional territories the District of Ucluelet operates.**

**3. ADDITIONS TO AGENDA**

**4. ADOPTION OF MINUTES**

**4.1 January 23, 2018 Regular Minutes**

- Change CAO name in signature block to Mark Boysen

2017-001

**It was moved by Councillor McEwen and seconded by Councillor Noel**

*THAT Council approve the January 23, 2018 Regular Minutes as amended.*

CARRIED.

**4.2 January 23, 2018 Late Minutes**

2017-002

**It was moved by Councillor McEwen and seconded by Councillor Mole**

*THAT Council approve the January 23, 2018 Late Minutes as presented.*

CARRIED.

**5. UNFINISHED BUSINESS**

**6. MAYOR'S ANNOUNCEMENTS**

**6.1 Mayor St. Jacques introduced Marlene Lagoa, the new Deputy Municipal Clerk for the District of Ucluelet.**

**7. PUBLIC INPUT, DELEGATIONS & PETITIONS**

7.1 Public Input

**There were no members of the public that wished to speak.**

7.2 Delegations

**Cris Martin, Food Bank on The Edge**

**Re: Relocation of the Food Bank Building**

- Presented on future plans to relocate the food bank to higher ground with the goal of being an emergency food provider to the entire community in the event of a disaster.
- A feasibility study examining alternate locations is in progress. The group will report back to Council when the study is complete.
- Two requests were made of Council: 1) Consider the need for a new Food Bank location in any discussions involving a new building for essential services (e.g. Fire. Ambulance, RCMP); and, 2) That the District consider Tugwell Field as a possible location for the new food bank building.

**Jeanne Keith-Ferris, Ucluelet Local Food Society**

**Re: Requesting Council to Make a Resolution Declaring Ucluelet a GE-Free Zone**

- Ms. Keith-Ferris submitted a petition, indicating it was signed by 10% of residents, requesting that Council pass a resolution declaring Ucluelet a Genetically Engineered (GE) - Free Zone.
- The declaration pertains to the District being free from the commercial cultivation of patentable genetically modified crops, trees, or commercial rearing of patentable genetically modified marine, or terrestrial animals. The declaration does not pertain to the products that are currently sold in stores.
- Ms. Keith-Ferris noted similar resolutions have been passed by other municipalities in BC; however, the wording of the resolution being presented to Council is different as it highlights the economic advantages of establishing Ucluelet as a GE-Free Zone.

**Bill Morrison, Ucluelet Aquarium Society**  
**Re: Employee Housing**

- The Ucluelet Aquarium Society is looking into providing employee housing as they have experienced difficulty in retaining staff due to the lack of housing.
- Mr. Morrison requested a letter from the District of Ucluelet highlighting how the lack of housing in Ucluelet has made it difficult for small businesses and non-profits to find staff.

**Chief Jeff Cook, Huu-ah-aht First Nation & Nathan Gloag, Steelhead LNG**

**Re: Development of the Proposed LNG Project**

- Hereditary Chief Jeff Cook, Huu-ah-aht First Nation, and Nathan Gloag, Steelhead LNG, presented an update on the Kwispaa LNG Project.
- Huu-ah-aht First Nation and Steelhead LNG are cooperatively working together to develop a floating natural gas liquefaction and storage facility in Sarita Bay.
- A referendum was held in March 2017 where 72% of Huu-ah-aht First Nation residents voted in favour of examining the possibility of an LNG facility.
- Presentation highlights included a two phased approach to development, the local economic benefits of job creation both during construction and long-term employment, the low emissions and environmental impact of the facility's air-cooling design, and the proposed pipeline route and shipping schedule.
- Next steps include conducting an environmental assessment and completing the regulatory process. They hope to begin construction in 2019.

**8. CORRESPONDENCE**

**8.1 2018 Spring BC Mayor's Caucus Invite**  
**District of Squamish**

2017-003

**It was moved by Councillor McEwen and seconded by Councillor Noel**  
*THAT Council approve Mayor St. Jacques attendance at the Spring BC Mayor's Caucus being held March 14-16, 2018 in Squamish, BC.*

CARRIED.

**8.2 Help Build a Rural Development Strategy for BC**  
**Ministry of Forest, Lands, Natural Resources & Rural Development**

2017-004           **It was moved by Councillor Noel and seconded by Councillor McEwen**  
*THAT Council direct staff to confirm the dates for face-to-face sessions on the Rural Development Strategy for BC and report back to Council.*

CARRIED.

**8.3 Invitation to Serve as Project Advisor for Conservation Planning in Clayoquot Sound  
 Nature Conservancy of Canada**

2017-005           **It was moved by Councillor Mole and seconded by Councillor McEwen**  
*THAT Council direct Mayor St. Jacques to enquire on Alberni-Clayoquot Regional District's participation in the Nature Conservancy of Canada's Clayoquot Sound Natural Area Conservation Plan and how the District of Ucluelet may participate.*

CARRIED.

**8.4 Invitation to Fisheries for Communities Gathering  
 Ecotrust Canada**

2017-006           **It was moved by Councillor McEwen and seconded by Councillor Noel**  
*THAT Council approve Mayor St. Jacques attendance at the Fisheries for Communities Gathering on February 23, 2018 in Vancouver.*

CARRIED.

**8.5 UBCM Follow-Up Letter  
 Ministry of Municipal Affairs and Housing**

2017-007           **It was moved by Councillor Mole and seconded by Councillor McEwen**  
*THAT Council receive correspondence item, "UBCM Follow-Up Letter" for information and refer the letter to staff for information on the availability of an Infrastructure Planning Grant.*

CARRIED.

**8.6 Private Managed Forest Companies Meeting Invitation  
 Hon. Scott Fraser, MLA (Mid Island - Pacific Rim)**

2017-008           **It was moved by Councillor McEwen and seconded by Councillor Noel**  
*THAT Council approve Councillor Mole's attendance at a stakeholder meeting being held February 23, 2018 in Port Alberni to discuss issues with Private Managed Forest Companies restricting access to the backcountry and provincial parks.*

CARRIED.

**9. INFORMATION ITEMS**

**9.1 UBCM Meeting Thank-You  
 Ministry of Transportation and Infrastructure**

**9.2 Preventing the Spread of Invasive Mussels Reply**



## Minister of Environment and Climate Change Strategy

### 9.3 The Future of Canada Post The Federation of Canadian Municipalities

### 9.4 Resort Municipality Funding Program Support Hon. Scott Fraser, MLA (Mid Island - Pacific Rim)

2017-009                    **It was moved by Councillor Noel and seconded by Councillor McEwen**

*THAT Council receive information items 9.1, 9.2, 9.3, and 9.4 as a block.*

CARRIED.

## 10. COUNCIL COMMITTEE REPORTS

### 10.1 Councillor Sally Mole *Deputy Mayor April – June*

#### **=> Other Reports**

- Attended the Local Government Leadership Academy in Vancouver where the Councillor attended a session on the rollout of new cannabis regulation for local governments.

### 10.2 Councillor Marilyn McEwen *Deputy Mayor July – September*

#### **West Coast Multiplex Society**

- Meeting was held February 5th.
- The Society discussed the motions passed by Tofino and Ucluelet Council. Ucluelet supported the multiplex in principle whereas Tofino does not support a stand alone ice rink facility and are looking for a facility with both ice and pool or pool only.
- The Society is continuing to work on its fundraising campaign.
- The AGM is scheduled for April 9th at 7 pm.

#### **Wild Pacific Trail Society**

- Meeting was held February 7th.
- The Society discussed damage from recent storms and how a video of the storm that went viral helped with fundraising efforts.
- The Wild Pacific Trail sign at the junction is being updated and will be reflective.
- There will be a Board Retreat on March 18th at the Black

Rock Oceanfront Resort.

=> **Other Reports**

- Attended the Local Government Leadership Academy in Vancouver where the Councillor attended a session on elections and shared there are brochures and a video available online for anyone interested in running for Council.
- Councillor also attended a session on cannabis regulation and will report back in the near future.

10.3 Councillor Mayco Noel  
*Deputy Mayor October – December*

**Ucluelet Chamber of Commerce**

- AGM was held January 31st.
- The Udell family was honoured for their contributions to the community.
- Thanked CAO Mark Boysen who made a presentation at the AGM on behalf of the District.
- There are new members on the Board and that Councillor McEwen is no longer on the Board.
- The UBERE program is being rolled out with staff engaging the community through door knocking.

**Barkley Community Forest Board**

- Phase 1 of the project is completed. Phase 2 is in the process of wrapping up before starting the 3rd phase.
- Fire wood will be available to local residents in early March.
- Planning an Open House and AGM for June.
- There are still concerns about biking and other activity that is not allowed.
- The Board will be contacting the District to schedule a meeting once staff vacancies are filled.

10.4 Councillor Randy Oliwa  
*Deputy Mayor January – March*

There were no reports from Councillor Oliwa.

10.5 Mayor Dianne St. Jacques

### Ucluelet Health Centre Working Group

- Mayor and District staff had a teleconference meeting last week.
- The District will provide the group with information on the cost of square footage for space.

#### => **Other Reports**

- Met with RCMP representatives to discuss the local detachment. Topics that were discussed included: Ucluelet being a limited duration post, the staff transfer process; a relief squad to fill in any gaps in the future; upcoming road closures at Kennedy Hill and handling of emergencies; possibility of replacing the detachment building and interest in sharing space with other emergency services.
- Tourism Vancouver Island is negotiating their agreement with Destination BC, where the bulk of their funding comes from, in addition to reviewing other funding options.

2016-10

**It was moved by Councillor Noel and seconded by Councillor Mole.**

*THAT Council receive the committee reports as presented.*

CARRIED.

## 11. REPORTS

### 11.1 2018 Council Meeting Schedule Update *Marlene Lagoa, Deputy Municipal Clerk*

2017-011

**It was moved by Councillor McEwen and seconded by Councillor Noel**

*THAT Council approve recommendation 1 of report item, "2018 Council Meeting Schedule Update" which states:*

1. *THAT Council adopt the amended Regular Council Meeting Schedule for 2018.*

CARRIED.

### 11.2 Appointment of Deputy Corporate Officer *Marlene Lagoa, Deputy Municipal Clerk*

2017-012

**It was moved by Councillor Mole and seconded by Councillor McEwen**

*THAT Council approve recommendation 1 of report item, "Appointment of Deputy Corporate Officer" which states:*

1. *THAT Council appoint Marlene Lagoa as Deputy Corporate Officer.*

CARRIED.

### 11.3 REPORT - CS-5 Side Yard Setback Zoning Amendment Bylaw No. 1219, 2017

**John Towgood, Planner 1**

See item 11.4 BYLAW - Zoning Amendment Bylaw No. 1219, 2017.

**11.4 BYLAW - Zoning Amendment Bylaw No. 1219, 2017**

- 2017-014            **It was moved by Councillor McEwen and seconded by Councillor Mole**  
*THAT Council approve recommendation 1 of report item, "CS-5 Side Yard Setback Zoning Amendment Bylaw No. 1219, 2017" which states:*  
                          1. *THAT District of Ucluelet Zoning Amendment Bylaw No. 1219, 2017, be adopted.*
- CARRIED.

**11.5 Development Variance Permit and Amendment to Development Permit DP17-10 for 266 Boardwalk Boulevard**  
**John Towgood, Planner 1**

- 2017-015            **It was moved by Councillor Noel and seconded by Councillor McEwen**  
*THAT Council approve recommendations 1. A and B of report item, "Development Variance Permit DP17-10 for 266 Boardwalk Boulevard" which states:*  
                          1. *THAT Council approve:*  
                                  a. *an amendment to Development Permit DP17-10, to allow for the modifications as outlined in the body of the staff report dated February 13, 2018; and,*  
                                  b. *issuance of Development Variance Permit DVP 18-01, for Lot 27, Plan VIP66186, PID 023-956-925, 266 Boardwalk Boulevard.*
- CARRIED.

**11.6 Development Permit - 253 Boardwalk Boulevard**  
**John Towgood, Planner 1**

- 2017-016            **It was moved by Councillor McEwen and seconded by Councillor Noel**  
*THAT Council approve recommendation 1 of report item, "Development Permit - 253 Boardwalk Boulevard" which states:*  
                          1. *THAT Council approve Development Permit DP18-02 for the construction of a single Resort Condo cabin with an Accessory Residential Dwelling Unit on the property at 253 Boardwalk Boulevard.*
- CARRIED.

**11.7 Supplemental Information to the Application Package to Amend Zoning Bylaw No. 1160, 2013 for the Development of Lot 1, Plan VIP85870 as Black Rock Staff Housing**  
**John Towgood, Planner 1**

- 2017-017            **It was moved by Councillor McEwen and seconded by Councillor Noel**  
*THAT Council approve recommendation 1 of report item, "Supplemental Information to the Application Package to Amend Zoning Bylaw No. 1160, 2013*

*for the Development of Lot 1, Plan VIP85870 as Black Rock Staff Housing" which states:*

1. *THAT Council receive a set of landscape drawings for inclusion in the application package for development of Lot 1, Plan VIP85870 as Black Rock Staff Housing, for information.*

CARRIED.

**11.8 St. Jacques Community Accessible Park**  
**Abigail Fortune, Director of Parks and Recreation**

2017-018 **It was moved by Councillor Mole and seconded by Councillor McEwen**

*THAT Council approve recommendation 1 of report item, "St. Jacques Community Accessible Park" which states:*

1. *THAT Council authorize the Director of Parks & Recreation to utilize Sole Source contracts or procure completion of the project by other means to finish the St. Jacques Community Accessible Park by June 30, 2018 to meet the deadline for the Enabling Accessibility Funding.*

CARRIED.

**12. LEGISLATION**

**12.1**

See item 11.4 BYLAW - Zoning Amendment Bylaw No. 1219, 2017.

**13. LATE ITEMS**

**14. NEW BUSINESS**

**14.1 Councillor McEwan**

2017-019 **It was moved by Councillor McEwen and seconded by Councillor Mole**

*THAT Council direct staff to write a letter of support that demonstrates the strong need for the Ucluelet Aquarium Society to pursue options for employee housing.*

CARRIED.

**15. QUESTION PERIOD**

**15.1**

There were no questions from the public.

**16. CLOSED SESSION**

**16.1 Procedural Motion to Move In-Camera**

2017-020 **It was moved by Councillor Noel and seconded by Councillor McEwen**

*THAT the meeting be closed to the public in order to address agenda items under Section 90(1)(e) of the Community Charter.*

CARRIED.

**16.2 Mayor St. Jacques suspended the regular meeting at 9:27 pm and moved in-camera at 9:32 pm.**

**17. ADJOURNMENT**

**17.1 Mayor St. Jacques adjourned the in-camera meeting at 9:45 pm and resumed the regular meeting.**

**17.2 Mayor St. Jacques adjourned the regular meeting at 9:45 pm.**

**CERTIFIED CORRECT:** Minutes of the Regular Council Meeting held on Tuesday, February 13, 2018 at 7:30 pm in the George Fraser Room, Ucluelet Community Centre, 500 Matterson Road, Ucluelet, BC.

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Dianne St. Jacques  
Mayor

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Mark Boysen  
CAO



DISTRICT OF  
UCLUELET

## DISTRICT OF UCLUELET

### Request to Appear as a Delegation

All delegations requesting permission to appear before Council are required to submit a written request or complete this form and submit all information or documentation by 11:00 a.m. the Wednesday preceding the subsequent Council meeting. Applicants should include the topic of discussion and outline the action they wish Council to undertake.

All correspondence submitted to the District of Ucluelet in response to this notice will form part of the public record and will be published in a meeting agenda. Delegations shall limit their presentation to ten minutes, except by prior arrangement or resolution of Council.

Please arrive by 7:20 p.m. and be prepared for the Council meeting. The Mayor (or Acting Mayor) is the chairperson and all comments are to be directed to the chairperson. It is important to address the chairperson as Your Worship or Mayor St. Jacques.

The District Office will advise you of which Council meeting you will be scheduled for if you cannot be accommodated on your requested date. For more information contact the District Office at 250-726-7744 or email [info@ucluelet.ca](mailto:info@ucluelet.ca).

Requested Council Meeting Date: Feb 27<sup>th</sup> 2018

Organization Name: Mary Wanna Cafe

Name of person(s) to make presentation: Markus Knab

Topic: Dispensary License

Purpose of Presentation:  Information only  
 Requesting a letter of support  
 Other (provide details below)

Please describe:

getting a Dispensary Business License issued.

Contact person (if different from above): \_\_\_\_\_

Telephone Number and Email: Cell. 250-250-1317 Knabm@yahoo.ca

Will you be providing supporting documentation?  Yes  No

If yes, what are you providing?  Handout(s)  
 PowerPoint Presentation

Note: Any presentations requiring a computer and projector/screen must be provided prior to your appearance date. The District cannot accommodate personal laptops.







# OCEANS PROTECTION PLAN PLAN DE PROTECTION DES OCÉANS

Good Day,

On behalf of Transport Canada, Fisheries and Oceans Canada, Canadian Coast Guard, and Environment and Climate Change Canada, I am pleased to invite you participate in our second round of Pacific Dialogue Forums for the Government of Canada's [Oceans Protection Plan](#). These Forums will be an ongoing opportunity to engage on specific OPP initiatives over the next four years.

The Oceans Protection Plan is the largest investment ever made to protect Canada's coasts and waterways. This national strategy will help establish a world-leading marine safety system that provides economic opportunities for Canadians today, while protecting our coastlines for generations to come.

The Oceans Protection Plan has four main priority areas:

- Increasing our capacity to prevent and improve responses to marine incidents;
- Preserving and restoring marine ecosystems and habitats;
- Strengthening partnerships with Indigenous and coastal communities; and,
- Ensuring Canada's marine safety system is built on a stronger evidence base, supported by science and local knowledge.

This upcoming engagement session will seek further input of select ongoing initiatives, along with the introduction of several new initiatives. Topics of focus will include:

- Enhanced Maritime Situational Awareness
- Cumulative Effects of Marine Shipping
- Proactive Vessel Management
- Response related initiatives

Other initiatives may be added as well. A two-day session is being planned for **March 20 & 21, 2018**, in Vancouver. To register, please contact [TC.OPPBCReg-PPOCBEnreg.TC@tc.gc.ca](mailto:TC.OPPBCReg-PPOCBEnreg.TC@tc.gc.ca) by February 23. Attendee numbers may be limited based on available space. Additional details will be available in the coming weeks.

We consider the participation and collaboration of Indigenous groups, coastal communities, and stakeholders such as non-governmental organizations and industry, as essential to Oceans Protection Plan success.

Funding opportunities for eligible groups are available to support participation in engagement activities, including through Transport Canada's **Community Participation Funding Program (CPFP)**. More information can be found on the CPFP website at: <https://www.tc.gc.ca/eng/marinesafety/Applicants-Guide-4446.html>

**We encourage those interested in the CPFP to apply as soon as possible, as applications must be received at least 20 business days prior to the date of the event.** Please contact [tc.cfpf-pfpc.tc@tc.gc.ca](mailto:tc.cfpf-pfpc.tc@tc.gc.ca) with any with any questions related to funding opportunities and eligibility.

If you have any questions or for more information, please contact Maria Ivancic at [maria.ivancic@tc.gc.ca](mailto:maria.ivancic@tc.gc.ca). We look forward to working with you as these Oceans Protection Plan initiatives move forward, and encourage you to visit the [Oceans Protection Plan](#) online for additional information, updates, and engagement opportunities.

Please be advised the regional Canadian Marine Advisory Council will be held following the South Coast Dialogue Forum, on March 22, 2018, to discuss ongoing matters related to marine safety and security. This event will be held at BCIT's Downtown Campus, located at 555 Seymour St, Vancouver, BC.

Sincerely,

Yvette Myers  
Executive Director, Oceans Protection Plan  
Transport Canada  
Pacific Region



## Community Participation Funding Program (CPFP)

### What is the Program?

The Community Participation Funding Program (CPFP) is a program that can help eligible Indigenous groups and local communities participate in the development and improvement of Canada's marine transportation system in Canada.

The CPFP provides recipients with an opportunity to contribute knowledge for the development and improvement of Canada's marine transportation system to ensure that these will be tailored to the local conditions and environmental sensitivities. The program also encourages recipients to provide input to support the development and implementation of federal marine transportation strategies and policies that may impact their daily activities.

Recipients will be funded to coordinate local engagement activities, participate in, and provide input to meetings for, the development and improvement of Canada's marine transportation system in Canada.

### Who is eligible for funding?

The following groups are eligible for funding:

- Indigenous groups;
- Local communities (for example, municipal governments, resident associations, individuals selected to represent local entities with no legal status);
- Not-for-profit organizations.

Engagement activities and meetings will be identified and posted regularly. Applicants must identify which of these engagement activities and/or meetings they wish to participate in and provide a brief explanation\* as to the reason for their participation in this activity or meeting.

*\*Due to limited funding, we will need to ensure that we distribute the funds to recipients who are directly impacted. Therefore, it is important that you provide a clear explanation to support your participation.*

### Available funding

The CPFP will provide funding over a period of five years and all activities must be completed **by March 31, 2022**.

Funding of up to **\$50,000 per recipient, per funding request**, could be provided.

### What can be reimbursed?

Eligible applicants may receive:

- Funding to coordinate local engagement activities to support input provided to federal and other stakeholders regarding the marine transportation strategies and policies.
- Funding to **reimburse** the costs to prepare for and attend meetings related to the development and improvement of Canada's marine transportation system (e.g. travel, salaries, and administrative costs) – For more information on eligible activities and expenditures refer to the [Applicant's Guide](#).



- Additional funding may be provided to **reimburse** the costs for consultant services to prepare information and contributions related to the development and improvement of Canada's transportation system.

**Note:** The CPFP does NOT provide advance funding - costs will be reimbursed once an agreement is signed and following the submission of receipts for eligible expenses. The awarding of a contribution or a grant will also be conditional on the availability of program funding.

### What activities are eligible for funding under this program?

Eligible activities include:

- Coordinating local engagement activities and /or meetings for stakeholders
- Reviewing documents and providing written comments;
- Preparing for, travelling to, and participating in engagement activities and/or meetings; and
- Hiring expertise or conducting studies.

### When to apply?

Applicants wanting to apply for funding must send in their application package at least **20 business days** prior to the date(s) of the engagement activity(s) and/or meeting(s) they plan to attend. Please note that the funding will be provided on a **first come, first serve basis** until the program funding is fully allocated. Therefore, it is strongly recommended that applicants apply as early as possible but within the above-mentioned deadline. Click here for [meeting dates](#).

### How to apply for funding?

The [CPFP Applicant's Guide](#) provides a detailed description of how to apply for funding. In general, the following information will be required to support eligibility and the selection process:

- Applicant's information;
- Funding request description in relation to Eligibility Assessment Criteria;
- Rationale for funding; and
- Budget estimates for consultant services.

### For more information, please contact:

Community Participation Funding Program  
Transport Canada  
330 Sparks Street, Place de Ville – Tower C (AHEC)  
Ottawa, ON K1A 0N5  
E-mail: [tc.cfpf-pfpc.tc@tc.gc.ca](mailto:tc.cfpf-pfpc.tc@tc.gc.ca)

To obtain the Community Participation Funding Program Applicant's Guide and Application Package, please refer to the following website: [www.tc.gc.ca/cfpf](http://www.tc.gc.ca/cfpf)

Todd Windle  
 Human-Wildlife Coexistence Specialist  
 Pacific Rim National Park Reserve  
 PO Box 280  
 Ucluelet BC, V0R 3A0

16 February, 2018

Mayor and Council  
 District of Ucluelet  
 PO Box 999  
 Ucluelet BC, V0R 3A0

**RE: Request to support WildSafeBC Community Coordinator application for the region**

Dear Ucluelet Mayor and Council;

Please consider this letter as an official request for the District of Ucluelet to contribute between \$500 and \$1000 to a regional application for one part-time WildSafeBC Community Coordinator.

WildSafeBC is a provincial program designed to reduce human-wildlife conflict through education, innovation, and cooperation. WildSafe is the evolution of the previous Bear Aware Program. After realising that there are issues with many other species besides bears, such as deer, cougar, and wolves, they adapted the program accordingly. With a motto of "keeping wildlife wild and communities safe", WildSafe can play an important role in the education piece for communities working towards provincial Bear Smart status.

For this program, an area/region/municipality comes up with a minimum of \$3,000 to commit for their application. If selected, as communities do need to 'compete' for funding with other BC communities, WildSafeBC supplies the community coordinator with a tool kit and training valued at \$2,900 and tops-up the funding by \$8,523 to provide further salary dollars. Any funds committed over the \$3,000 mark improve the odds of a given application being successful and also contribute to additional hours that the coordinator can work. Tofino council approved a request to contribute \$1000 at the 13 February council meeting and additional funds have been committed by local businesses.

The part time position is hired and supervised by WildSafeBC. Some of the things they will do include, but are not limited to: education booths at events such as the market or surf competitions; door to door education in neighbourhoods experiencing conflict; electric fence workshops; school programming; maintaining a local FB page; and a reminder sticker campaign for folks leaving garbage out the night prior to garbage day.

As part of an initiative to work across boundaries on common wildlife coexistence issues I have volunteered to coordinate a regional application for the Districts. We had been advised previously that having Tofino and Ucluelet both submit applications separately would likely work against our favour since funding was limited and they were so close together. This also makes sense in terms of the regional approach that is required for wildlife coexistence issues where species such as wolves, cougars, and bears cross between human defined almost daily.

Thank you for your time considering this and I look forward to explain further and answer any questions you may have in person.



Todd Windle





Just a note of appreciation and encouragement from a family who frequently visits from North Saanich, B.C. (originally from Vancouver). We've seen a lot of "growth" handled poorly - and been sad to see it - but Uclulet really stands out as a place that is being so well run, so carefully planned, so well developed. We love the owner-operator stores (no franchises), the "unplug + enjoy" approach, the way the new developments have been handled (nature predominates, small footprint houses, houses that "blend-in"), the community centre looks beautiful... even the art on the new light poles!

So, thanks, and we'll be returning soon...

Jen Rashleigh, Morgan Reid,  
Owen (6 years old) Owen





THE CITY OF VICTORIA



OFFICE OF THE MAYOR

Honourable Selina Robinson  
Minister of Municipal Affairs and Housing  
Parliament Building  
Victoria, BC V8V 1X4

February 8, 2018

Dear Minister Robinson,

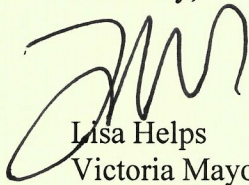
On behalf of Victoria City Council, I am writing to request the Provincial government take a leadership role in housing affordability, in partnership with the Federal government, First Nations governments, local governments, and housing providers. Specifically we request Provincial leadership in the following areas:

- (1) Increasing the supply of non-market housing.
- (2) Creating an inventory of public and private land suitable for development for affordable housing.
- (3) Introducing effective fiscal and taxation tools to encourage the use of residential property to provide housing, and discourage speculation, “flipping,” commodity investment and other market distortions that contribute toward a sharp escalation in the price of housing, including adjustments to the Property Transfer Tax to encourage residential occupancy and discourage speculation.
- (4) Guaranteeing a dedicated and fixed portion of revenues from Property Transfer and Land Value Capture taxes for local Affordable Housing and Transit infrastructure.
- (5) Extending Vacancy Taxation Authority to local governments, providing communities with the discretion to decide whether to introduce an additional tax to discourage vacant and derelict buildings, and encourage the occupancy, maintenance, and improvement of buildings to address housing affordability and public safety.
- (6) Restoring the authority of local governments to introduce a Land Value Tax, to incentivize improvements to property for housing and other purposes, and create a disincentive to holding vacant property for speculative purposes.
- (7) Consider granting local governments the authority to take title to vacant and derelict buildings, to encourage the occupancy, maintenance, and improvement of buildings to address housing affordability and public safety.

(8) Amending the Residential Tenancy Act and provide additional resources to the Residential Tenancy Branch to strengthen protections for renters facing rent increases and “renovictions” and “demovictions.”

The City of Victoria is willing and ready to be an active partner for housing affordability and we thank you for your consideration of this request.

Sincerely,

A handwritten signature in black ink, appearing to read 'LH', is written over the typed name 'Lisa Helps'.

Lisa Helps  
Victoria Mayor

Cc: Honourable John Horgan, Premier  
Honourable Carole James, Minister of Finance  
Capital Region MLA's  
UBCM Member Governments



**President  
Présidente**

Jenny Gerbasi  
Deputy Mayor  
City of Winnipeg, MB

**First Vice-President  
Premier vice-président**

Bill Karsten  
Councillor  
Halifax Regional  
Municipality, NS

**Second Vice-President  
Deuxième vice-président**

Garth Frizzell  
Councillor  
City of Prince George, BC

**Vice-President at Large  
Vice-président hors cadre**

Edgar Rouleau  
Maire  
Cité de Droval, QC

**Past President  
Président sortant**

Clark Somerville  
Councillor  
Regional Municipality  
of Halton, ON

**Chief Executive Officer  
Chef de la direction**

Brock Carlton  
Ottawa, ON

February 2, 2018

Her Worship Mayor Dianne St. Jacques and Members of Council  
200 Main Street  
Ucluelet, BC  
V0R 3A0

Dear Mayor St. Jacques and Members of Council:

I am pleased to welcome the District of Ucluelet as a member of the FCM-ICLEI Partners for Climate Protection (PCP) program. Your municipality has assumed a leadership role by joining a group of over 340 municipal governments dedicated to climate protection, the reduction of greenhouse gas (GHG) emissions, and cost savings through efficient use of energy.

Enclosed you will find a PCP information package which includes the PCP brochure and several resource documents. PCP is also pleased to provide the District of Ucluelet with a complimentary account to the online PCP tool developed by FCM and ICLEI to assist members in completing the program milestones. Please contact PCP for instructions on how to receive access.

The benefits of joining the program accrue to the municipality and to the community at large through a process that helps identify and select activities that result in reduced energy expenditures, decreased air pollution and an overall improvement in the quality of life. In addition, your municipality's efforts, combined with those of a growing number of PCP participants, will make a significant contribution to reducing Canada's GHG emissions.

.../2

10, rue Rideau Street,  
Ottawa, Ontario

**Mailing address/  
adresse postale**

24, rue Clarence Street,  
Ottawa, Ontario K1N 5P3

T. 613-241-5221  
F. 613-241-7440

www.fcm.ca



-2-

PCP receives financial support from FCM's Municipalities for Climate Innovation Program (MCIP) and the Green Municipal Fund (GMF). FCM offers funding for a variety of municipal environmental initiatives that improve the quality of air, water and soil, reduce GHG emissions and help your community adapt to the impacts of climate change. We would therefore encourage you to take advantage of these resources as well.

Our Program Officer, Robin Goldstein, is available to discuss how PCP can serve the needs of your municipality. Should you have any questions, Ms. Goldstein can be reached by telephone at (613) 907-6392 or by e-mail at [pcp@fcm.ca](mailto:pcp@fcm.ca).

Yours sincerely,



Jenny Gerbasi  
Deputy Mayor, City of Winnipeg  
FCM President

JG/RG:db

Enclosures

c: Mark Boysen, Chief Administrative Officer  
Karla Robison – Manager of Environment, Emergency Services, and Fire  
Department

---

**From:** Info Ucluelet  
**Subject:** Supporting BC Aquaculture

**From:** Ken Roberts - Creative Salmon  
**Sent:** Monday, February 19, 2018 1:53 PM  
**Subject:** Supporting BC Aquaculture

Premier John Horgan  
PO BOX 9041 STN PROV GOVT  
Victoria BC  
V8W9E1  
premier@gov.bc.ca

Ken Roberts  
Maintenance Manager  
Creative Salmon  
PO Box 265  
612 Campbell Street  
Tofino, BC  
V0R 2Z0  
250-266-1144  
ken.roberts@creativesalmon.com

Dear Premier Horgan,

I am the Maintenance Manager for Creative Salmon, my family and I live in Ucluelet and I am writing today on behalf of the Company to add our voice of support for the BC aquaculture industry.

As a Company we are very concerned with the constant negative light our industry has been portrayed in recently and how your government has reacted to this negative campaigning.

With your government considering making potentially important decisions regarding our industry we would like to take the time to remind you of the very positive aspects of our industry.

Creative Salmon is a Canadian company located in beautiful Tofino, BC, on the west coast of Vancouver Island.

Creative Salmon was founded in 1990 by a group of investors committed to raising indigenous Chinook salmon. Although one of the smallest salmon farming companies in the world, we are fully integrated, from producing our own brood stock and smolts to raising and harvesting the fish and processing them in a plant located right on the dock in Tofino.

Creative Salmon started with just four employees and one farm (the 11th in all of British Columbia) that stocked 20,000 Chinook.

Today, we employ 55 people full-time year-round, operate four farms simultaneously with our six site tenures, and through our parent-company Lions Gate Fisheries, process our Chinook and distribute the fish to locations in Canada, the United States, and Japan.

Creative Salmon operates in the traditional territory of the Tla-o-qui-aht First Nation, one of our most important neighbors and stakeholders. Back in 1998 we established a full-time Aboriginal Liaison position – becoming the first salmon farming company in B.C. to formalize such a role. In July 2014, after two decades of relationship building and cooperative effort, we finalized a protocol agreement with the Tla-o-qui-aht which establishes guiding principles for our farming operations within their traditional territory.

Creative Salmon originally followed more traditional and widely-used salmon farming techniques. But in 1995 we decided to try doing things differently.

Creative Salmon started trialing pens without antibiotics; the effort proved successful and so the shift away from antibiotics continued. We have not treated our market fish with antibiotics since 2001.

Around 1995 the company also started its Environmental Monitoring Program. Creative Salmon's internal program preceded regulatory requirements to monitor environmental conditions. In fact, through our early Environmental Monitoring Program, one of our farm sites was selected as an intensive research site to help develop performance-based standards for the management of salmon farms in BC.

Our long-time commitment to natural practices and dedication to quality achieved a new level of recognition when the company achieved organic certification under the standard set out in May 2012 by the Canadian General Standards Board.

Because we had put years of effort into our pursuit of natural, organic processes, we were well-placed to meet all the requirements, and, in December 2013, we became the first salmon farming company in North America to achieve organic certification.

Creative Salmon employs just over 50 people in positions ranging from net cleaners and technicians to managers and administrators. We strive to create a friendly and supportive atmosphere for our staff – and many of them have been with us for 10, 15, and even 20 years.

We are committed to making it easy for local people – from the communities of Tofino, Ucluelet, Esowista, Ty-Histanis and Opitsaht – to work for us. We practice day-shifting, bringing staff via van and crew boat to and from the farm sites every day, rather than having them live there for days at a time, so that they can be with their families every evening and have a more "regular" schedule.

At Creative Salmon, we believe that being a local business means playing an integral part in the communities that surround us. We participate in events and activities in and around Clayoquot Sound – sponsoring local teams, supporting school activities, cooking salmon for special events, and giving financial support to local agencies.

Creative Salmon is proud to be the first salmon farming company in North America to achieve organic certification. As a founding member of the Pacific Organic Seafood Association we have been following sustainable farming techniques for many years and achieving this certification was the natural next step.

At Creative Salmon we want to prove that it is possible to farm salmon in an environmentally responsible manner while operating on a sustainable scale. We consider the environment in everything we do. And, we make these choices despite the extra work and costs involved.

As a positive contributor to both our regional economy and our local communities, we would like to encourage you and your government to examine any issues facing the fish farm industry in a thoughtful and pragmatic fashion. The industry is far too valuable in our region to be dismissed out of hand. Please remember that decisions that negatively impact the industry will also have a direct negative impact on our Island residents, our workers, and their families.

Thank you very much for taking the time to take a closer look at our operation.

Regards,

Ken Roberts  
Maintenance Manager  
Creative Salmon Co. Ltd.  
Phone: 250-725-2884 ext: 111  
Cell: 250-266-1144  
ken.roberts@creativesalmon.com



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**Office of the Mayor**

All UBCM Members  
(via Email)

February 21, 2018

Dear Colleagues:

**Re: Marihuana Addiction Treatment, Prevention and Education**

At our February 5, 2018 meeting, Council passed the following resolution for submission to AVICC (and UBCM) in relation to the upcoming legalization of marihuana.

*WHEREAS large profits will be made by the Federal Government in the form of taxes once the Liberal Government passes legislation permitting the recreational use of Marihuana in Canada. Enormous profits will be made through the manufacture, production and distribution of Marihuana.*

*AND WHEREAS the human cost will be in the 100's of Millions possibly Billions of dollars. The tragic loss of humanity through addiction is immeasurable. By legalizing Marihuana the Federal Government will sanction and subsequently legitimize its use among Canadians.*

*AND WHEREAS if we have learned anything from the use of alcohol and tobacco there will be serious and often irreversible effects due to marihuana consumption. Treatment facilities have to be available for immediate and adequate response for all Canadians, not just for those who can afford private care. Trained professionals, care facilities and education have to be ahead of the need.*

*AND WHEREAS it is well studied that a proportion of any population is susceptible to becoming dependent on an addictive substance. This adds up to 10's even 100's of thousands of Canadians.*

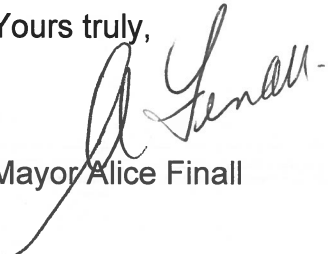
*AND WHEREAS we have seen huge legal assessments against tobacco and alcohol producers after the harm has already been done and lives lost. Decades ago tobacco producers denied the harmful effects of smoking, second hand smoke and the addictive nature of tobacco smoking. Health risks and the potential for addiction cannot be denied and is the direct responsibility of the Federal Government and manufacturers, producers and distributors of Marihuana.*

*THEREFORE BE IT RESOLVED that council request that, the Federal Government commit all its tax revenue derived from the sale of marihuana that has not been designated to the provinces, for use in treatment, prevention and education.*

*BE IT FURTHER RESOLVED that that those involved in the manufacture, production, distribution and sale of marihuana be required to establish a minimum 500 million dollar trust for the treatment of addicted persons in Canada.*

On behalf of Council, thank you for your consideration in this regard.

Yours truly,



Mayor Alice Finall



## STAFF REPORT TO COUNCIL

Council Meeting: FEBRUARY 27, 2018  
500 Matterson Drive, Ucluelet, BC V0R 3A0

**FROM:** MARK BOYSEN, CHIEF ADMINISTRATIVE OFFICER

**FILE NO:** 0640-30

**SUBJECT:** District of Ucluelet Economic Development Strategy Update

**REPORT NO:** 18-17

**ATTACHMENT(S):** APPENDIX A – Ucluelet Economic Development Strategy Update Report

### **RECOMMENDATION(S):**

1. **THAT** Council approve the finalized District of Ucluelet's Economic Development Strategy Update.
2. **THAT** Council direct staff to provide a progress update on the status of Economic Development Strategy actions at the May 8<sup>th</sup> Council meeting.

### **PURPOSE/DESIRED OUTCOME:**

The purpose of this report is to request Council's final approval of the Ucluelet Economic Development Strategy Update (UEDS) developed by Vaan Struth Consulting Group Inc. and to provide direction to staff to provide a progress update on the status of Economic Development Strategy actions at the May 8<sup>th</sup> Council meeting.

### **BACKGROUND:**

The last update to the economic development strategy was conducted in 2014. The 2017 draft was reviewed at the September 12, 2017 Regular Council Meeting, resulting in this finalized version of the UEDS. The UEDS support's the District's efforts to support economic development as outlined in the 2015-2018 Strategic Plan.

### **SUMMARY:**

The District of UEDS (Appendix A) identified high, medium, and low priority strategies for the municipality to consider. Of the 22 recommended strategies, 8 were considered highest priority. These are provided along with recommended actions in Appendix A.

District staff have initiated progress for all high priority actions. Staff will provide a detailed summary of the status for each strategy at the May 8<sup>th</sup>, 2018 Council meeting, when Council next meets as the Ucluelet Economic Development Corporation.

### **FINANCIAL IMPACTS:**

New potential budgetary needs will be presented by strategy at the May 8<sup>th</sup> meeting.

**OPTIONS:**

1. **THAT** Council approve the finalized District of Ucluelet's Economic Development Strategy Update.
  
2. **THAT** Council direct staff to provide a progress update on the status of Economic Development Strategy actions at the May 8<sup>th</sup> Council meeting.

**Respectfully submitted:**

Mark Boysen, Chief Administrative Officer

# UCLUELET ECONOMIC DEVELOPMENT STRATEGY UPDATE



July 2017



# Ucluelet Economic Development Strategy Update

JULY 2017

Prepared by:

VANN STRUTH CONSULTING GROUP INC.

For:

DISTRICT OF UCLUELET

July 2017

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## EXECUTIVE SUMMARY

This document is an update to the District of Ucluelet's 2012 Economic Development Strategy. Economic development is complementary and supportive of other community aspirations, expressed in the community vision in Ucluelet's Official Community Plan (OCP):

*Ucluelet's built and natural environment respects, above all, the outstanding diverse natural habitat and optimizes recreational opportunities for its citizens and its visitors. Ucluelet residents enjoy a high quality of life built upon a sustainable and diversified local economy.*

This 2017 update is based on input from District Council (through a workshop), in-person or telephone interviews with managers of community organizations and local companies, and an updated analysis of economic and demographic data. The update was completed from May to July of 2017, with funding assistance from the BC Rural Dividend Program.

### Economic Development Goals

The updated strategy retains the overall framework of the 2012 plan, which was structured according to 5 overriding goals. The updated goals are:

1. Sustain a Local Economic Development Structure and Tools
2. Invest in Ucluelet's Human Potential
3. Enhance Physical Infrastructure for Economic Development
4. Support and Build on the Twin Pillars of the Ucluelet Economy – Harbour-Related Industries and Tourism
5. Pursue Targeted Economic Development Opportunities

### High Priority Strategies

Of 22 recommended strategies, 8 are considered of the highest priority:

- **Strategy 1 - Determine the District of Ucluelet's staff and financial commitment to economic development.** The District should take a fresh look at its ongoing investment in economic development and consider if, and where, economic development could be accommodated within the municipal structure.
- **Strategy 2 – Operate or support a Business Retention and Expansion (BRE) program.** BRE is a fundamental economic development program that recognizes that most of a community's job growth occurs through the expansion of established companies, which underlines the importance of identifying and resolving challenges facing existing businesses on an ongoing basis. As part of its renewed focus on member services, the Ucluelet Chamber of Commerce is currently seeking grant funding to support the Ucluelet Business and Employment Retention and Expansion (UBERE) program, which the District should publicly support to encourage business participation.
- **Strategy 3 – Community Ucluelet's attributes and opportunities for economic development.** Ucluelet has many positive attributes as a place to live, to work and to invest and needs to

continually communicate those attributes both outside the community and internally. The District should create a dedicated Economic Development section within the District website and collaborate with the Chamber of Commerce on the collection and development of various information resources, including “community profile” information, business guides, sector research, links to business resources, marketing materials, maps, community history, and so on.

- **Strategy 5 – Maintain a collaborative relationship on economic development projects with neighbouring First Nations.** The District of Ucluelet is close neighbours with two First Nations – the Yuuʔuʔiʔaṭh (formerly Ucluelet) First Nation, with whom it recently finalized a communications protocol, and the Toquaht First Nation, with whom it co-owns the Barkley Community Forest. Both Nations are active in economic development and have holding companies that own multiple businesses, and the District should maintain open dialogue and be open to collaborating on projects of mutual interest.
- **Strategy 12 – Continue to support the development of a range of housing options, including dedicated staff housing if the need arises.** The availability of affordable housing is the single most urgent issue facing the community. A range of initiatives will be required to address the challenge, including continuing to increase housing supply, supporting the creation of dedicated staff housing, and resolving the regulatory situation for short-term vacation rentals.
- **Strategy 15 – Continue working to improve the municipal water system.** The District of Ucluelet’s water system has short-term challenges (inadequate water pressure, including for fire flow), and long-term constraints that affect some economic development opportunities. Accessing water from Kennedy Lake appears to be the best long-term solution and financial and logistical planning is ongoing.
- **Strategy 16 – Continue to work with the Department of Fisheries and Oceans (DFO) and industry to maximize the effectiveness of the harbour for commercial fishing operations.** The Ucluelet Harbour is recognized as having strategic importance to the West Coast fishing fleet and the District should dedicate more time to an ongoing, strategic commitment to a vision and plan for optimizing the harbour’s potential for high-value activity in fishing, as well as transportation, tourism, and recreation.
- **Strategy 19 – Support the expansion and diversification of tourism amenities and attractions.** As a Resort Municipality, Ucluelet is widely recognized as a premier tourist destination, but there remains significant potential to further develop the tourism sector. There are many ideas for possible new attractions and amenities, including those that would grow the off-season and shoulder season. Among the more important current opportunities are applying for recreational tenures for the Barkley Community Forest that would support the expansion of hiking and mountain biking, and supporting the development of complementary commercial and recreational amenities on the site of the Pacific Rim Visitor Centre, which is operated by Tourism Ucluelet.

### Implementation

This Economic Development Strategy Update has been designed to accommodate whatever level of resources Council ultimately decides to dedicate to economic development. The highest-priority items

should be covered even with fewer resources available, while a larger commitment would enable more strategies to be implemented sooner.

The recommended approach is to create an annual work plan for the economic development function that specifies the major projects for the year as well as the ongoing programs and initiatives that will be maintained. It should identify the time requirement, budget allocated and partners for each project, with a brief description of what will be done and include a measurable outcome for each strategy.

## 1 INTRODUCTION

This document is an update to the District of Ucluelet's 2012 Economic Development Strategy.

The 2012 report was based on a full strategic planning process, including an extensive community survey, several workshops with District Council, analysis of economic and demographic data, and a special analysis for prioritizing Ucluelet's economic opportunities.

It positioned economic development as complementary and supportive of other community aspirations, expressed in the community vision in Ucluelet's Official Community Plan (OCP):

*Ucluelet's built and natural environment respects, above all, the outstanding diverse natural habitat and optimizes recreational opportunities for its citizens and its visitors. Ucluelet residents enjoy a high quality of life built upon a sustainable and diversified local economy.*

This 2017 update is based on input from District Council (through a workshop), in-person or telephone interviews with managers of community organizations and local companies, and an updated analysis of economic and demographic data. The update was completed from May to July of 2017, with funding assistance from the BC Rural Dividend Program.

### Report Structure

The overall framework of the Ucluelet Economic Development Strategy has been retained from the 2012 report and some of the content is largely the same, reflecting the fact that many issues and opportunities still exist five years later.

The emphasis in this 2017 update is to present a streamlined, focused strategy that considers recent developments and provides an impetus for the District to, once again, examine its staffing and financial commitment to economic development. This document does not entirely supersede the 2012 report, which contains significant background discussion of economic development theory and community analysis that remains relevant.

The report is organized as follows:

- Section 2 provides a summary of the key economic development achievements and events in the last five years, as well as an explanation of the slight update to the five strategic goals that underpin the entire strategy.
- Section 3 contains the bulk of the document, featuring a total of 24 strategies organized under the 5 goals.
- Section 4 discusses the implementation of the strategy and contains a single-page summary of all strategies by priority and lead responsibility.
- Section 5 has a recommended approach to performance monitoring.

The Appendix contains data charts, with brief commentary, from an updated Economic Analysis.

## 2 PROGRESS ON 2012 STRATEGIC PLAN

The previous Ucluelet Economic Development Strategy was prepared in 2011-2012 and followed a transition period in the municipality's investment in economic development.

The Ucluelet Economic Development Corporation (UEDC) has been established in 2000 as a District-owned corporation, functioning as a useful vehicle for partnerships and joint ventures aimed at diversifying the economy after downturns in fishing and forestry in the 1990s. The Economic Development Officer (EDO) position was initially a District employee, at first focused only on economic development and later as one of the responsibilities of the District Chief Administrative Officer (CAO). In the several years prior to the 2012 strategy, the EDO was a part-time contract position, with other responsibilities handled by the Mayor, Council, and CAO.

Since the 2012 Strategy was completed, the District has not had a dedicated staff person for economic development. Due primarily to budget limitations, implementation of the plan was carried out by Council members and other District staff working on a limited basis.

Despite these limitations, there were many important achievements and events in the last five years:

- The redevelopment of the Ucluelet Aquarium into a new, 3,000 square foot facility with state-of-the-art displays, teaching and demonstration stations, and a lecture facility. It has proven to be a very popular attraction.
- Fibre optic lines have been installed throughout the community, eliminating previous issues with slow internet connectivity.
- A communications protocol was finalized with the Yuułuʔiłʔatḥ First Nation (formerly Ucluelet First Nation) to support dialogue and the identification of projects and initiatives of mutual benefit.
- The establishment of the Barkley Community Forest, co-owned with the Toquaht First Nation, in 2015.
- A reorganization of the Ucluelet Chamber of Commerce, such that Tourism Ucluelet is now a separate entity and the Chamber has a renewed focus on member services and business and economic development. The District provided funding to assist through the transition period.
- Related to the point above, the previous shared community website that included the District and Chamber is being separated to reduce confusion. Tourism Ucluelet's new website has been launched while separate Chamber and District websites will be launched soon.
- The establishment of West Coast N.E.S.T. in many communities on the west coast, including Ucluelet and its First Nations neighbours (Hitacu and Macoah) offering a variety of outdoor learning courses and educational tourism opportunities from primary school through university level. The initiative is funded through the Pacific Salmon Treaty and overseen by Clayoquot Biosphere Trust.
- Investment by the federal Small Craft Harbours in two large catamaran breakwaters to provide improved shelter to the harbour, while also increasing moorage capacity.

- Continued expansions and enhancements to the Wild Pacific Trail.
- Modest population growth from 2011 to 2016, but high rate of net retention of young adults, unlike most similar communities
- And many more.

### Economic Development Goals

The updated 2017 Ucluelet Economic Development Strategy retains the overall framework of the 2012 plan, which was structured according to 5 overriding goals. The original and updated goals are shown in the table below.

**TABLE 1. 2012 AND 2017 ECONOMIC DEVELOPMENT GOALS**

2012 Goals	2017 Goals	Note
Goal #1: Realign Economic Development Structure and Tools	Sustain a Local Economic Development Structure and Tools	“Sustain” is a better description of what the District should do in future years, whereas “Realign” is more of a short-term goal.
Goal #2: Invest in Ucluelet’s Human Potential	Unchanged	
Goal #3: Enhance Physical Infrastructure for Economic Development	Unchanged	
Goal #4: Capitalize on Harbour-Related Opportunities	Support and Build on the Twin Pillars of the Ucluelet Economy – Harbour-Related Industries and Tourism	This revised goal is a better reflection of the two pillars of the local economy, both of which should be recognized and supported, and both continue to provide growth opportunities.
Goal #5: Pursue Targeted Economic Development Opportunities	Unchanged	

### 3 STRATEGIES

This section presents the 22 individual strategies that comprise the plan, organized under 5 strategic goals.

Under each strategy is a brief discussion of the rationale for the strategy, followed by:

- **Actions.** These are one or more key activities required to implement the strategy
- **Lead Responsibility.** This is the person or organization who is best suited to lead implementation of the strategy. Options include:
  - A. EDO (Economic Development Officer), which is a position that does not currently exist, but if established, is the best project lead.
  - B. Staff, referring to District staff other than the EDO, who are identified as the lead for strategies affecting their areas of responsibility.
  - C. Outside Organizations, usually identified by name, and who are best-placed to lead implementation of a given strategy.

It is recognized that partners are a critical part of economic development and specific partners that are particularly suited for a given strategy will be identified.

- **Timing.** Projects are labeled as either Ongoing or having a fixed duration. Any issues of when projects should be initiated or completed are also identified here.
- **Priority.** Each strategy is identified as High, Moderate, or Lower priority, based on the urgency and/or potential benefit of implementation. Note these priorities may shift over time and even the “Lower” priorities are important (otherwise they would not be included).

#### Goal #1: Sustain a Local Economic Development Structure and Tools

The first goal of the Ucluelet Economic Development Strategy is to ensure that a structure is in place to successfully implement an ongoing economic development program.

Ucluelet has had an economic development function for many years so some of the recommended items under Goal #1 are already in place to some degree. The Strategy encourages and supports their continuation and recommends additional actions and tools as part of an overall program.

**Strategy 1. Determine the District of Ucluelet’s staff and financial commitment to economic development.**

The District of Ucluelet should take the opportunity afforded by this updated Economic Development Strategy to take a fresh look at its ongoing investment in economic development.

The recent turnover in senior management at the municipality also provides the opportunity to re-examine the organizational structure and consider if, and where, economic development could be accommodated.

It is acknowledged that economic development is not a core function of local government, and this strategy will not recommend that Ucluelet establish a permanent economic development function. Only Council can decide how to allocate the community's limited resources, although the potential for economic development initiatives to enhance local quality of life and to yield greater business activity (and more tax revenue) should also be considered.

There was a detailed discussion in the 2012 strategy about how small communities in BC handle economic development, most of which is still relevant today. The essential point is that relatively few small communities have a full-time economic development staff person, while others have a shared position.

For example, the District of 100 Mile House has a dual Planner/Economic Development position. The District of Fort St. James, until recently, had a dual Clerk/Economic Development position. Other communities contract an existing organization to provide services (e.g., Chamber of Commerce, Community Futures) or participate in a regional economic development function.

One possibility for Ucluelet that is not shared elsewhere is to have an Economic Development Officer who also has responsibility for management of the Harbour (which has traditionally been a responsibility of the Chief Financial Officer).

Unfortunately, there are no recent surveys within the economic development field about salaries and budgets, but it is reasonable to assume a minimum core funding commitment of \$150,000-\$200,000 per year would be required to cover staff costs for one person, overhead, and a very modest expense budget (travel, developing promotional material, participation in regional initiatives, etc.). A part-time position or joint appointment with another department would have a corresponding smaller budget strictly for economic development. Additional funding through grants from organizations like Island Coastal Economic Trust, the federal Invest Canada – Community Initiatives program, the BC Rural Dividend Fund, Western Economic Diversification, and others would enable more significant projects to be completed.

Ultimately, this strategy is about the municipality deciding, at least for now, about how to proceed with economic development and then getting on with the job with whatever resources are available. A future Council is always free to make a different decision.

#### Actions

- Staff to present staffing and funding options to Council, perhaps as part of a broader corporate restructuring and/or part of the 2018 budget process, on options for economic development.
- Council to decide on the preferred approach and subsequent hiring decisions made, if required.

#### Lead Responsibility

Council, based on recommendation from Senior Staff

#### Timing

Short-term

#### Priority

High



## Strategy 2. Operate or support a Business Retention and Expansion (BRE) program.

BRE is a fundamental economic development program that recognizes that most of a community's job growth occurs through the expansion of established companies. This underlines the importance of identifying and resolving challenges facing existing businesses on an ongoing basis.

The creation of a BRE program was recommended in the 2012 Strategy, with the recognition of such programs are very time-consuming and typically require community partnerships, particularly in smaller communities with limited economic development resources.

As part of its renewed focus on member services, the Ucluelet Chamber of Commerce is currently seeking grant funding to support the Ucluelet Business and Employment Retention and Expansion (UBERE) program. It will be structured as a classic BRE program, featuring individual business visits and in-depth interviews, consolidation of results across sectors to identify barriers, challenges and possible solutions and regular reporting that assists the local government and others with informed decision-making. The program will also provide business care and education programs through seminars for the Chamber's 140 member businesses, and will create a Youth Entrepreneur program for Ucluelet high school students.

The program will also include critical non-profit organizations such as the managers of the Wild Pacific Trail and Ucluelet Aquarium, recognizing that the health of these societies is critical to Ucluelet's tourism sector. The program is currently intended to be operated by Chamber staff and trained volunteers.

### Actions

- Publicly support the UBERE program to encourage business and society participation.
- Work with the Chamber to address the issues and challenges that are raised.
- Given the potential value of the program for local economic development, assist the Chamber in identifying alternative sources of funding and/or revised program parameters to ensure that a BRE program is operating in the community.

Lead Responsibility	Timing	Priority
Chamber of Commerce (with support from Council and staff in promotion and responding to issues)	Ongoing	High

### Strategy 3. Communicate Ucluelet's attributes and opportunities for economic development.

This is a consolidation of two strategies from the 2012 report – Strategy 3 on communication tools (the channel) and Strategy 4 on information and promotional tools (the content for those channels).

The basic idea is that Ucluelet has many positive attributes as a place to live, to work and to invest but needs to continually communicate those attributes both outside the community and internally.

Many of the basic tools are in place, including websites (the District and Chamber websites are soon to be separated) and social media accounts. The main page of the District website should have a clearly identifiable Economic Development section that contains a variety of information resources:

- Maps of the community and surrounding area
- History of the community's development, including its role for First Nations
- "Community profile" information, including a description of major industries, population and labour force profiles, transportation linkages and travel times (highway, air, water), description of major industrial and commercial areas, particularly vacant and/or developable sites, list of leading employers, various quality of life information (housing costs, parks, health services, schools, recreational amenities, churches), and any information specific to key sectors
- Business guides providing assistance with regulations and permitting (e.g., for temporary summer operators)
- Reports or notices on economic development activities or upcoming events (aimed primarily at the local audience)
- Sector reports or other research of interest, either produced locally or at the regional or provincial level
- Links to business resources (e.g., financing, succession planning, social media assistance, technical resources)
- Any marketing materials that are produced for the community at large or for specific economic opportunities

This is a formidable list, but can be built over time and with the likely cooperation of the Chamber of Commerce. Much of the detailed research material can be collected and updated periodically, such as by summer or co-op students on an annual basis.

In addition to this resource material, ongoing promotion and communication should be conducted through social media (Instagram, Facebook, Twitter, etc.). This keeps the local community informed about economic development activities and helps to educate outsiders who are interested in Ucluelet.

Funding assistance is often available to produce marketing and promotional material. An example is the Invest Canada Community Initiatives (ICCI) program that provides funding support for community promotional material provided it targets international investment and, ideally, it fits into several priority sectors.<sup>1</sup>

<sup>1</sup> See <http://tradecommissioner.gc.ca/funding-financement/icci-icic/about-icci-propos-icic.aspx?lang=eng> for details. The intake period for 2018 applications is September-October 2017.

**Actions**

- Create a dedicated Economic Development section within the District website.
- Discuss the coordination of research and creation of materials with the Chamber of Commerce.
- Depending on available staff and financial resources (including possible grant funding), start collecting resource material and create a research plan for collecting and maintaining community economic data
- Use the website and social media platforms to communicate information as widely as possible

**Lead Responsibility**

EDO, in possible partnership with the Chamber of Commerce

**Timing**

Ongoing maintenance, with intermittent research updates lasting 2-4 months

**Priority**

High/Moderate

**Strategy 4. Explore marketing synergies with Tourism Ucluelet**

As noted in the previous strategy, Ucluelet's many positive attributes as a place to live, work and invest are not widely known. Even if people have seen images from Ucluelet or have some familiarity with the community, it is very likely they have seen it from a tourist perspective.

Tourism is one of the pillars of the Ucluelet economy and the success of Tourism Ucluelet and other agencies in spreading a positive message is good for the community. It is also likely that many people who decide to invest first experience the community as a tourist.

This suggests a possible fit between tourism promotion and economic development promotion (whether in general or for specific opportunities). This should be approached delicately and should not compromise the tourism messaging in any way, but through the clever use of links to economic development information, sidebars, or supplementary messaging within tourism promotions, or by some other approach, it should be possible to increase the number of tourists who are exposed to economic development messaging about the community.

**Actions**

- Maintain an ongoing dialogue with Tourism Ucluelet about ways to subtly include economic development information alongside tourism messaging.

**Lead Responsibility**

EDO

**Timing**

Ongoing

**Priority**

Lower/Moderate

**Strategy 5.** Maintain a collaborative relationship on economic development projects with neighbouring First Nations.

The District of Ucluelet is close neighbours with two of the five First Nations that are part of the Maanulth Treaty, which came into effect in 2011.

The Yuułuʔiłʔatḥ First Nation (formerly Ucluelet First Nation) has lands surrounding the Ucluelet harbour, including its main settlement of Hitacu directly across the harbour from downtown Ucluelet. The Nation's administration building, along with several businesses, are in Ucluelet, while the municipality is in the Nation's traditional territories. A communications protocol was recently finalized between the District and the Yuułuʔiłʔatḥ Nation (formerly Ucluelet First Nation) to support dialogue and the identification of projects and initiatives of mutual benefit.

The Toquaht First Nation has lands primarily along the northwestern shores of Barkley Sound, including its main settlement at Macoah. The Nation is a co-owner of the Barkley Community Forest with the District of Ucluelet.

Both Nations are active in economic development and have holding companies that own multiple businesses (resorts and campgrounds, fisheries and forestry companies, retailers, and more) both within Ucluelet and nearby.

There are many possibly joint venture opportunities within one of the First Nations and either the District of Ucluelet or a local company or community organization. Expanding tourism linkages between Ucluelet and Hitacu is one possibility, while seafood-related collaborations with Toquaht might be another.

The purpose of this strategy is to ensure that the District maintains open dialogue with both Nations and is open to collaborating on projects of mutual interest.

#### Actions

- Establish and maintain a regular pattern of communication with each First Nation to understand their economic development plans and identify ways for Ucluelet to support and partner in initiatives, where appropriate.

#### Lead Responsibility

EDO / Council

#### Timing

Ongoing

#### Priority

Moderate

**Strategy 6.** Create an Economic Development Committee of Council to support ongoing community input to Economic Development.

Most municipalities with an economic development function have some of advisory board or committee to provide regular input from the community.

Municipalities with an arms-length agency, such as a non-profit society or development corporation, will have oversight from the agency's board, which is often appointed by Council. Other municipalities with a staff EDO will often have an economic development committee, also appointed by Council.

These boards or committees are valuable because they tap into the expertise of local business owners and managers, as well as representatives of other community organizations or other community members with relevant backgrounds (such as retirees).

Some communities (e.g., Salmon Arm) have fixed seats on their committee corresponding to each of the major industries in the local economy. The recommended approach for Ucluelet is to have a committee with broad representation, but no fixed seats (as this can lead committee members to feel responsible for advocating for their sector, rather than acting in the best interests of the community).

#### Actions

- Establish Terms of Reference for an Economic Development Committee of Council, to meet at least quarterly to provide direction and feedback on the economic development initiatives of the municipality.

Lead Responsibility	Timing	Priority
EDO / Staff / Council	2-6 months to organize and recruit the committee, then Ongoing	Moderate

## Goal #2: Invest in Ucluelet's Human Potential

Ucluelet's economic development efforts are ultimately about creating a better quality of life for its residents. This includes high-quality public and commercial services and the opportunity to secure high-quality, well-paying jobs.

Making Ucluelet a better place to live is increasingly recognized as one of the key drivers of economic development. Business owners, entrepreneurs and investors who are already based in Ucluelet have already demonstrated their commitment to the community and are far more likely to drive future employment growth by creating new ventures and expanding existing businesses.

All aspects of quality of life – from education to health care to housing to recreation – are important for long-term economic vitality.

**Strategy 7.** Continue to support new and expanded post-secondary education and/or advanced research institutions.

This strategy is retained from the 2012 report as any expansion of post-secondary options and/or advanced research facilities has significant positive benefit for the community. West Coast NEST has expanded the range of programming available, but only for short, specialized courses.

North Island College operates the community's public post-secondary facility and there are always possibilities to expand its course selection if demand justifies it. The College can also be a conduit to distance learning opportunities through a variety of partner institutions.

Pursuing a post-secondary educational facility and/or research institute is another option. There has been some interest in the past and the logical fit is with an institution offering programs related to the region, such as forestry, fishing, wave energy research, environmental studies, etc.

Valemount is a small community currently going this route through the creation of Valemount College, focused on mountain culture. It will operate as a private, non-profit venture that was conceived and planned locally.

### Actions

- Maintain an ongoing relationship with North Island College and encourage expansion of local course options, including opportunities to start degree programs at home before transferring to a university.
- Promote Ucluelet as a location for new post-secondary facilities and/or research institutes with Provincial officials.
- Identify post-secondary and research facilities as an opportunity on all economic development resource and promotional material.

### Lead Responsibility

EDO / Council

### Timing

Ongoing

### Priority

Moderate

**Strategy 8. Support closer ties between local educational institutions and the business community.**

The benefits of a closer relationship between educational institutions and the business community include a better link between education programs and the skills required by business (including non-business employers), as well as introducing students to the possibilities of entrepreneurship at a time in their life when they are best positioned to take risks.

The Chamber of Commerce is planning a youth entrepreneurship component of their UBERE program, while Council should consider reinstating an educational liaison position for one of the Council members. This has previously been focused at the high school, but could in theory also exist for North Island College (through the same or a different Council member).

Finally, there is a desire in the community for Ucluelet High School to be upgraded or replaced, both for seismic safety reasons and to update the facilities to allow for a wider range of course and extra-curricular opportunities.

**Actions**

- Re-establish the Council position of “education liaison”
- Encourage closer links between the business community (and other employers) and both North Island College and the high school as part of ongoing liaison with both organizations.
- Lobby the new provincial government for funding support for a new or upgraded high school

<b>Lead Responsibility</b>	<b>Timing</b>	<b>Priority</b>
Council / Chamber of Commerce	Ongoing	Moderate

**Strategy 9. Develop business resource package, including referral service, to support entrepreneurs and small businesses**

Encouraging entrepreneurship and small business growth is an important dimension of local economic development. However, the type of individual counseling and one-on-one assistance that aspiring entrepreneurs and small businesses require is usually beyond the resources of a small economic development office.

Alternatively, there are organizations and resources that are dedicated to this task. The challenge is connecting those who need assistance to the available resources, particularly if they are not located in Ucluelet.

What is suggested is the development of a resource guide for inquiring entrepreneurs and small businesses to ensure they are referred to the resources that they require. This need not be a formal document, but rather a collection of links and information sources that can be posted online, emailed to inquiring parties, or printed as the situation requires. Many other communities in BC have created similar guides and given that many of the non-local information sources are the same, Ucluelet can benefit from work done elsewhere and simply adapt these guides to its own purposes. Other local organizations, particularly the Chamber of Commerce and Community Futures, also provide support services to local businesses so coordination is required to prevent unnecessary duplication of effort.

Topics to be covered would include regulatory requirements, access to financing, business planning guidance, market research services, training programs (e.g., WorldHost training for tourism employees), succession planning, and potentially many more. The guide would be a living collection of information that could be continually updated and enhanced over time.

**Actions**

- Consult with local and regional business-serving organizations to identify existing resources and gaps.
- Compile lists of resources and links, organized by topic, for posting online and distributing by other means as required.
- Create a more prominent link to BizPaL on the Ucluelet website (this is an online guide that shows, for a given type of business, all relevant permits and licenses that are required for all levels of government)

Lead Responsibility	Timing	Priority
EDO	2-3 months, with annual updates	Lower



**Strategy 10. Continue to support health service improvements in Ucluelet and the region.**

Access to quality health services is a key determinant of where many people choose to live, particularly as they age or they if have young children. Maintaining and improving health services in Ucluelet is fully justified as part of an economic development strategy for the community.

In addition to the services provided to residents, expanded health services (whether through public health care or via various private health-related services) typically provide quality employment.

Plans are currently being explored to create a new health centre in Ucluelet that would be operated by Island Health and would centralize both public services and provide space for other health practitioners and related businesses to operate.

**Actions**

- Continue working with Island Health and regional partners (District of Tofino, Alberni-Clayoquot RD) to improve health services both in Ucluelet and at Tofino General Hospital.
- Ensure that other economic development initiatives providing business or entrepreneurial support are inclusive to health and wellness businesses.
- Continue to raise health care as a priority issue for the community when lobbying the provincial government.

**Lead Responsibility**

Staff & Council

**Timing**

Ongoing

**Priority**

Moderate

**Strategy 11.** Continue to support programs and events that enhance Ucluelet’s unique sense of place and high quality of life.

There is increasing recognition within the field of economic development that a community’s “sense of place,” which is the meaning and attachments that residents and visitors assign to a community, is an important factor in attracting people and investment.

Sense of place is enhanced by the features of a community that make it special and unique compared to any other place. This means that in addition to the basics of shelter and clean water and safe streets, the District should continue to support arts and cultural amenities, recreational programs, and festivals and events.

It should be noted that sense of place is not entirely the responsibility of the public sector. Funky coffee shops, specialized retailers, and community sports associations, among many other examples, also help define the sense of place. The local government role is not always to contribute financially, but sometimes to have a supportive regulatory environment. Rather than being overly prescriptive, regulations are flexible enough to let the weird and experimental stuff happen.

#### Actions

- Continue to be supportive, through both financial and regulatory means, of a unique and vibrant community, as represented through arts and culture, recreation, commercial areas, public spaces, festivals, and events, and more.

#### Lead Responsibility

Council and Staff

#### Timing

Ongoing

#### Priority

Moderate

**Strategy 12.** Continue to support the development of a range of housing options, including dedicated staff housing if the need arises.

The community survey completed for the 2012 Economic Development Strategy showed housing prices as the single greatest source of dissatisfaction in the community. Initial consultation for the updated Official Community Plan, currently underway, as well as the interviews conducted for this strategy update, suggest that the challenge has only intensified.

Municipalities throughout BC are struggling with this issue and there are no easy answers. Ensuring that housing supply continues to grow to meet demand will help, but is not a complete solution. Continuing with policies that create incentives for affordable units and creating Permanent Affordable Housing (PAH) units, will also help alleviate the problem. A comprehensive solution is beyond the scope of this report, but housing is a critical aspect of quality of life, meaning that it is critical for economic development.

The situation is further complicated by the severe staff housing shortage experienced by Black Rock Resort, one of the major seasonal employers. Their needs will hopefully be addressed through the construction of permanent staff housing across the street from the resort in time for the summer 2018 season.

As the community continues to develop as a major resort destination, allowances for additional staff housing, including with some local government support, may be necessary. The City of Revelstoke, for example, is working on a plan for significant apartment-style staff housing that would largely be funded by participating businesses (which would pay to place a certain number of employees in the facility).

It should also be noted that for those in even higher-priced markets (Vancouver, Victoria, Tofino), Ucluelet housing looks relatively inexpensive and it could be highlighted in marketing efforts as an attraction for the community.

#### Actions

- Consider with affordable housing initiatives through the Ucluelet Affordable Housing Committee, the Official Community Plan update and other planning initiatives.
- Prepare for the possible need for future staff housing as resort facilities expand.
- Resolve the regulatory situation for short-term vacation rentals (such as Airbnb) that is negatively impacting permanent housing supply.
- Include housing price comparisons of Ucluelet to other BC markets (particularly higher-priced markets) as part of community profile research and promotional materials.

#### Lead Responsibility

Staff

#### Timing

Ongoing

#### Priority

High

### Goal #3: Enhance Physical Infrastructure for Economic Development

Goal #3 addresses the physical aspects of the community that affect economic development. These are general characteristics of the community that are not specific to any one sector. Harbour-related infrastructure is addressed under Goal #4.

**Strategy 13.** Ensure sufficient supply of industrial land is designated and, when appropriate, serviced for future use.

The industrial area on Forbes Road is the main source of vacant industrial land in Ucluelet, but there is limited land remaining and eventually it will be exhausted.

Seaplane Base Road is the other major source of vacant industrial land, but it may be more appropriately reserved for marine-related uses rather than general industrial. As discussed under Goal #5, Ucluelet has opportunities in various light industrial uses that are more diverse than the traditional industrial uses of the past (e.g., laboratories, 3D printing) and are ideally co-located with good-quality office space. These types of firms may prefer to be in more diverse neighbourhoods rather than strictly industrial districts.

The overall point of this strategy is to ensure that sufficient industrial land is available if these new opportunities materialize (or existing industrial continue to expand).

#### Actions

- Monitor the availability of industrial land, including through a BRE program.
- Through ongoing dialogue with potential investors, maintain an up-to-date understanding of the type of land that is preferred by potential new businesses.

#### Lead Responsibility

EDO / Staff

#### Timing

Ongoing

#### Priority

Lower

#### Strategy 14. Support continued improvement to regional transportation infrastructure

A significant highway improvement project is currently underway on Highway 4, which is Ucluelet's main connection to the rest of Vancouver Island. This should alleviate some of the safety concerns about the route, although improvements to cellular phone coverage on the route would be a welcome improvement in the future.

But the highway remains the only land route to the community. The establishment of a new vehicle ferry service from Ucluelet to Port Alberni would provide a vital alternative route, while also serving as a popular tourist attraction.

Ucluelet should also be supportive of lobbying efforts from the City of Port Alberni to secure a second highway into the Alberni Valley. This would also serve as an alternative route for Ucluelet and Tofino to access the east coast of the Island.

Air access is provided by the Long Beach Airport, located 24 km east of Ucluelet and owned by the Alberni-Clayoquot Regional District. It has regular flights to Vancouver and accommodates private charters. Airport facilities are gradually being upgraded over time, including the construction of a new terminal building in 2010 and the installation of a runway lighting system in 2016. Future upgrades to the access road, drainage system and air traffic control would further enhance access.

#### Actions

- Continue exploring the feasibility of a new vehicle ferry service from Ucluelet to Port Alberni.
- Continue working with Tofino and the Alberni-Clayoquot Regional District to secure funding for upgrades to the Long Beach Airport.
- Support the City of Port Alberni in lobbying efforts to secure a second highway route into the Alberni Valley.

#### Lead Responsibility

Staff / EDO

#### Timing

Ongoing

#### Priority

Lower

### Strategy 15. Continue working to improve the municipal water system

Ucluelet's water system currently faces both short-term and long-term challenges. In the short-term, there are concerns with inadequate water pressure, including for fire flow.

The District's current primary water supply from Lost Shoe Creek Well is sufficient for the medium term, but over the long-term, accessing water from Kennedy Lake appears to be the best option. Financial and logistical planning continues on these issues.

Water supply is clearly important for economic development, particularly for industries that are heavy water users (such as fish processing or possible new industries like a brewery). It is also critical for any significant expansion in residential and resort development.

#### Actions

- Continue with water system planning to resolve the short-term and long-term water supply issues in the community.

Lead Responsibility	Timing	Priority
Staff	Ongoing until issues resolved	High

## Goal #4: Support and Build on the Twin Pillars of the Ucluelet Economy – Harbour-Related Industries and Tourism

As of the 2011 National Household Survey, the concentration of tourism-based jobs in Ucluelet was about 2.5 times the provincial average. These are a combination of jobs in accommodation services, food and beverage services, recreation, transportation, retail, and others.

This underlines the importance of tourism to the Ucluelet economy and is impressive considering that every community in the province has at least a small tourism industry.

But the real outlier in the Ucluelet economy is the fishing sector. Including fishing, aquaculture and fish processing, the concentration of employment in Ucluelet is 64 times the provincial average. Fishing jobs are naturally more concentrated because they are mostly limited to coastal communities, but this is still a remarkable result. About 18% of all jobs with a fixed place of work in Ucluelet were in fishing, and this does not include all the various suppliers to the industry.

Goal #4 is a recognition that harbour-related industries and tourism are the two key drivers of the local economy. Part of a sound economic development strategy is recognizing the community's strengths and building on them, rather than focusing entirely on creating something new that may not have any history of local success. Tourism is the most high-profile industry in Ucluelet, but the historic advantages of the Ucluelet Harbour location and supporting services and facilities remain intact and will continue to support a significant share of the local population.

**Strategy 16.** Continue to work with the Department of Fisheries and Oceans (DFO) and industry to maximize the effectiveness of the harbour for commercial fishing operations.

Sitting as the Board of the Ucluelet Harbor Authority, District Council is regularly in contact with the commercial fishing industry, fish processors, marine service providers, and other harbour users. What is lacking in the District's approach to the harbour is a staff person with significant time allocated to high-level management of the harbour. (This is separate from the Harbour Master, who is the on-the-ground manager of activity on the docks and surrounding waters).

Traditional responsibility for the Harbour has been with the District's Chief Financial Officer, but has not been a core part of the job description. Having a staff person with significant time dedicated to the harbour would allow better and more strategic progress to be made on a variety of issues. These include the decommissioning of the 52 Steps dock and the need to accommodate its users elsewhere, managing truck traffic through the community from the existing fish plants, the possible expansion and long-term consolidation of marine industries off Seaplane Base Road, the pursuit of new harbour-based services such as a new vehicle ferry to Port Alberni, reconfiguration of the Inner Harbour to expand moorage, and so on.

Yet the potential for significant improvements is there. DFO's Small Craft Harbours division recently invested about \$1 million in new floating breakwaters and based on discussions with local industry, SCH recognizes the strategic importance of the Ucluelet Harbour to the West Coast fishing fleet. It has a combination of proximity to fishing grounds (much closer than Port Alberni) and a full range of support services (including fuel, ice, repair facilities, etc.), unlike Tofino or any other harbour on the outer coast.

The industry trend toward fresh fish also supports Ucluelet's continuing importance. As the closest harbour to many fishing grounds, fish can be offloaded in Ucluelet when they are freshest and have the highest value.

#### Actions

- Increase staff time for the strategic focus on harbour issues, either as part of a new economic development position or in combination with another position.
- Pursue funding to create an updated Harbour Master Plan that would provide a long-term vision and plan for the harbour and its many users.
- Promote a greater understanding in the community of the economic importance of harbour-related industries.
- Maintain ongoing liaison with harbour users to stay abreast of ongoing issues and to work on collaborative solutions. Note that some harbour-related companies are likely to be included in the Chamber's UBERE program.
- Maintain an ongoing and regular dialogue with Small Craft Harbours and work with them to maximize the value of this strategic harbour to the commercial fishing fleet, including through additional capital investments.

#### Lead Responsibility

EDO / Council

#### Timing

Ongoing

#### Priority

High



**Strategy 17. Support the continued operation and expansion of marine support services.**

The network of marine support services includes repair and maintenance facilities, fuel providers, ice, and other marine goods suppliers, offloading and trucking firms, cold storage, and public services like catch monitors and the Royal Canadian Mounted Police (RCMP). While individually, many of these companies are small, they play a critical role in supporting the commercial fishing industry and other harbour users (e.g., whale watching vessels, recreational boaters, research vessels, etc.).

The loss of any critical services may cause the transient fishing fleet to offload or switch their home port elsewhere.

**Actions**

- Ensure that marine-related support services businesses are included in the UBERE program, or an alternative business retention and expansion (BRE) program in future.
- Should the need arrive in the future (due to a business closure, for example), work to attract marine service providers to ensure that Ucluelet provides as complete a set of marine services as possible.

Lead Responsibility	Timing	Priority
EDO	Ongoing	Lower

**Strategy 18.** Support the commercial fishing, aquaculture, and processing sectors in the development of new and higher-value seafood products.

The commercial fishing sector has been fundamental to the Vancouver Island economy for decades, yet continues to identify new species that were previously under-valued. Eels and shrimp are among the latest species that are growing in popularity and providing additional value to the industry.

Identifying new and higher-values products is the only way the sector can stay successful, given that more efficient vessels and corporate consolidation are constantly pushing to shrink the size of the fishing fleet.

There may be relatively little the District of Ucluelet can do to directly affect this strategy, other than supportive roles like connecting industry members to research sources or lobbying the federal government regarding international market access.

A more significant role for the District would come from working with industry on approvals for upgraded or new processing facilities. Any significant new employment activity would likely require assistance with staff housing.

#### Actions

- Consult regularly with current seafood processors and commercial fishing and aquaculture operators to stay abreast of their needs and requirements.
- Ensure that the economic development office subscribes to a wide variety of information sources on the industry and is aware of the resources that are available through senior levels of government, industry associations, academia, etc. and connect local operators to these resources as much as possible.

#### Lead Responsibility

EDO

#### Timing

Ongoing

#### Priority

Lower

### Strategy 19. Support the expansion and diversification of tourism amenities and attractions.

As one of 14 Resort Municipalities in BC, Ucluelet is widely recognized as a premier tourist destination. But there remains significant potential to further develop the tourism sector, including to support off-season and shoulder-season visitation.

Many, many ideas have been raised as possible new attractions and amenities in Ucluelet's tourism sector. In most cases, it is the responsibility of the entrepreneur to create a sound business plan and execute it, although a permanent EDO can play a key supportive role in linking entrepreneurs and businesses to support services, helping them through the municipal permitting process, and so on. (The Chamber of Commerce, Tourism Ucluelet and other local organizations can also be very helpful).

Yet there are a series of possible tourism enhancements that require a more active local government role:

- Supporting the creation of a harbour ferry that would allow tourists to travel from downtown Ucluelet to Hitacu, located directly across the harbour (and provided this is supported by the Yuułuʔiłʔatḥ First Nation).
- In partnership with the Toquaht First Nation, apply to the Province for recreational tenures for the Barkley Community Forest that would support the expansion of hiking, mountain biking and other recreational activities.
- Perhaps through the new OCP, designate road ends that abut the harbour as passive recreational areas that provide casual access to the water for sightseeing, kayaking and other activities by both residents and visitors.
- As noted in Strategy 14, pursue the establishment of a new vehicle ferry service from Ucluelet to Port Alberni.
- As the Ucluelet Harbour Authority, support the further use of the harbour for recreational and tourism purposes, provided there is no negative impact on the core fishing harbour.
- Support the development of complementary commercial and recreational amenities on the site of the Pacific Rim Visitor Centre, located at the intersection of Highway 4 and Pacific Rim Highway, and operated by Tourism Ucluelet.

#### Actions

- Continue to pursue each of the tourism development opportunities listed above.
- Support entrepreneurs and businesses who are trying to create viable new tourism operations, including the new owners of the Wyndansea Resort project.
- Promote an understanding of the importance of tourism to the local economy and, as a Resort Municipality, the need for local government to be actively involved in solving industry challenges, such as staff housing.

#### Lead Responsibility

EDO / Tourism Ucluelet

#### Timing

Ongoing

#### Priority

High

## Goal #5: Pursue Targeted Economic Development Opportunities

As discussed in detail in the 2012 report, the active pursuit of outside investment in specific industries is not recommended as a significant feature of Ucluelet's Economic Development Strategy. Particularly for small communities, the cost of a significant investment attraction initiative, and the limited chance of success in a very competitive investment environment, means that it generally is not the best use of limited economic development funds.

Given that, the 2012 strategy included a very detailed analysis of possible investment targets based on three general criteria:

- How well does the opportunity fit with Ucluelet's characteristics? In other words, from the industry's perspective, is Ucluelet a suitable location?
- What are the benefits of the opportunity to Ucluelet residents, businesses, and the community at large? In other words, from the local perspective, is this a desirable industry to attract?
- To what extent can this opportunity be realized through local economic development efforts? In other words, is it possible to "sell" the community, or are location decisions based largely on factors beyond local influence?

The updated 2017 Strategy does not include a full revision of the 2012 opportunity analysis, but the same analytical framework is used to inform the strategies and discussion below.

In general, the recommended approach for the District of Ucluelet is to focus on local challenges and issues over which it exercises some control, including the infrastructure for economic development (land, transportation connections, labour supply, utilities) that can appeal to outside investors. When opportunities emerge, usually in the form of a business coming to Ucluelet and asking for assistance, then the community is well-positioned to capitalize.

This approach is another example of the advantage of a dedicated staff person for economic development. The EDO can maintain files on these various investment possibilities, many of which may simmer in the background for an indefinite period, but can always be pursued more actively if an opportunity emerges.

### Strategy 20. Target technology and energy-related entrepreneurs.

This is a broad target, but has been chosen for several specific reasons.

First, what is meant by "technology" includes office-based activities like software development, new media, graphic design, and engineering, as well as industries in the physical sciences that are light industrial in nature and might require testing laboratories, research and development facilities, or fabrication. It would also include advanced manufacturing, such as "3D printing." Energy-related companies would also be included in this definition of the technology sector.

They are considered reasonable targets for Ucluelet for the following reasons:

- They provide high-quality employment

- They have minimal environmental footprint and would be welcomed by the community
- They are already being supported and pursued by regional organizations on Vancouver Island. Specifically, the Vancouver Island Sustainable Technology Association (VISTA) and Innovation Island are regularly in touch with other community EDOs and there is interest in more comprehensive regional investment attraction in these industries. This means that Ucluelet would not face the cost and difficulty in promoting itself to the world, but could participate in regional projects.
- With respect to energy, the logical connection to Ucluelet is the wave energy research already underway through the University of Victoria and a private firm. Ucluelet is considered a prime location for wave energy generation and it follows that institutions and/or companies in the sector might adopt a more permanent local presence.
- For a certain type of entrepreneur and business owner, technology is increasingly making location irrelevant. Even in manufacturing, technology advances in additive manufacturing (which allows prototypes to be designed on a computer and printed in any quantity, on site, using liquid polymers). These entrepreneurs are motivated to live wherever maximizes their quality of life and even within Vancouver Island, Ucluelet has a unique sense of place and lifestyle.

#### Actions

- Regularly engage with regional technology organizations and other communities through organizations like the Vancouver Island and Coast Economic Development Association (VICEDA).
- Invite representative or individual business owners in various technology sectors to visit Ucluelet and provide feedback on its desirability as an investment location, based on land, infrastructure, labour force, quality of life, transportation connections, etc.
- If indications are positive, and depending on the cost and perceived likelihood of success, participate in regional investment attraction initiatives in these sectors.

Lead Responsibility	Timing	Priority
EDO	Ongoing, with possible periodic regional program involvement	Lower

### Strategy 21. Explore alternative uses of the Coast Guard lands.

The Canadian Coast Guard closed its monitoring station in Ucluelet in 2015. The District of Ucluelet has taken ownership of the Coast Guard lands and facilities.

There are various ideas under consideration for how to utilize these lands, ranging from new community uses, transfer or lease to another public agency for educational use, for use as a marine safety centre, or other possibilities not yet identified.

It is premature in this strategy to suggest a specific direction, but there is potential to develop a new asset that enhances local quality of life, generates new economic activity, or some combination of the two.

#### Actions

- Consider possible land uses through the Official Community Plan process.
- Continue to pursue funding support for a business planning and/or visioning exercise to examine possible uses in greater detail, including their financial implications for the District.
- Subsequent actions to be identified through the studies listed above.

#### Lead Responsibility

Staff / EDO

(Likely split responsibility among staff between planning, acquiring grant funding, and leading the business planning or feasibility process).

#### Timing

6-12 months for planning and analysis

#### Priority

Moderate

### Strategy 22. Support the expansion of forestry and wood products manufacturing.

This strategy is retained from the 2012 report, with the key difference in 2017 being that the Barkley Community Forest is now operating and there is greater local control over the uses of harvested fibre, including for use by a local manufacturer.

This strategy is included under Goal #5 for Targeting Investment, but it is also possible that investment would come from companies already operating locally or in the region. In addition, the Community Forest, most of the other logging tenures in the area are under the control of local First Nations through lisaak Forest Resources.

The BC forest sector has significantly increased sales to Asia, due in part to the extended housing slump in the US market after 2008 and more recently to the recurrence of protectionist tendencies.

In addition to playing a supportive role for entrepreneurs, the District can identify promote the availability of quality fibre through its economic development marketing and resource materials.

#### Actions

- Work with prospective wood products manufacturers to create viable manufacturing operations, helping with issues that may include land requirements, transportation, labour training, identifying markets, etc.
- As part of developing information resources on the local economy, work with Barkley Community Forest and/or other local harvesters to create a basic inventory of the types of fibre that would be available for value-added manufacturing.
- Research the types of wood products and manufacturing companies that use such products and contact them an information package on the local fibre supply.

Lead Responsibility	Timing	Priority
EDO	2-4 months for research, then ongoing promotion	Lower

## 4 IMPLEMENTATION

This Economic Development Strategy Update has been designed to accommodate whatever level of resources Council ultimately decides to dedicate to economic development. The highest-priority items should be covered even with fewer resources available, while a larger commitment would enable more strategies to be implemented sooner.

### **Annual Work Plan**

It is recognized that priorities will change over time as new opportunities and challenges emerge. It is therefore suggested that an annual work plan be developed for the economic development function that specifies the major projects for the year as well as the ongoing programs and initiatives that will be maintained.

The work plan should identify the time requirement, budget allocated and partners for each project, with a brief description of what will be done. It is also important to specify a measurable outcome for each strategy, a topic that will be addressed in detail in Section 5.

Near the end of each year there should be a report on the results of the economic development work plan, summarizing the successes (or failures) in meeting the goals in the work plan and why things may have turned out differently than expected.

### **Strategy Summary**

The 22 strategies presented in Section 3 are summarized in the table on the next page according to Lead Responsibility and Priority level.

The Economic Development Officer (EDO) is listed as having Lead Responsibility for many strategies, even though the District of Ucluelet does not currently have such a position, and may not add one soon. In that case, the strategies assigned to the EDO will shift to Other Staff or Council.

The differences between priority levels are not fixed and will change over time as conditions change. Different people will have different views of what the top priorities should be, but the attempt in this report is to provide a neutral view of the strategies that are likely to create the greatest positive impact on the Ucluelet economy in the next 5 years.

Similarly, the responsibility for each strategy within local government will be fluid. In a sense, Council and senior staff are involved with oversight of every strategy, but are assigned responsibility only when they will undertake the actual execution of the strategy (which Council does through lobbying senior governments or through liaison to other organizations).



TABLE 2. SUMMARY OF ECONOMIC DEVELOPMENT STRATEGIES

	EDO	Other Staff	Council	Outside Organizations
<b>High Priority</b>	<p>3. Communicate Ucluelet's attributes and opportunities for economic development.</p> <p>5. Maintain a collaborative relationship on economic development projects with neighbouring First Nations (with Council).</p> <p>16. Continue to work with the Department of Fisheries and Oceans (DFO) and industry to maximize the effectiveness of the harbour for commercial fishing operations.</p> <p>19. Support the expansion and diversification of tourism amenities and attractions (with Tourism Ucluelet).</p>	<p>12. Continue to support the development of a range of housing options, including dedicated staff housing if the need arises.</p> <p>15. Continue working to improve the municipal water system.</p>	<p>1. Determine the District of Ucluelet's staff and financial commitment to economic development.</p> <p>5. Maintain a collaborative relationship on economic development projects with neighbouring First Nations (with EDO).</p> <p>16. Continue to work with the Department of Fisheries and Oceans (DFO) and industry to maximize the effectiveness of the harbour for commercial fishing operations.</p>	<p>2. [Chamber of Commerce] Operate or support a Business Retention and Expansion (BRE) program.</p> <p>19. [Tourism Ucluelet] Support the expansion and diversification of tourism amenities and attractions (with EDO).</p>
<b>Moderate Priority</b>	<p>6. Create an Economic Development Committee of Council to support ongoing community input to Economic Development (with Other Staff &amp; Council).</p> <p>7. Continue to support new and expanded post-secondary education and/or advanced research institutions (with Council)</p> <p>21. Explore alternative uses of the Coast Guard launch (with Other Staff).</p>	<p>6. Create an Economic Development Committee of Council to support ongoing community input to Economic Development (with EDO &amp; Council).</p> <p>10. Continue to support health service improvements in Ucluelet and the region (with Council).</p> <p>11. Continue to support programs and events that enhance Ucluelet's unique sense of place and high quality of life (with Council).</p> <p>21. Explore alternative uses of the Coast Guard launch (with EDO).</p>	<p>6. Create an Economic Development Committee of Council to support ongoing community input to Economic Development (with EDO &amp; Other Staff).</p> <p>7. Continue to support new and expanded post-secondary education and/or advanced research institutions (with EDO).</p> <p>10. Continue to support health service improvements in Ucluelet and the region (with Other Staff).</p> <p>11. Continue to support programs and events that enhance Ucluelet's unique sense of place and high quality of life (with Other Staff).</p>	
<b>Lower Priority</b>	<p>4. Explore marketing synergies with Tourism Ucluelet.</p> <p>9. Develop business resource package, including referral service, to support entrepreneurs and small businesses.</p> <p>13. Ensure sufficient supply of industrial land is designated and, when appropriate, serviced for future use (with Other Staff).</p> <p>14. Support continued improvement to regional transportation infrastructure (with Other Staff).</p> <p>17. Support the continued operation and expansion of marine support services.</p> <p>18. Support the commercial fishing, aquaculture, and processing sectors in the development of new and higher-value seafood products.</p> <p>20. Target technology and energy-related entrepreneurs.</p> <p>22. Support the expansion of forestry and wood products manufacturing.</p>	<p>13. Ensure sufficient supply of industrial land is designated and, when appropriate, serviced for future use (with EDO).</p> <p>14. Support continued improvement to regional transportation infrastructure (with EDO).</p>	<p>8. Support closer ties between local educational institutions and the business community (with Chamber).</p>	<p>8. [Chamber of Commerce] Support closer ties between local educational institutions and the business community (with Council).</p>

## 5 PERFORMANCE MONITORING

Performance monitoring in economic development is a difficult subject because the desired outcomes - more jobs, higher incomes, more local tax revenue - are always influenced by a multitude of factors. Just because a community adds 20 new jobs in a year does not mean the economic development office has done a good job (nor does the loss of 20 jobs mean the economic development office has done a poor job). The employment change could be due to overall economic conditions, the quality of business decisions, the rise or decline of new competitors, changes in the regulatory environment, weather conditions, or most likely a combination of these and many others.

It is far easier to measure the inputs to an economic development project, such as the number of companies interviewed in a business retention program, or the number of copies of a promotional document that are distributed, or the number of hits on an investment website. These types of measurements are useful but limited, because they do not necessarily translate into the desired outcomes (the jobs or the tax revenue).

Recognizing these limitations, the recommended approach is a two-part performance monitoring report:

- Measure specific inputs for economic development projects and programs, and where possible, measure outputs as well.
- Monitor overall economic conditions in the community.

The results should be reported on an annual basis, possibly in conjunction with the next year's economic development work plan. A feedback loop is generated where the decision to proceed on a project comes from Council, is then executed, and the results are brought back to Council/Committee for review and as input into the next round of initiatives.

### **Part 1. Measuring economic development projects**

Each project or ongoing program that is included in the annual economic development work plan should include a measurable goal.

The simplest type of measurement is a yes/no checkmark on whether the project is completed. An example might be the completion of a business resource package for entrepreneurs and small businesses that compiles resource materials and links to further information and assistance – either it is completed or not.

If a subsequent action is to put the package online and promote its existence through local and regional businesses organizations, the measurable might be more specific and relate to the number of website pageviews or downloads.

Sometimes it is possible to directly measure an important economic development output. For example, the strategy to expand local wood products manufacturing might have the economic development officer actively promoting the availability of timber from the Community Forest. By responding to inquiries and aiding companies in finding suitable industrial space and getting established, it could reasonably be concluded that the newly created jobs in that company were the direct output of the strategy.

It is important in establishing goals to be realistic and to ensure that the tracking of results is not overly time-consuming. Performance measurement is important, but it should be a significant distraction from the focus on executing the strategy.

The annual report on the results of the economic development program should show where goals were met or where they fell short, with a brief explanation of each.

## Part 2. Monitoring Overall Economic Conditions

The monitoring of overall economic conditions in Ucluelet will give the economic development officer (as well as other interested parties) insight into the overall health of the Ucluelet economy, whether conditions are improving or deteriorating, which sectors are doing well, how Ucluelet compares to other communities, etc.

Unfortunately, there is limited data available for a small community like Ucluelet on an annual basis. Much more data is available every five years with the release of Census results.

There are three main types of data that can be reported:

1. **External data** generated by reputable sources such as Statistics Canada, BC Stats, and various senior government departments. The advantage of external data is the regularity and consistency of the data over time, which supports trend analysis and allows for direct comparisons between Ucluelet and other communities.
2. **Internal data** such as business licenses, building permit values, harbour revenues and other data generated by the District or other organizations in the region.
3. **Project-specific data.** Usually the project-specific results would be reported under Part 1 (Measuring Economic Development Projects) but sometimes results can be used as an indicator of overall economic conditions. The best example of this is the results of a business retention and expansion (BRE) program. It is reasonable, for example, to report the percentage of companies interviewed who intend to hire new workers in the next year, compared to the number of companies who said this in the previous year.

The types of data that are analyzed in the Appendix A this report can be updated over time. Some other possible topics, with data sources and update frequency, are shown in Table 3.

**TABLE 3. POSSIBLE ECONOMIC MONITORING TOPICS AND DATA SOURCES**

Topic	Data Set	Source	Frequency
<b>Employment Growth and Diversification</b>	Number of jobs in Ucluelet, number of jobs in key sectors	Statistics Canada Census	Every five years
	Average employment income	Statistics Canada Census, or Canada Revenue Agency taxfiler data	Every five years (Census), Annual (approximately, Canada Revenue)
<b>Population and Business Growth</b>	Population estimates	BC Stats, Statistics Canada Census	Annual (BC Stats), Every five years (Census)

Topic	Data Set	Source	Frequency
	Building permits of each type (residential, commercial, industrial, institutional)	District of Ucluelet or BC Stats (for data on comparable municipalities)	Monthly or Annual
	Business license counts	District of Ucluelet	Monthly or Annual
	Business establishment counts	BC Stats	Annual
<b>Housing Prices</b>	Average assessed value of representative house	BC Ministry of Community, Sport and Cultural Development	Annual
<b>Tax Base Balance</b>	Share of residential assessment and property tax revenue	District of Ucluelet or BC Ministry of Community, Sport and Cultural Development (for data on comparable municipalities)	Annual
<b>Workforce education</b>	Workforce educational attainment	Statistics Canada Census	Every five years
<b>Business retention and expansion (BRE) measurements</b>	Number of companies planning expansions (and contractions), anticipated job openings for the next year, and other ad hoc information collected through the BRE program	Ucluelet BRE Program (if established)	Annual or as required
<b>Tourism-related</b>	Visitor Information Centre counts	Ucluelet Chamber of Commerce	Monthly or as required
	Highway traffic counts	BC Ministry of Transportation and Infrastructure	Monthly, Annual
	Room revenue	BC Stats	Annual

## APPENDIX: UPDATED UCLUELET ECONOMIC ANALYSIS

The data tables found below were largely completed in May of 2017 using the latest data available at that time, prior to a workshop with District Council where the data was presented and discussed. In several cases, more recent data has been released and several tables – primarily relating to municipal assessment and tax – have been updated.

Many of the charts compare Ucluelet among a group of 15 communities that share certain characteristics. This benchmarking approach provides a much deeper understanding of the community's characteristics, key trends, and relative strengths and weaknesses.

The criteria for selecting the benchmark group:

- **Not part of a Census Metropolitan Area (CMA) or Census Agglomeration (CA).** This criterion ensures that Ucluelet is not compared to small communities located on the outskirts of larger areas, like Highlands (part of the Victoria CMA) or Cumberland (part of the Courtenay CA).
- **Located on Vancouver Island OR the mainland coast OR is a BC Resort Municipality.** The final criterion limits the group of comparable communities to those that are broadly like Ucluelet either in location (on Vancouver Island or with a coastal location) or similar in terms of their reliance on the tourism sector (one of BC's official Resort Municipalities).

The comparison group includes the following communities:

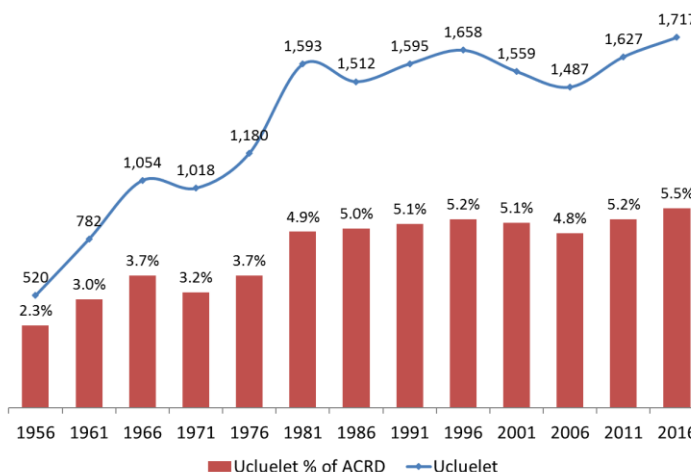
1. Ucluelet (Vancouver Island, coastal location, Resort Municipality)
2. Tofino (Vancouver Island, coastal location, Resort Municipality)
3. Port Hardy (Vancouver Island, coastal location)
4. Port McNeill (Vancouver Island, coastal location)
5. Gold River (Vancouver Island, coastal location)
6. Lake Cowichan (Vancouver Island)
7. Gibsons (coastal location)
8. Fernie (Resort Municipality)
9. Golden (Resort Municipality)
10. Invermere (Resort Municipality)
11. Radium Hot Springs (Resort Municipality)
12. Valemount (Resort Municipality)
13. Rossland (Resort Municipality)
14. Osoyoos (Resort Municipality)
15. Harrison Hot Springs (Resort Municipality)

Having 15 communities in the group allows for an easy short-hand conclusion of whether Ucluelet is “top-third,” “middle-third,” or “bottom-third.” The benchmark charts are formatted to clearly show the distinction between these three groups.

### Total Population

- Ucluelet’s Census population reached a record high of more than 1,700 in 2016.
- Its 5.5% share of the Alberni-Clayoquot RD population is also a record high.

Ucluelet Population & Share of ACRD, 1956-2016  
(Source: Statistics Canada Census)

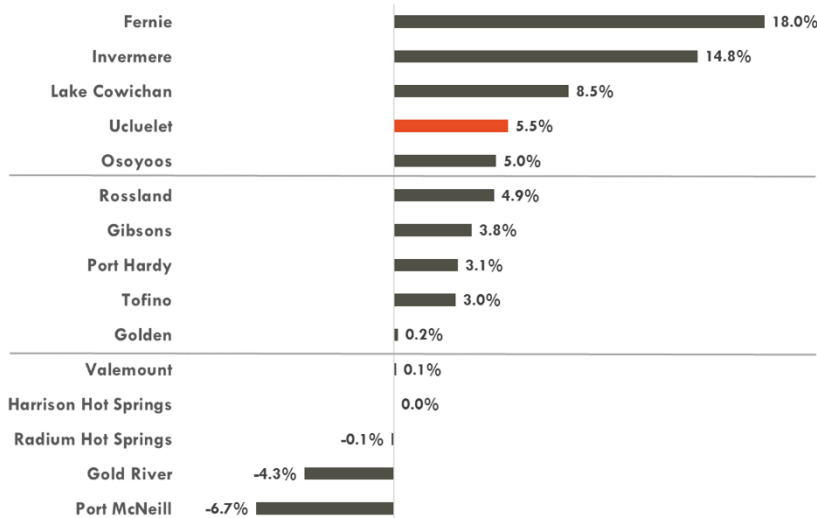


### Population Growth

- A strong growth performance in Ucluelet since 2011, averaging more than 1% population growth per year.
- Note the population loss in Gold River and Port McNeill, both of which are more traditionally resource-reliant communities on Vancouver Island.

Source: Census

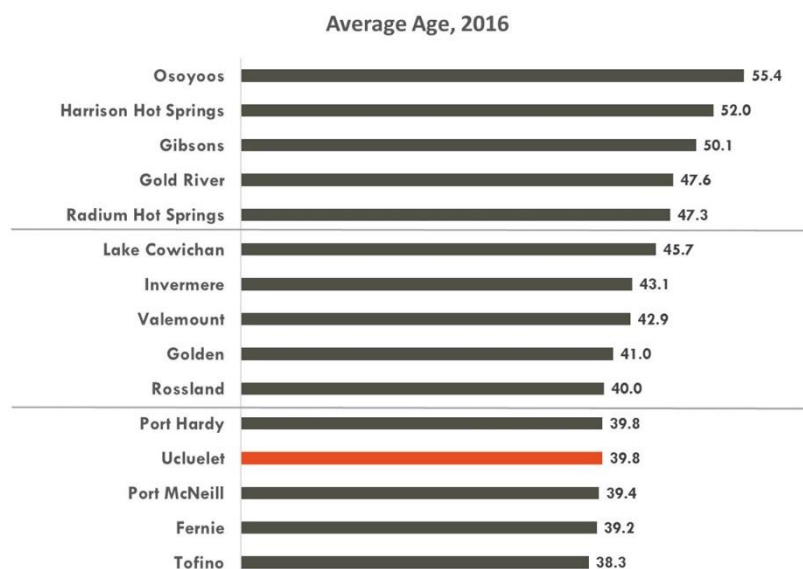
Population Growth, 2011 to 2016



## Average Age

- Ucluelet remains among the younger communities in the comparison group and younger than the BC average of 42.3.

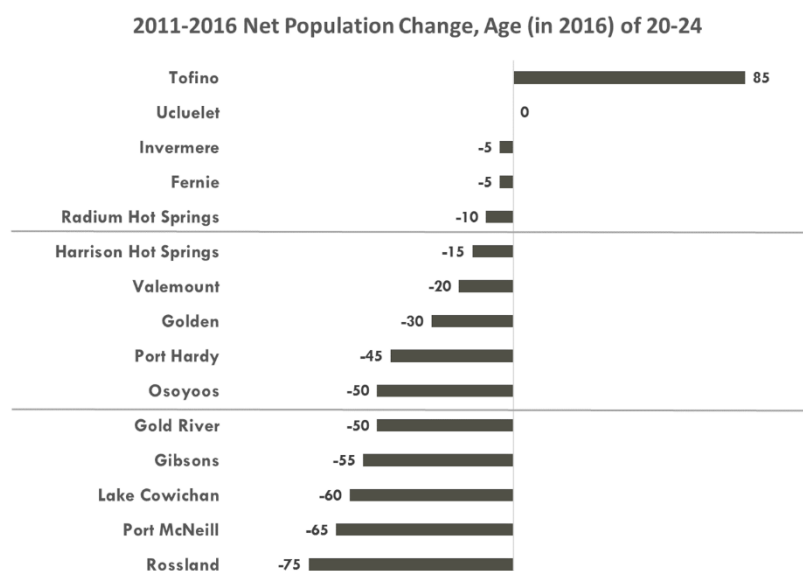
Source: Census



## Estimated Net Migration, 2011 (15-19 year-olds) to 2016 (20-24 year-olds)

- This is the first of a series of charts that measure youth migration. It compares the number of 15 to 19-year-olds in 2011 to the number of 20 to 24-year-olds in 2016. As mortality is very low at this age, the difference is a good approximation of net migration.
- As the chart indicates, most comparable communities see a new outflow of young adults from their late teens to early 20s.
- Tofino is an outlier in attracting young adults, but Ucluelet also does well by maintaining its youth population.

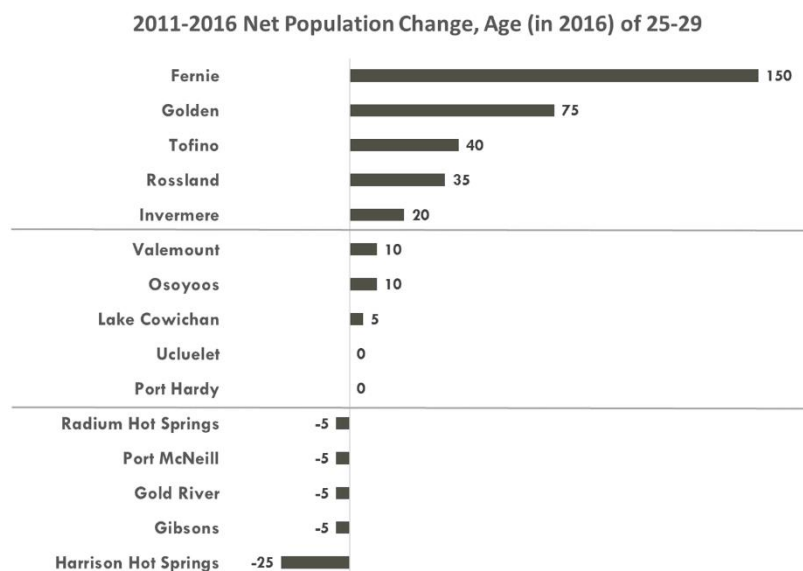
Source: Census



### Estimated Net Migration, 2011 (20-24 year-olds) to 2016 (25-29 year-olds)

- The net migration pattern from the early 20s to the late 20s reverses for most comparable communities, which start attracting a net inflow of residents. Some of this flow is likely former residents who moved away for post-secondary education returning home, although the largest inflow is in communities with ski resorts (Fernie and Golden), followed by Tofino.
- Once again, Ucluelet has no net change in residents from the early 20s to the late 20s.

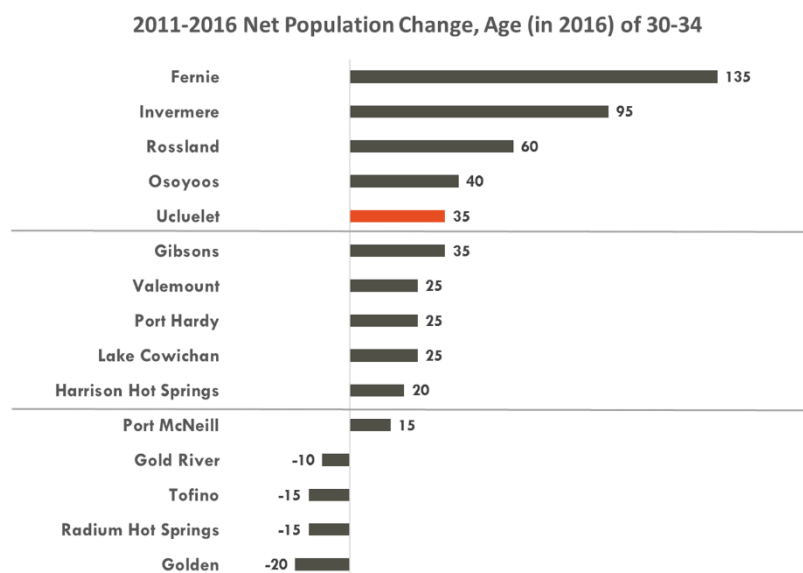
Source: Census



### Estimated Net Migration, 2011 (25-29 year-olds) to 2016 (30-34 year-olds)

- The net inflow for most communities gets larger for people aging from their late 20s into their early 30s. Ucluelet had a net inflow of 35 people in this age range from 2011 to 2016.
- Tofino appears to have the opposite pattern of most of the comparison group, perhaps due to high housing prices. As young adults age and become more likely to have families and purchase homes, they may be moving away from Tofino to find a more affordable place to live.

Source: Census



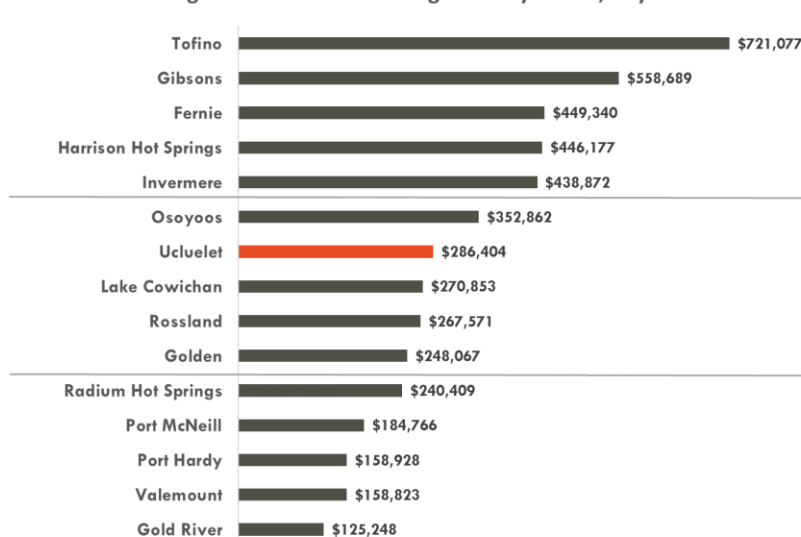


## Housing Prices

- The average assessed value of a single-family home in Ucluelet was \$286,000 in summer 2016, which is in the mid-range of the comparison group, but less than half the average price in Tofino.
- Housing costs have reportedly risen quickly in the first half of 2017, but this is the most recent data that is easily comparable across all communities.

Source: BC Assessment, 2017 Assessment Roll

Average Assessed Value of Single-Family House, July 2016

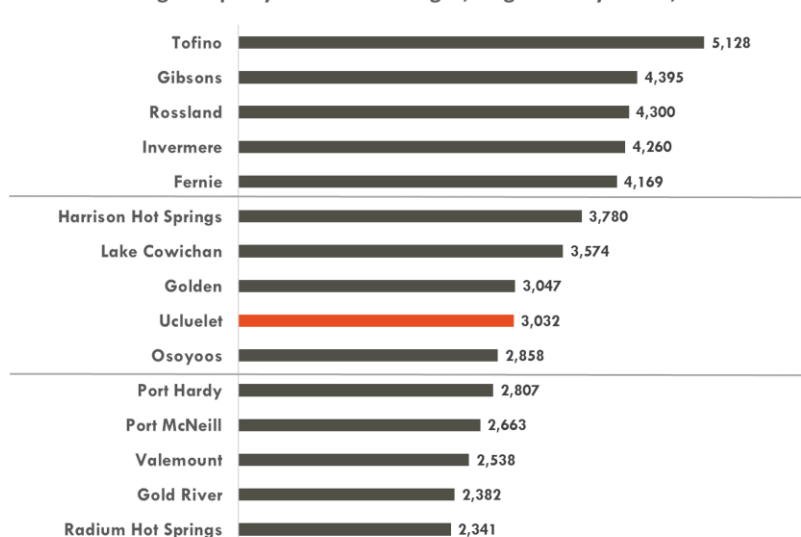


## Residential Taxes and Charges

- The average residential property taxes and charges paid by a Ucluelet homeowner is just over \$3,000 in 2017, also in the mid-range among the comparison communities and more than \$2,000 less than the average Tofino homeowner.

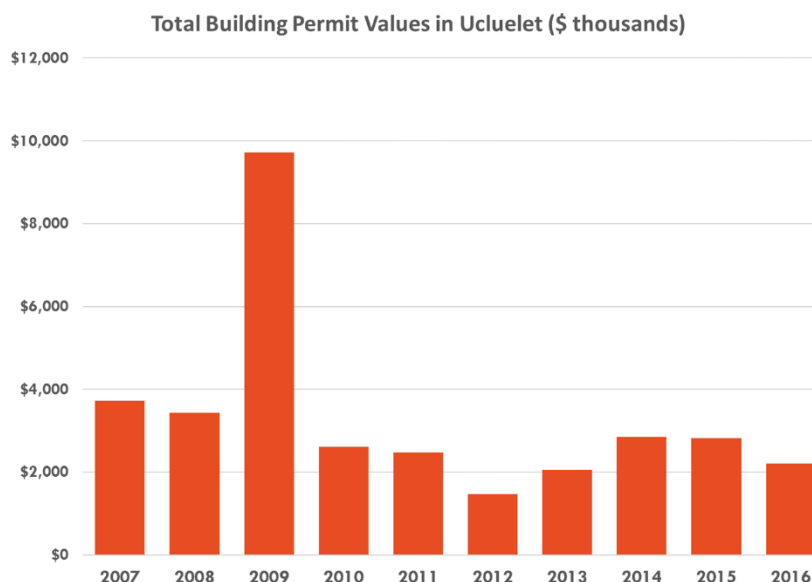
Source: BC Assessment, 2017 Assessment Roll

Average Property Taxes And Charges, Single-Family Home, 2017



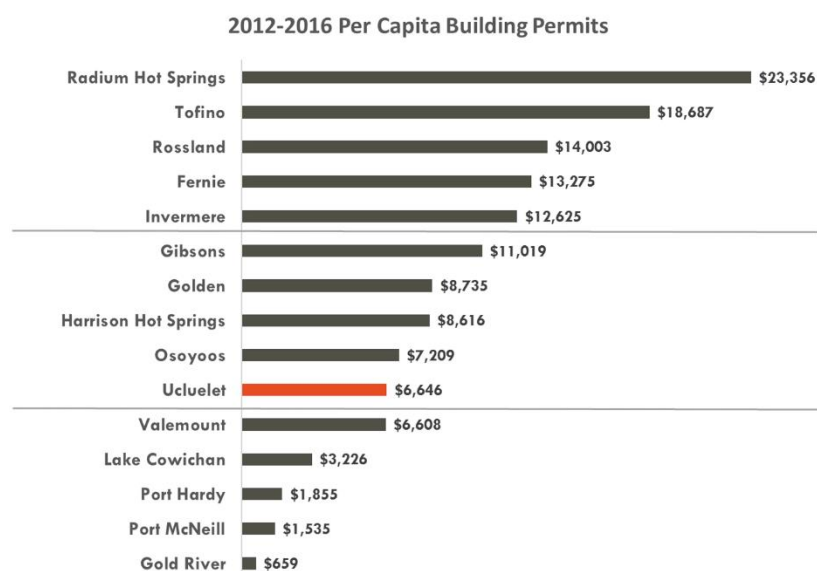
## Building Permit Values

- Total building permit values in Ucluelet were about \$2.2 million in 2016, which is the 3<sup>rd</sup>-lowest value in the last decade.
- The post-recession impact is quite evident in the value of construction as permits have been lower in each of the last 7 years (2010 to 2016) than in each of the 6 years from 2004 to 2009 (which were at least \$2.9 million each year).
- Anecdotal evidence suggests values are running higher so far in 2017.



## Per Capita Building Permits

- On a per capita basis for the five-year period from 2012 to 2016, Ucluelet ranks 10<sup>th</sup> out of 15 communities in building permit value.
- Some of the other resort communities – Fernie, Rossland, Tofino and Radium Hot Springs – have had between two and 3.5 times as much building in recent years.
- In the previous five years, from 2007 to 2011, Ucluelet had about the same level of building activity as Tofino, suggesting that Tofino recovered more quickly from the recession.

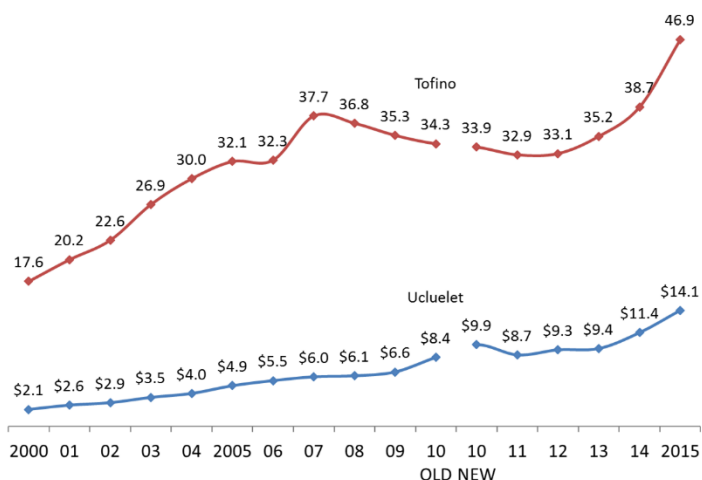


Source: BC Stats (for both charts on this page)

### Room Revenue

- Room revenue has been on a significant upswing in the last few years in Ucluelet. The last year with complete data is 2015, which was up 24% over 2014. Monthly data through July 2016 shows a further 23% increase compared to the first 7 months of 2015.
- The pattern is similar in Tofino, up 21% in 2015 and a further 15% through July 2016.
- Anecdotal evidence suggests the positive trend has continued through 2017.

Room Revenue in Ucluelet and Tofino (\$ millions)  
(Source: BC Stats)

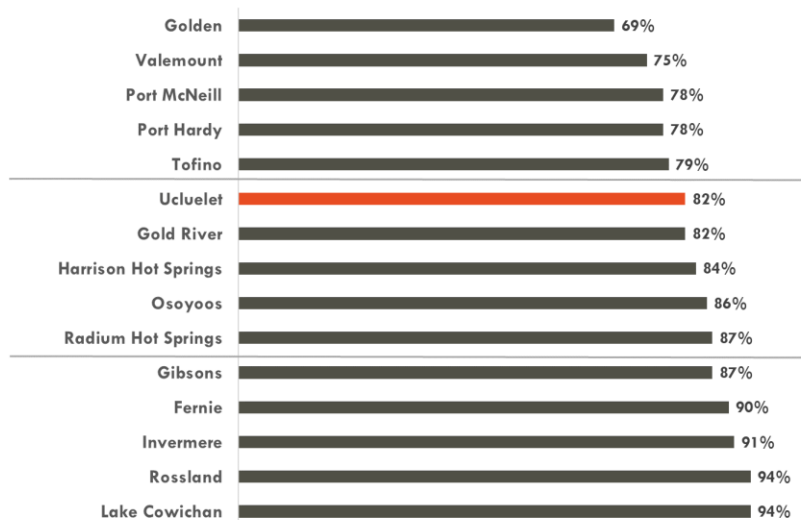


Source: BC Stats

### Reliance on Residential Property Tax

- As a rule, municipalities are in better financial condition if they have a higher share of property assessment from industrial and commercial properties. These properties pay higher tax rates than residential properties and help support services and amenities for residents.
- Among the comparison communities, Ucluelet has 82% of total property assessment in residential (meaning 18% is non-residential), which is in the mid-range.

Share of Property Assessment from Residential Class, 2017



Source: BC Ministry of Community, Sport & Cultural Development

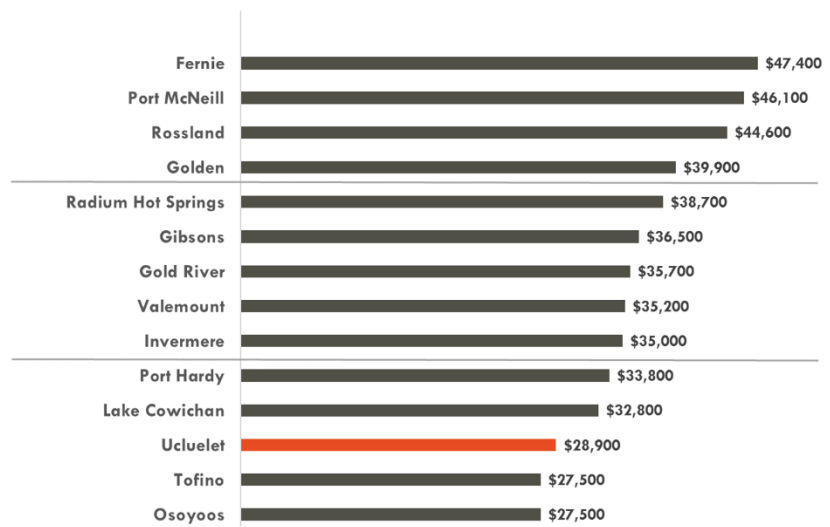
## Employment Income

- As of 2013, the average employment income for taxfilers in Ucluelet was about \$29,000 (including all residents who claimed any employment income on their tax return, including part-time or seasonal workers).
- This ranks 3<sup>rd</sup>-lowest in the comparison group and reflects both the seasonal nature of the Ucluelet economy and most tourism-related employment being relatively low-paying.

Source: Canada Revenue Agency

Note: Separate taxfiler data for Harrison Hot Springs is not available.

Average Employment Income, 2013

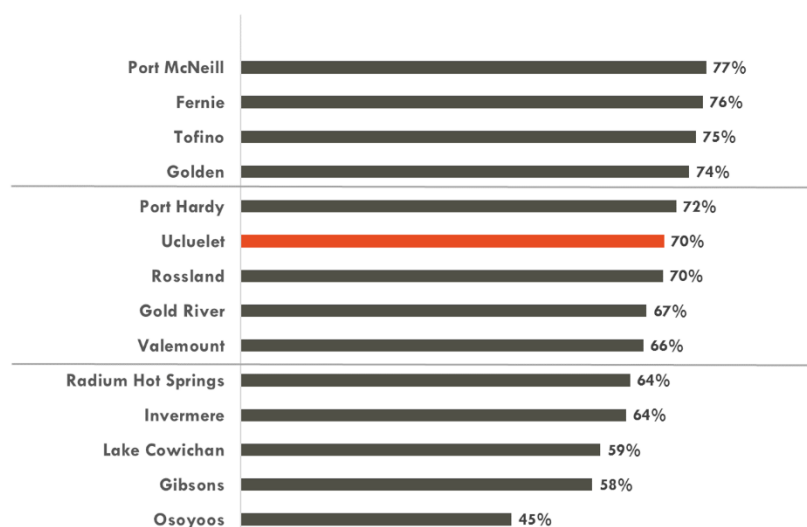


## Community Income from Employment

- Also based on 2013 tax returns, 70% of all reported income from Ucluelet residents was from employment (including self-employment). This also ranks in the mid-range of the comparison communities.

Source: Canada Revenue Agency

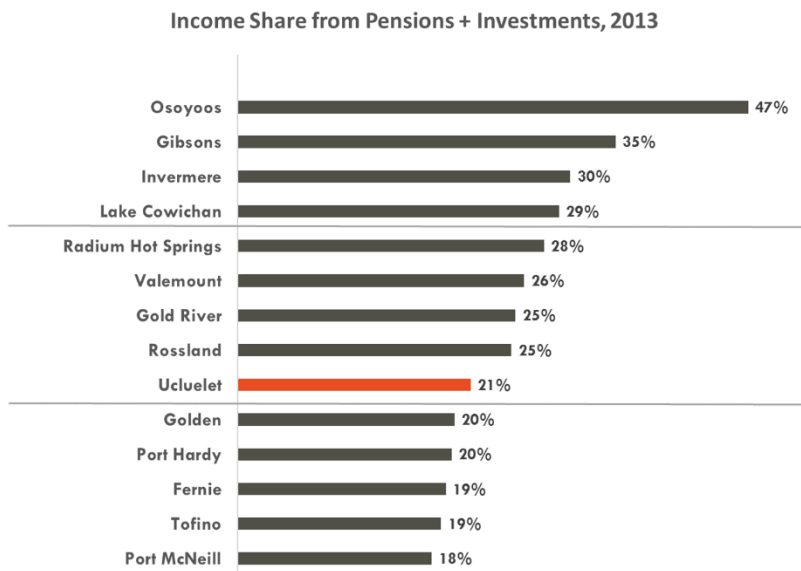
Income Share from Employment + Self-Employment, 2013



### Community Income from Retirement

- Total community income from pensions and investments is a good indicator of community reliance on the retirement market.
- Most communities in the comparison group have relatively modest reliance on pensions and investments, in the 15% to 30% range, including Ucluelet at 21%.
- The Resort Municipality of Osoyoos is the outlier in this group with nearly half of employment from the retiree market.

Source: Canada Revenue Agency



## Employment Profile

Detailed data on employment by industry for individual communities is only available every five years from the Census. The 2016 Census results are released in November 2017, after the publication of this report.

The data below is from 2011 and does not reflect recent changes in the local economy, but provides a useful baseline profile of the composition of the local economy. Note the jobs listed here are those with a fixed place of work in Ucluelet, regardless of where the worker lives. It does not necessarily match the employment profile of Ucluelet residents, some of whom work outside the community or have jobs with no fixed place of work (which is common in industries like construction).

Industry sectors with particularly high job concentrations in Ucluelet (at least 50% higher than BC) are highlighted in green. Sectors with particularly low job concentrations (no more than two-thirds the BC level) are highlighted in red.

**TABLE 4. FIXED PLACE OF WORK EMPLOYMENT IN UCLUELET, 2011**

Industry Sector	2011 Jobs in Ucluelet	Relative Industry Concentration (BC = 1.00)
11 Agriculture, forestry, fishing and hunting	40	1.85
21 Mining, quarrying, and oil and gas extraction	0	0.00
22 Utilities	0	0.00
23 Construction	40	1.19
31-33 Manufacturing	160	1.78
41 Wholesale trade	0	0.00
44-45 Retail trade	170	1.51
48-49 Transportation and warehousing	25	0.69
51 Information and cultural industries	0	0.00
52 Finance and insurance	0	0.00
53 Real estate and rental and leasing	0	0.00
54 Professional, scientific and technical services	50	0.75
55 Management of companies and enterprises	0	0.00
56 Administrative and support, waste management and remediation services	0	0.00
61 Educational services	45	0.63
62 Health care and social assistance	10	0.09
71 Arts, entertainment and recreation	70	3.91
72 Accommodation and food services	150	2.46
81 Other services (except public administration)	30	0.70
91 Public administration	90	1.30
<b>Total</b>	<b>905</b>	<b>1.00</b>
<b>Additional Unofficial Sector Groups</b>		
Fishing, Aquaculture and Seafood Processing	160	63.96
Tourism-Reliant (estimated)	130	2.49

Source: Statistics Canada Census

The table shows that Ucluelet has heavy concentration in several industry sectors (at least 50% higher job concentration than BC), including forestry, manufacturing, retail trade, arts/entertainment/recreation, and accommodation & food services.







## STAFF REPORT TO COUNCIL

Council Meeting: FEBRUARY 27, 2018  
500 Matterson Drive, Ucluelet, BC V0R 3A0

**FROM:** MARK BOYSEN, CHIEF ADMINISTRATIVE OFFICER

**FILE NO:** 0640-30

**SUBJECT:** QUARTERLY PROJECTS UPDATE – 4<sup>TH</sup> QUARTER 2017

**REPORT NO:** 18-18

**ATTACHMENT(S):** APPENDIX A – 2017 QUARTERLY PROJECT STATUS REPORT TABLE

### **RECOMMENDATION(S):**

1. **THAT** Council receive this final Q4 update on the progress of Staff projects budgeted for 2017.

### **PURPOSE:**

The purpose of this report is to provide a quarterly update on the progress of key projects that were planned in the 2017 budget. Financial actuals for these projects are reported to December 31<sup>st</sup>, 2017.

### **BACKGROUND:**

To ensure Council are regularly informed of the status of budgeted projects, Staff are pleased to provide this last quarterly update on the status of departmental projects for 2017.

Table 1 below provides a summary of the 2017 projects that have been completed and those that will carry into 2018 and 2019.

**Table 1: 4<sup>th</sup> Quarter 2017 Status of Departmental Actions.**

Department	Planning	Env-Emg Services	Parks/Rec	Public Works	Admin/ Finance	Totals
<b>Completion in 2017</b>	0	1	4	2	2	<b>9</b>
<b>Completion in 2018</b>	5	5	3	7	2	<b>22</b>
<b>Completion in 2019</b>	1	0	1	1	0	<b>3</b>

Quarterly reporting will begin again in May 2018. The format for quarterly reporting will be revisited for 2018 to consider inclusion of funding sources and departmental indicators.

**FINANCIAL IMPACTS:**

Departments have provided an update on the financial status for projects in **Appendix A**.

**OPTIONS REVIEW:**

Council receive this final Q4 update on the progress of Staff projects budgeted for 2017.

**Respectfully submitted:**

Mark Boysen, Chief Administrative Officer

## Appendix A - 2017 Q4 Quarterly Project Status Report Table

<b>Planning</b>				
<b>Project</b>	<b>Budget</b>	<b>Actuals</b>	<b>Completion Status</b>	<b>Comments</b>
OCP Review	\$40,000	\$100	40%	Carry over to 2018. Community engagement and plan development proceeding in March/April 2018. Bylaw process Q2.
Subdivision & Development Servicing Bylaw	\$25,000	\$921	2018	Carry over to 2018. Q3 project start.
Development Cost Charges Bylaw	\$7,000	\$0	2018	Project will be initiated in 2017. Work underway; Q2 public engagement and bylaw presentation.
LED Lighting	\$6,333	\$7,375	80%	Testing of lighting 95% complete. 2018 budget planning for additional funds to begin full implementation.
Heritage Sign Plaques	\$3,000	\$0	2018	Carry over to 2018. Working with Consultant, expected completion Q1/Q2.
Zoning Bylaw Review	\$0	\$0	2019	Moved from 2018 to 2019. Scope to be clarified based on new OCP & housing analysis.

<b>Environmental and Emergency Services</b>				
<b>Project</b>	<b>Budget</b>	<b>Actuals</b>	<b>Completion Status</b>	<b>Comments</b>
New Fire Truck	\$485,000	\$486,082	100%	Purchase completed and truck in operation. Old fire truck sold to Ahousaht First Nation.
Tsunami Kiosk Stations	\$75,000	\$11,373	20%	Pilot kiosk built, signage and equipment under development. Completion in 2018.
Community Emergency Container	\$5,000	\$0	0%	Proposed carry over to 2018.
Turnout Gear and Furnishings	\$16,600	\$6,267	50%	Turn out gear has been purchased and furnishings will be built by the end of the year.
Recovery Plan	\$2,000	\$0	2018	Proposed carry over to 2018.
Electric Vehicles Charging Stations	\$20,000	\$0	75%	DC Fast Charging Station installation is nearing installation. (BC Hydro Funded). No funding is required now for this station and funds will be redirected in 2018 budget process.

<b>Parks and Recreation</b>				
<b>Project</b>	<b>Budget</b>	<b>Actuals</b>	<b>Completion Status</b>	<b>Comments</b>
Skate Board Park	\$140,000	\$122,285	100%	Project Completed
St. Jacques Playground	\$65,000	\$1,740	2018	Community consultation has taken place. Council has approved proceeding with sole source to complete the project in June 2018.
Banner Program	\$13,520	\$121	60%	Banner arms received . Still waiting for the 2 poles ordered as well.
Age Friendly Project	\$24,650	\$6,611	60%	WCRS has been contracted out to run this project. Pilot project to be finished March 2018.
Terrace Beach Improvements	\$0	\$0	2019	Recommend move to 2019. (RMI)
UCC Conference Room – AV Equip	\$60,000	\$59,632	100%	Completed.
Wild Pacific Trail	\$10,000	\$10,000	100%	Completed Grand opening March 17, 2:00 pm
Knotweed Project	\$2,000	\$2,000	100%	Completed with CWFS – first of three-year project.

<b>Public Works</b>				
<b>Project</b>	<b>Budget</b>	<b>Actuals</b>	<b>Completion Status</b>	<b>Comments</b>
Lagoon Rebuild	\$1,730,000	\$1,450,034	90%	Nearing completion. (Federal and Provincial funding support) First claim submission in August. VFD Controls/ Building to start in 2018. Building construction started in February 2018
Sewer – Lift Station upgrade Bay Street.	\$35,000	\$21,060	2018	Report to council in September 2017: upgrading Bay street simplex station in 2018 and eliminating Bay street Duplex station 2020. DCC funded current funds will be used for engineering design. Engineering and design work 95% complete
Matterson Reservoir Interconnection (Cedar Road)	\$228,000	\$233,826	95%	Nearing completion. Station is operational (paving outstanding) Paving still outstanding estimated completion in April
Kennedy Lake Water Supply Design and Filtration Testing	\$200,000	\$36,056	10%	Work has been initiated. Grab samples to start Nov/Dec this year. Full testing beginning in January 2018. Grab samples completed... report supplied on treatment options completed... currently working on locations for pilot testing
SCADA – Water System	\$90,000	\$88,475	95%	Fiber optic installation to all station will carry into 2018. 6 stations completed with fiber optic lines
Well Upgrade (ST-4)	\$57,000	\$436	10%	First phase of multi-year project. Tendering work in progress to be completed for project start in early 2018 timing with the water system. Conduit installation underway
Matterson Reservoir Upgrade (ST-3)	\$46,000	\$5,177	10%	Work will begin in early 2018 due to timing of the water system. Survey work completed. Engineer and design work 95% completed.
Sewer – Main Extension Repair at Pine and Peninsula	\$30,000	\$29,050	100%	Completed.

Unidirectional Flushing	\$45,000	\$50,600	100%	Completed in June.
Pigging Main Transmission Line	\$30,000	\$0	2019	This will be a 2019 project as this is money set aside for 2018. Money to move to reserves to complete the work in 2019

<b>Administration and Finance</b>				
<b>Project</b>	<b>Budget</b>	<b>Actuals</b>	<b>Completion Status</b>	<b>Comments</b>
Carbon Fund	\$2,500	\$1,500	100%	Funding to be used for energy, fuel, water, and other sustainability initiatives that reduce consumption but also reduce costs.
Records Management System	\$50,000	\$20,986	2018	Contract cancelled with consultant. Staff will use remaining funds to hire part-time staff to finish work in 2018.
Health Care Building Feasibility	\$50,000	\$0	2018	Funding set aside for proposal. VIHA communications have indicated Ucluelet a consideration for 2019. Funding carried over to support design/proposal work in 2018.
Harbour Dock Repair – 15 Small Docks	\$30,000	\$36,860	100%	Completed in December 2017.







## STAFF REPORT TO COUNCIL

Council Meeting: FEBRUARY 27, 2018  
500 Matterson Drive, Ucluelet, BC V0R 3A0

**FROM:** CAROLYN BIDWELL, CHIEF FINANCIAL OFFICER

**FILE NO:** 1880-20 (FIN. REPORT)

**SUBJECT:** FIVE YEAR FINANCIAL PLAN 2017-2021 BYLAW VARIANCE REPORT – Q4 **REPORT NO:** 18-20

**ATTACHMENT(S):** FIVE YEAR FINANCIAL PLAN 2017-2021 BYLAW VARIANCE SCHEDULE A

### **RECOMMENDATION(S):**

**THAT** Council receives the Five Year Financial Plan 2017-2021 Variance Report for the Fourth Quarter ending December 31, 2017.

### **PURPOSE/DESIRED OUTCOME:**

The purpose of this report is to advise Council as to the financial position and variances in relation to the Five Year Financial Plan 2017 - 2021 for the District on a quarterly basis.

### **STRATEGIC GOAL:**

This report is in response to the corporate objective of continually improving processes, including the Financial Planning and reporting processes.

### **BACKGROUND:**

This is a regular report to Council relaying the balances for the various revenue and expenditure summary totals for the period of January 1 to December 31, 2017 as per the attached Schedule A. Explanations for some of the major variances identified are included in this report, however the year end adjusting journal entries have not been completed at this time and will be contained the yearend financial report from the auditors KPMG.

### **Revenues**

#### **Tax Revenue**

As reported each quarter, Property Taxes collected are \$107,324 higher than anticipated which is due to an error in calculating the forecasted revenues for the financial plan. Deferred Revenues and Surplus funding that may have been required for 2017 projects carried forward from 2016 have not been adjusted but will be as part of the year end process.

**Expenses****Total Expenses**

Are lower than projected as a number of projects are to be carried forward into 2018. Transfers to and from equity accounts will be completed as part of year end.

**Capital Projects**

Variances as reported to Council in the Chief Administrative Officer's quarterly projects report. I did notice that a few of the projects in 2017 did go over their budgeted amounts and this is a process that we have corrected late in 2017 through the new purchase order process and regular monthly analysis by department managers.

**Surpluses**

We are showing a surplus balance during this quarter due to projects not fully being completed. Amounts will be appropriated to specific projects carried forward into 2018 as approved by Council during the budget process.

**FINANCIAL IMPACTS:**

No financial impacts to the Financial Plan Bylaw No. 1217, 2017 to report at this time.

**Respectfully submitted:** Carolyn Bidwell, Chief Financial Officer  
Mark Boysen, Chief Administrative Officer



**DISTRICT OF UCLUELET  
5-YEAR FINANCIAL PLAN**

**Variance Report - As at December 31, 2017**

	<b>31-Dec 2017 Actual</b>	<b>2017 Budget</b>	<b>Amount Over (Under) Budget</b>	<b>Percent of Budget Used</b>
<b>REVENUE</b>				
Property Taxes	\$2,638,865	\$2,535,568	\$103,297	104.07%
1% Utility Taxes	42,381	42,137	244	100.58%
Federal/Provincial in place of taxes	95,120	55,000	40,120	172.95%
Taxes	2,776,366	2,632,705	143,661	105.46%
Sale of services	871,109	844,697	26,412	103.13%
Penalties and Interest earned	39,369	98,150	(58,781)	40.11%
Grants and donations	1,409,720	2,097,420	(687,700)	67.21%
Deferred revenues recognized (DCC, other)	-	134,000	(134,000)	0.00%
Water sale of services	782,934	706,820	76,114	110.77%
Sewer sale of services	596,880	585,000	11,880	102.03%
<b>Total revenue</b>	<b>6,476,379</b>	<b>7,098,792</b>	<b>(622,413)</b>	<b>91.23%</b>
<b>EXPENSE</b>				
Interest payments	70,216	64,410	5,806	109.01%
Amortization expenses	746,000	746,000	-	100.00%
General Government	1,134,442	1,109,473	24,969	102.25%
Protective services	329,658	427,920	(98,262)	77.04%
Transportation services	485,356	636,685	(151,329)	76.23%
Environmental health (Garbage/recycling)	23,596	22,001	1,595	107.25%
Harbour	338,894	341,415	(2,521)	99.26%
Cemetery	7,274	13,642	(6,368)	53.32%
Environmental development (Planning)	210,175	294,143	(83,968)	71.45%
Recreation and cultural services	1,022,359	1,158,337	(135,978)	88.26%
Water operations	401,540	520,385	(118,845)	77.16%
Sewer operations	180,642	292,500	(111,858)	61.76%
<b>Total expense</b>	<b>4,621,373</b>	<b>5,626,911</b>	<b>(1,005,538)</b>	<b>82.13%</b>
<b>Surplus (deficit) carry forward to page 2</b>	<b>\$1,855,006</b>	<b>\$1,471,881</b>	<b>\$383,125</b>	



**DISTRICT OF UCLUELET  
5-YEAR FINANCIAL PLAN**

**Variance Report - As at December 31, 2017**

	<b>31-Dec 2017 Actual</b>	<b>2017 Budget</b>	<b>Amount Over (Under) Budget</b>	<b>Percent of Budget Used</b>
Surplus (deficit) brought forward from page 1	\$1,855,006	\$1,471,881	\$383,125	
<b>ADD</b>				
Add back amortization	746,000	746,000	-	100.00%
Long term debt (and lease recognition) proceeds	470,250	505,000	(34,750)	93.12%
Transfers from (to) equity accounts	(88,117)	639,795	(727,912)	(13.77%)
<b>Total additions</b>	<b>1,128,133</b>	<b>1,890,795</b>	<b>(762,662)</b>	<b>59.66%</b>
<b>DEDUCT</b>				
Principal payments debt	46,785	76,956	(30,171)	60.79%
<u>Acquisitions of tangible capital assets</u>				
General Fund:				
Administration/Finance	-	60,220	(60,220)	0.00%
Protective services	497,456	572,600	(75,144)	86.88%
Transportation services	144,934	162,000	(17,066)	89.47%
Enviro Health: Cemetery	5,834	6,500	(666)	89.75%
Enviro Dev: Planning	1,600	30,000	(28,400)	5.33%
Recreation	60,316	93,900	(33,584)	64.23%
Parks	5,037	65,500	(60,463)	7.69%
Culture	-	-	-	0.00%
<b>Total General Fund</b>	<b>715,177</b>	<b>990,720</b>	<b>(275,543)</b>	<b>72.19%</b>
Water Fund	419,781	708,000	(288,219)	59.29%
Sewer Fund	1,500,144	1,587,000	(86,856)	94.53%
<b>Acquisitions of tangible capital assets</b>	<b>2,635,102</b>	<b>3,285,720</b>	<b>(650,618)</b>	<b>80.20%</b>
<b>Total deductions</b>	<b>2,681,887</b>	<b>3,362,676</b>	<b>(680,789)</b>	<b>79.75%</b>
<b>Financial Plan Balance: Surplus (Deficit)</b>	<b>\$301,252</b>	<b>\$0</b>	<b>\$301,252</b>	



## STAFF REPORT TO COUNCIL

Council Meeting: FEBRUARY 27, 2018  
500 Matterson Drive, Ucluelet, BC V0R 3A0

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**FROM:** CAROLYN BIDWELL, CHIEF FINANCIAL OFFICER

**FILE NO:** 1850-20 AID

**SUBJECT:** GRANTS IN AID AND COUNCIL CONTRIBUTIONS FOR 2018

**REPORT NO:** 18-19

**ATTACHMENT(S):** APPENDIX A - CRITERIA SCHEDULE, REQUESTS SCHEDULE

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**RECOMMENDATION(S):**

**THAT** Council;

1. Review the Grant in Aid applications and award assistance based on the criteria outlined in the policy and attached schedule; and
2. Approve funding applications for Council contribution requests for facility use and lease payments as outlined in the attached schedule.

**PURPOSE/DESIRED OUTCOME:**

The purpose of this report is to seek approval from Council as to the recipients and the amounts to be awarded under the current Grant in Aid Policy as well as the Council contributions related to facility use and lease payments.

**STRATEGIC GOAL:**

This report is in response to the corporate objective of fiscal responsibility as identified in the current strategic plan.

**BACKGROUND:**

Legislation provides that Council may grant aid for or to a variety of organizations.

The prime purpose for the grant-in-aid is to provide one-time financial assistance to a non-profit organization for a specific project. Aid is to be considered on a year to year basis and continued support is not to be anticipated by any organization.

**Policy Criteria:**

1. Must provide a social enrichment service to the District.
2. Must be local in nature, in that the grant is for a specific service to the residents of the District.
3. The organization must be non-profit and provide a budget for its operation noting other funding sources and state specifically the grant request from the District.
4. The organization will submit a report after the grant has been received showing how the funds were expended.
5. Money will NOT be granted to a subsidized or commercial organization.
6. The organization must demonstrate that the service provided fills a need in the community and that there is no overlapping service already existing.
7. Grants will NOT be provided for sports organizations for competition or travel expenses.

**RECOMMENDATIONS:**

I recommend that Council approve grants in aid based on the criteria as outlined in the policy, and since the Junior Canadian Rangers did not meet the criteria, that their application automatically be denied.

Further, that Council support the USS Scholarship \$500, Discretionary funds \$500 and School trip funds \$1000 through an annual line item within the Council Contributions budget. Criteria for the discretionary funds should be outlined through a Council Policy.

Council Contributions for facility use be considered as per the attached schedule and that direction be given to the Chief Financial Officer as which applications are approved.

**FINANCIAL IMPACTS:**

Currently there is \$20,000 within the Grant-in-Aid budget to be used as per the policy and at Council's discretion. And there is \$47,648 in the Council Contributions budget for the Organizations listed.

**Respectfully submitted:** Carolyn Bidwell, Chief Financial Officer  
Mark Boysen, Chief Administrative Officer

**District of Ucluelet  
Council Grants-in-Aid Requests  
2018**

Description	2018 Requests	Non-Profit	Social Enrichment	Service to Residents	Subsidized /Commerical	Fills a need in Community? How many people?	Sports Competition /Travel	Recommendation
Pacific Rim Hospice Society	2,000	Yes	Possibly	Yes	N/A	150	N/A	Meets Criteria
Surf Rider - Pacific Rim	9,621	Yes	Yes	Yes	N/A	1627	N/A	Meets Criteria
Pacific Rim Arts Society	6,000	Yes	Yes	Yes	N/A	All Full-time Residents interested	N/A	Meets Criteria
Pacific Rim Whale festival (cash)	3,000	Maybe	Yes	Yes	Not sure	2500-3500	N/A	Meets some criteria
Ucluelet & Area Historical Society	1,500	Yes	Yes	Yes	N/A	All Residents	N/A	Meets criteria
SS \$500 scholarship (Policy)	500	N/A	N/A	N/A	N/A	N/A	N/A	Should be moved to Annual Contribution
SS \$500 discretionary (Policy)	500	N/A	N/A	N/A	N/A	N/A	N/A	Should be moved to Annual Contribution
SS School trip	1,000	N/A	N/A	N/A	N/A	N/A	N/A	Should be moved to Annual Contribution
Food Bank	2,000	Yes	Yes	Yes	N/A	All Full-time Residents in need	N/A	Meets Criteria
Army Navy & Air Force Veterans	375	Some	Possibly	No	Possibly	Active members	N/A	Meets some criteria
	1,500	N/A	N/A	N/A	N/A	N/A	N/A	Not a Grant-in-Aid Request
	400	N/A	N/A	N/A	N/A	N/A	N/A	Not a Grant-in-Aid Request
Junior Canadian Rangers	500	Yes	Possibly	N/A	N/A	20	Yes	<b>Does NOT meet criteria</b>

**District of Ucluelet  
Contributions  
2018**

Description	2018 Requests
Ucluelet Chamber of Commerce	3,000
<b>Facility Fees Waived or (in-kind)</b>	
Ucluelet & Area Historical Society	430
Junior Canadian Rangers	1,170
Ucluelet Scouts	2,330
Girl Guides of Canada	1,300
Daycare Lease	29,568
Pacific Rim Arts Society	550
Pacific Toastmasters	1,300

**District of Ucluelet  
Council Grants-in-Aid Requests  
2018**

	2015 Requests	Approved for 2015	2016 Requests	Approved for 2016	2017 Requests	07/10/2016 Approved for 2017	2018 Requests	Approved for 2018
<b>Pacific Rim Hospice Society</b>							<b>2,000</b>	
<b>Surf Rider - Pacific Rim</b>							<b>9,621</b>	
<b>Pacific Rim Arts Society</b>	<del>5,000</del>	3,000	<del>6,000</del>	3,000	6,500	3,000	<b>6,000</b>	
<b>Pacific Rim Whale festival (cash)</b>	2,000	2,000	<del>2,500</del>	1,500	2,500	1,500	<b>3,000</b>	
PR Whale festival (in-kind) 5,000		3,000						
Port Alberni Victim Services Society	3,000	3,000						
<b>Ucluelet &amp; Area Historical Society</b>	3,000	3,000	3,000	3,000	1,500	1,500	<b>1,500</b>	
<b>West Coast Community Resources Society</b>					5,000	2,500		
<b>USS \$500 scholarship (Policy)</b>	500	500	500	500	500	500	<b>500</b>	
<b>USS \$500 discretionary (Policy)</b>	500	500	500	500	500	500	<b>500</b>	
<b>USS School trip</b>	1,000	1,000	-	1,000			<b>1,000</b>	
<b>Food Bank</b>	2,000	2,000	2,000	2,000	2,000	2,000	<b>2,000</b>	
Pacific Rim Hospice	1,000	1,000	2,000	2,000				
<b>Tofino General Hospital</b>			<del>1,000</del>	500	1,000	1,000		
Ukee Public Market Society	1,995	1,995	-	-				
Clayoquot Biosphere Trust			1,000	1,000				
Ucluelet & Area Childcare Society	3,000	3,000	-	-				
ProAm Sponsorship (Long Beach Golf Course)	200	200	200	200				
1st Ucluelet Scouts	500	500	-	-				
Ucluelet Aquarium Society	3,000	-	-	-				
<b>Army Navy &amp; Air Force Veterans</b>	4,644	1,620	4,090	4,090			<b>375</b>	
UES PAC	5,000	-	-	-				
<i>BC Without Barriers</i>	200	-	-	-				
<i>PollutionWatch</i>	9,500							
Central Westcoast Forest Society			1,600	1,600				
Ucluelet Chamber of Commerce			<del>5,000</del>	3,000				
<b>Emerald Sea Protection Society</b>					1,000	-		
<b>Pacific Rim Marine Search &amp; Rescue</b>					4,000	4,000		
<b>Junior Canadian Rangers</b>					500	500	<b>500</b>	
<b>Ucluelet Secondary Kayaking Program</b>					1,850	-		
	49,039	23,315	29,390	23,890	26,850	17,000	<b>26,996</b>	-
<b>Maximum Budget within the Program</b>								<b>20,000</b>
<b>Over/(Under) Budget</b>								<b>6,996</b>

**District of Ucluelet  
Contributions  
2018**

	2015 Budget	2015 Actual	2016 Budget	2016 Actual	2017 Requests	2017 Actual	2018 Requests	2018 Actual
Budget	46,000	29,472						
<b>Unspecified</b>			12,130	4,750	5,000	5,000	<b>8,000</b>	
<b>Ucluelet Chamber of Commerce</b>					3,000		<b>3,000</b>	
Fort MacMurray Donation				500				
Chuu Train				500				
Westcoast Resources Society				5,000				
WC Wheels for Wellness				5,000				
Rainbow Crosswalk				354				
Wildsafe Program					3,000	3,000		
<b>Facility Fees Waived or (in-kind)</b>								
<b>Ucluelet &amp; Area Historical Society</b>			440	440	500	500	<b>430</b>	
<b>Junior Canadian Rangers</b>			8,400	8,400	1,165	1,165	<b>1,170</b>	
<b>1st Ucluelet Scouts</b>			1,065	1,065	2,330	2,330	<b>2,330</b>	
<b>Girl Guides of Canada</b>			8,400	8,400	5,200	5,200	<b>1,300</b>	
<b>Daycare Lease</b>			24,480	24,480	29,568	29,568	<b>29,568</b>	
<b>Wild Pacific Trail (Activity Room fee)</b>			200	200				
<b>Pacific Rim Whale Fest</b>			820	820				
<b>Pacific Rim Arts Society</b>							<b>550</b>	
<b>Pacific Toastmasters</b>							<b>1,300</b>	
<b>Ucluelet Chamber of Commerce</b>			8,400	8,400				
	46,000	29,472	64,335	63,559	49,763	46,763	47,648	-
			<b>93,725</b>	<b>87,449</b>	<b>76,613</b>	<b>63,763</b>	<b>74,644</b>	-





## STAFF REPORT TO COUNCIL

Council Meeting: FEBRUARY 27, 2018  
500 Matterson Drive, Ucluelet, BC V0R 3A0

**FROM:** MARLENE LAGOA, DEPUTY MUNICIPAL CLERK

**FILE NO:** 0530-01

**SUBJECT:** COUNCIL REMUNERATION BYLAW UPDATE

**REPORT NO:** 18 - 21

**ATTACHMENT(S):** APPENDIX A – BYLAW NO. 1226

### **RECOMMENDATION(S):**

1. **THAT** Council adopt the Council Remuneration, Expense Reimbursement and Benefits Bylaw No. 1226, 2017.

### **PURPOSE:**

To give final adoption to the new “Council Remuneration Bylaw No. 1226, 2017”.

### **BACKGROUND:**

At the July 11, 2017 regular council meeting, Council gave first, second and third reading to a new Council Remuneration Bylaw. The Bylaw requires one more final reading before being adopted.

The Bylaw number has been changed from “1219” to “1226”. This one change is considered a housekeeping item and can be corrected at any point by the Corporate Officer.

Bylaw No. 1219 is the adopted Zoning Amendment Bylaw for Reef Point setback.

### **FINANCIAL IMPACTS:**

Council remuneration, expense reimbursement, and benefits have all been budgeted for in Ucluelet’s Five Year Financial Plan.

**Respectfully submitted:** Marlene Lagoa, Deputy Municipal Clerk  
Mark Boysen, Chief Administrative Officer



**District of Ucluelet****Bylaw No. 1226, 2017**

A Bylaw to provide for annual remuneration, expense reimbursement and benefit allowances for members of the Council of the District of Ucluelet

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The Council of the District of Ucluelet, in open meeting assembled, enacts as follows:

**Repeal**

1. "Council Remuneration, Benefits and Expenses Bylaw No. 1042, 2007" and all amendments thereto are hereby repealed.

**Remuneration**

2. The base annual remuneration for the Mayor shall be \$24,331.77 per annum effective August 1, 2017. Hereafter the base salary shall be adjusted annually on January 1 of subsequent years to reflect changes in the annual Consumer Price Index for British Columbia as published by Statistics Canada. One-third of the remuneration is for expenses incidental to the discharge of the duties of the Mayor's office.
3. The base annual remuneration for each Council member shall be \$13,907.08 per annum effective August 1, 2017. Hereafter the base salary shall be adjusted annually on January 1 of subsequent years to reflect changes in the Consumer Price Index for British Columbia as published annually by Statistics Canada. One-third of the allowance is for expenses incidental to the discharge of the duties of the Councillors' office.

**Expense Reimbursement**

4. The Mayor and Acting Mayor, while acting in the capacity of the Mayor, are hereby authorized to and shall be entitled to reimbursement of expenses incurred for the entertainment of guests of the District or to promote the interests of the District.
5. When authorized by Council to represent the District, engage in District business, or attend a meeting, course or convention outside the boundaries of the District, members of Council shall be entitled to reimbursement of expenses incurred during their absences from the District in accordance with Schedule "A" – Schedule of Expenses, which is attached to and forms part of this Bylaw.
6. When authorized by Council to represent the District on a board or organization which meets within the boundaries of the District, members of Council shall be entitled to reimbursement of expenses incurred as a result of this representation, with the exception of meals and mileage.
7. When authorized by Council to represent the District at meetings over and above regular and special meetings of Council, members of Council shall be entitled to compensation pursuant to Schedule "B" – Per Meeting and Travel Day Allowance, which is attached to and forms part of this Bylaw.

8. Members of Council who travel on District business or for attendance at seminars, conferences and other training or educational purposes will adhere to the procedures and guidelines specified in Schedule “C” – Expense Reimbursement Procedures and Guidelines, which is attached to and forms part of this Bylaw.
9. Attendance at conferences, conventions, courses, seminars and other meetings, and expenditures on gifts or other protocol-related expenditures, shall be limited to the budget provided for Council for these purposes in the Five Year Financial Plan bylaw.

**Benefits**

10. The District is hereby authorized to enter into agreements for medical, dental and life insurance benefits for Council members and their dependents.
11. Benefit premiums will be paid by the District of Ucluelet and participation in any or all of the benefit plans shall be at the Council member’s option. Council members opting not to participate in benefit plans are not eligible to receive the equivalent amount of remuneration as a cash benefit.

**Citation**

12. This bylaw may be cited for all purposes as “Council Remuneration, Expense Reimbursement and Benefits Bylaw No. 1226, 2017”.

**READ A FIRST TIME** this 11<sup>th</sup> day of **July**, 2017.

**READ A SECOND TIME** this 11<sup>th</sup> day of **July**, 2017.

**READ A THIRD TIME** this 11<sup>th</sup> day of **July**, 2017.

**ADOPTED** this      day of      , 2017.

**CERTIFIED A TRUE AND CORRECT COPY of “Council Remuneration, Benefits and Expense Reimbursement Bylaw No. 1226, 2017”.**

\_\_\_\_\_  
Dianne St. Jacques  
Mayor

\_\_\_\_\_  
Mark Boysen  
CAO/Corporate Officer

**THE CORPORATE SEAL** of the  
District of Ucluelet was hereto affixed  
In the presence of:

\_\_\_\_\_  
Mark Boysen  
CAO/Corporate Officer

**Bylaw No. 1226, 2017****Schedule "A"****Schedule of Expenses**

Travel			
	Mileage	Maximum allowance permitted by the Canada Revenue Agency for tax purposes as set annually	
	Other – air travel, etc.	100% reimbursement	Receipts required
Meals			
	Breakfast	\$12.00	
	Lunch	\$23.00	
	Dinner	\$30.00	
Accommodation		100% reimbursement	Receipts required
Transportation	Taxi, ferry, parking, etc.	100% reimbursement	Receipts required
Registration fees	Seminars, conventions, etc.	100% reimbursement	Receipts required

**Bylaw No. 1226, 2017****Schedule "B"****Per Meeting and Travel Day Allowance**

Per Meeting Allowance: for meetings over and above regular or special meetings of Council		
<i>Note – Individual meetings in the context of a larger event such as a convention or seminar are not considered as separate meetings for expense calculations</i>		
For meetings or travel days up to 4 hours	\$80.00	
For meetings or travel days lasting 4 hours or longer	\$160.00	

**Bylaw No. 1226, 2017****Schedule "C"****Expense Reimbursement Procedures and Guidelines**

1. Travel must be arranged by the most economic means available, taking into consideration cost, convenience, the need for a vehicle at a destination, and the ability of members of Council to travel together.
2. If a member of Council chooses to use a personal vehicle for long distance travel instead of an airline, the amount which will be reimbursed will be the lesser of the economy class airfare based on booking far enough in advance of the event to qualify for discounted rates plus related ground transportation, or the distance to be travelled by the most direct route, multiplied by the current rate per kilometre.
3. Where a member of Council chooses a means of transportation other than those described above, reimbursement shall only be for an amount equivalent to that which would have otherwise been incurred.
4. If circumstances require a means of transportation other than described, thereby incurring a greater cost, the increased cost shall require the approval of the Mayor.
5. All transportation expenses except mileage shall be paid on the basis of single fares.
6. Members of Council may be reimbursed annually for the difference between the insurance premium they would normally pay for their personal vehicle without District use, and the premium for business class coverage necessitated by District use, provided that the Council member has not or would not normally insure that vehicle for business use coverage.
7. Members of Council will be reimbursed the cost of repairing damage to a personal vehicle, to a maximum of \$500.00 or the amount of the insurance deductible, whichever is the lesser, when the damage occurs while the vehicle is being used for District purposes.
8. When reserving or obtaining accommodation, members of Council making their own arrangements will request the Provincial government rate.
9. If a spouse is accompanying a member of Council, the District will pay an additional \$10.00 per night for a double room rate. Any expense greater than \$10.00 will be at the member's expense and will not be reimbursed.
10. Hotel expenses for movies, bar service or any other room service fee will not be reimbursed.
11. When a member of Council chooses to stay with friends or relatives, an allowance of \$25.00 per night may be claimed without receipts for a gift for hosting.
12. Members of Council attending a meeting, conference, convention, course or seminar will not request meal allowances for meals that are provided at the event.

13. Incidental expenses and sundry travel items are included within the incidental portion of the allowance provided by Schedule "B" – Per Meeting and Travel Day Allowance to this Bylaw; no additional reimbursement will be paid.
14. At the discretion of the Mayor, expenses for laundry, long distance calls home on the basis of a maximum of one ten-minute call per day, and other reasonable expenses will be reimbursed upon provision of receipts.
15. Members of Council must complete a travel expense form immediately upon return from travel, and forward these to the Chief Financial Officer for processing.
16. Receipts for all claimed travel expenses must be provided in accordance with Schedule "A" – Schedule of Expenses to this Bylaw.
17. When a member of Council chooses to travel on municipal business or to attend a conference, convention, course or seminar with a spouse or other family members, the District will not pay any additional expenses beyond those associated with the member of Council, with the following exceptions:
  - a) \$10.00 increase to the accommodation rate to upgrade from a single occupancy rate to a double occupancy rate.
  - b) At the annual convention of the Union of BC Municipalities only, the cost of the spouse's attendance at the Welcome Reception, UBCM Banquet, and the cost of one Partner Program per day on both Wednesday and Thursday of the convention.

All other expenses associated with the spouse/family member travelling with the member of Council will be at that member's expense.





## STAFF REPORT TO COUNCIL

Council Meeting: February 27<sup>th</sup>, 2018  
500 Matterson Drive, Ucluelet, BC V0R 3A0

**FROM:** BRUCE GREIG  
MANAGER OF COMMUNITY PLANNING

**FOLIO NO:** 115.035 **FILE NO:** 3360-20-RZ17-06

**SUBJECT:** REZONING APPLICATION FOR THE DEVELOPMENT OF LOT 1, PLAN VIP85870  
(620 MARINE DRIVE) AS BLACK ROCK STAFF HOUSING.

**ATTACHMENTS:** APPENDIX A – ZONING AMENDMENT BYLAW NO. 1224, 2018  
APPENDIX B - HOUSING AGREEMENT BYLAW NO. 1227, 2018

**REPORT NO:** 18 – 22

### RECOMMENDATION:

1. **THAT** Zoning Amendment Bylaw No. 1224, 2018, be given third reading; **and**
2. **THAT** Housing Agreement Bylaw No. 1227, 2018, be given first, second, and third reading.

### PURPOSE:

To advance Zoning Amendment Bylaw No. 1224, 2018, to third reading. Bylaw No. 1224 received first and second reading at an open meeting of Council on January 23<sup>rd</sup>, 2018, and received a Public Hearing on February 27<sup>th</sup>, 2018. Council is now in a position to consider third reading of the bylaw.

As presented to Council when the rezoning application was considered in January, the Black Rock staff housing is proposed to operate under the terms of a Housing Agreement. A draft Housing Agreement was presented to Council for information at that time. Under Section 483 of the *Local Government Act*, Council may, by bylaw, enter into a housing agreement. Housing Agreement Bylaw No. 1227, 2018, has been prepared for this purpose. Pending third reading of the rezoning bylaw, Council is in a position to consider giving first, second, and third reading to Bylaw No. 1227.

### OPTIONS REVIEW:

1. that Zoning Amendment Bylaw No. 1224, 2018, be given third reading and that Housing Agreement Bylaw No. 1227, 2018, be given first, second, and third reading. (**Recommended option**);
2. that Council defer the reading of these bylaws to a future date to be identified; or,
3. that Council abandon Zoning Amendment Bylaw No. 1224 and Housing Agreement Bylaw No. 1227.

**Respectfully submitted:** Bruce Greig, Manager of Community Planning  
Mark Boysen, Chief Administrative Officer



**DISTRICT OF UCLUELET**

**Bylaw No. 1224, 2018**

A bylaw to amend the “District of Ucluelet Zoning Bylaw No. 1160, 2013”.

---

**WHEREAS** the District of Ucluelet Planning Staff propose to amend the CD-2B Subzone – Black Rock, to clarify the density of staff housing and to create a specific staff housing parking requirement;

**NOW THEREFORE** the Council of the District of Ucluelet, in open meeting assembled, enacts as follows:

1. Remove the 2014 update from the header of the CD-2B Subzone.
2. Section CD-2B.1.1 of the Zoning Bylaw is amended by removing Staff Housing from the section description and removing the “Parking Lot” use, such that the subsection of the Zoning Bylaw reads as follows:

CD-2B.1.1 The following uses are permitted, in the area of the CD-2 Zone Plan labeled “Hotel”, but secondary permitted uses are only permitted in conjunction with a principal permitted use:

(1) Principal:

(a) Hotel

(2) Secondary:

(a) Accessory Residential Dwelling Unit

(b) Staff Housing

3. Section CD-2B.1.2 of the Zoning Bylaw is amended by removing the lot specific text and adding a staff housing specific use, such that the subsection of the Zoning Bylaw reads as follows:

CD-2B.1.2 The following uses are permitted, in the area of the CD-2 Zone Plan labeled “Staff Housing”:

(1) Principal:

(a) Staff Housing

4. Section CD-2B.2.1 of the Zoning Bylaw is amended by adding use specific lot sizes, such that the subsection of the Zoning Bylaw reads as follows:

CD-2B.2.1 Minimum Lot Size:

- (1) Hotel: 10,000 m<sup>2</sup> (2½ acres)
- (2) Staff Housing: 2,020m<sup>2</sup> (1/2 acre)

5. Section CD-2B.3 of the Zoning Bylaw is amended by changing the maximum number of hotel guest rooms or dwelling units from 150 to 140 and adding clause “(3) Staff Housing: 20 staff housing units”, such that the subsection of the Zoning Bylaw reads as follows:

**CD-2B.3 Density:**

CD-2B.3.1 Maximum Number:

- (1) *Hotel:* 140 *guest rooms or dwelling units*
- (2) *Accessory Residential Dwelling Unit:* 1 per lot (non-strata only)
- (3) *Staff Housing:* 20 *staff housing units*

6. Section 505.1 of the Zoning Bylaw is amended by isolating the staff housing component within the chart with a parking requirement of “1 space per staff housing unit,”, such that the two sections of the chart within subsection 505.1 of the Zoning Bylaw reads as follows:

<i>Multiple Family Residential (including Affordable Housing)</i>	1.5 spaces per <i>dwelling unit</i> , Plus 1 Visitor Parking Space per 5 <i>dwelling units</i>
<i>Staff Housing</i>	1 space per staff housing unit,

- 7. The CD-2 Zone submap is amended to indicate Lot 1, District Lot 281, Clayoquot District, Plan VIP85870 as “Staff Housing CD-2B1.2” as shown on Schedule “A”.
- 8. This bylaw may be cited as “Zoning Amendment Bylaw No. 1224, 2018”.

**READ A FIRST TIME** this **23rd** day of **January**, 2018.

**READ A SECOND TIME** this **23rd** day of **January**, 2018.

**PUBLIC HEARING** held this        day of        , 2018.

**READ A THIRD TIME** this        day of        , 2018.

**ADOPTED** this        day of        , 2018.

**CERTIFIED A TRUE AND CORRECT COPY** of “District of Ucluelet Zoning Amendment Bylaw No. 1224, 2018.”

---

Mayor  
Dianne St. Jacques

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CAO  
Mark Boysen

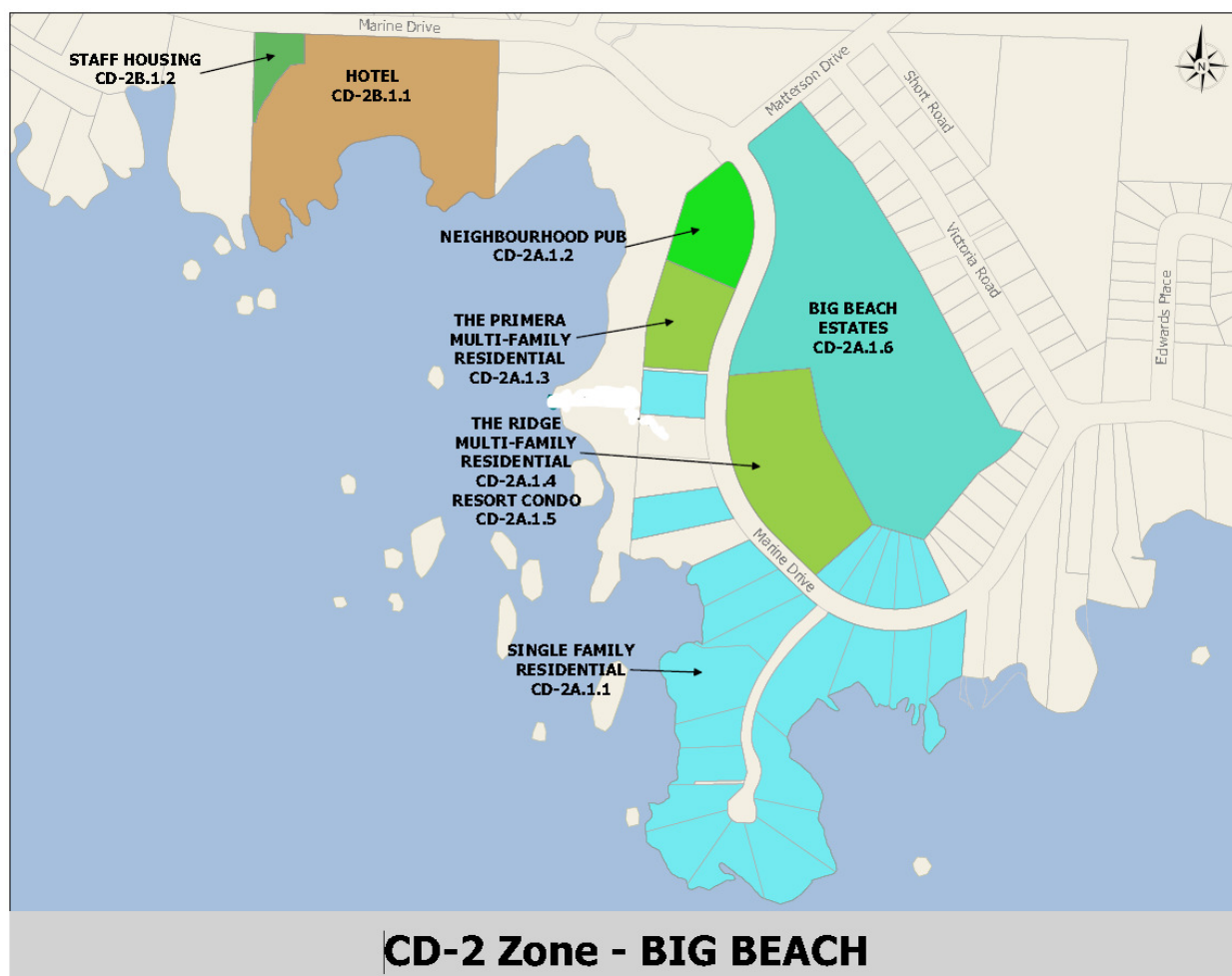
**THE CORPORATE SEAL** of the District of Ucluelet was hereto affixed in the presence of:

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CAO  
Mark Boysen

# Schedule "A"

## Bylaw No.1224, 2018



**DISTRICT OF UCLUELET****Bylaw No. 1227, 2018**

A Bylaw to Authorize the District of Ucluelet to Enter into a Housing Agreement.

(Black Rock Resort Staff Housing)

**WHEREAS** the Municipality may, by Bylaw, under Section 483 of the *Local Government Act* enter into a Housing Agreement which may include terms and conditions agreed to by the Municipality and the Owner regarding the occupancy of the housing units identified in the Agreement;

**AND WHEREAS** the Municipality has rezoned the lands described in this Bylaw to enable the Owner to construct and maintain a Staff Housing complex on the Lands and the Municipality has deemed it expedient to require the Owner, as a condition of rezoning, to enter into a Housing Agreement with the Municipality pursuant to Section 483 of the *Local Government Act*;

**NOW THEREFORE** the Council of the District of Ucluelet, in open meeting assembled, enacts as follows:

1. The Municipality is authorized to enter into a Housing Agreement pursuant to Section 483 of the *Local Government Act*, in substantially the form attached to this Bylaw as Schedule "A", with respect to the land located in the District of Ucluelet having a civic address of 620 Marine Drive and being more particularly known and described as:

Lot 1, District Lot 281, Clayoquot District, Plan VIP85870

as shown shaded on the map attached to this bylaw as Appendix "A".

2. The Mayor and the Chief Administrative Officer of the Municipality are authorized to execute the Housing Agreement on behalf of the Municipality.

**CITATION**

3. This bylaw may be known and cited for all purposes as the "**Ucluelet Housing Agreement Bylaw No. 1227, 2018**".

**READ A FIRST TIME** this    day of    , 2018.

**READ A SECOND TIME** this    day of    , 2018.

**READ A THIRD TIME** this    day of    , 2018.

**ADOPTED** this    day of    , 2018.

---

Mayor  
Diane St. Jacques

---

CAO  
Mark Boysen

**THE CORPORATE SEAL** of the District of Ucluelet was hereto affixed in the presence of:

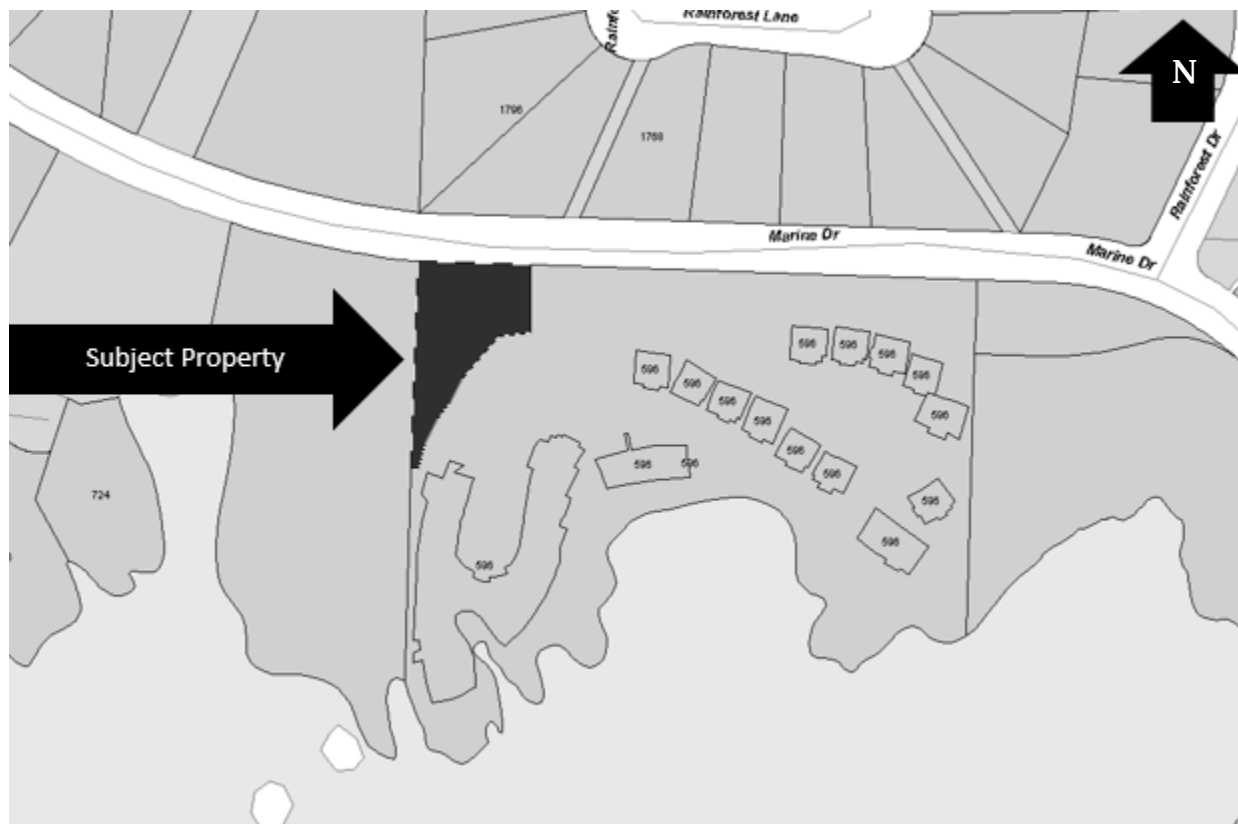
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CAO  
Mark Boysen



Appendix "A" to Ucluelet Housing Agreement Bylaw No. 1227, 2018

Subject property: Lot 1, Lot 1, District Lot 281, Clayoquot District, Plan VIP85870  
(620 Marine Drive)



**Schedule "A" to Bylaw No. 1227**

**HOUSING AGREEMENT**

**(Section 483, *Local Government Act*)**

This Agreement, dated for reference the \_\_\_ day of \_\_\_\_\_, 2018 is

BETWEEN:

The District of Ucluelet  
200 Main Street (PO Box 999)  
Ucluelet, BC  
V0R 3A0

(the "District")

and:

Blackrock Oceanfront Resort Inc., 0713863  
5439 Buckingham Avenue  
Burnaby, BC  
V5E 1Z9

(the "Owner")

**WHEREAS:**

- A. The Owner is the registered owner of land located at 620 Marine Drive in the District of Ucluelet, which land is within the CD-2B Zone under the District's Zoning Bylaw 1160, and is more particularly described as:

PID: 027-696-901

Lot 1 District Lot 281 Clayoquot District Plan VIP85870

(the "Land");

- B. The District's Zoning Bylaw allows, and the Owner proposes to construct, up to 20 staff housing units on the Land, and the Owner has offered to enter into this agreement restricting the occupancy of the proposed staff housing units to employees of hotels, motels and restaurants operating within the boundaries of the District of Ucluelet.
- C. The District may, pursuant to Section 483 of the *Local Government Act*, enter into a housing agreement with an owner of land that includes terms and conditions regarding the occupancy, tenure and availability to specified classes of persons of the housing that is

subject to the agreement.

- D. The Council of the District has, by Housing Agreement Bylaw No. 1227, 2018, authorized the District to enter into this Agreement with the Owner.

**THIS AGREEMENT** is evidence that in consideration of \$2.00 paid by the District to the Owner, the receipt and sufficiency of which are acknowledged by the Owner, and in consideration of the promises exchanged below, the parties agree, as a housing agreement between the Owner and the District under s. 483 of the *Local Government Act*, as follows:

#### **STAFF HOUSING UNITS**

1. **Occupancy Restriction.** The Owner agrees that every housing unit, dwelling unit, or any other unit of residential use or accommodation located on the Land will be occupied only by the employees of restaurants, hotels or motels located within the boundaries of the District of Ucluelet, and the children and spouses of those employees, provided that children and spouses are only allowed to occupy a unit while the unit is occupied by the employee.
2. **Annual Verification.** No later than January 15 of each year beginning in 2019 the Owner will provide to the District, substantially in the form attached as Schedule A to this Agreement unless the District agrees to accept another form, a written statement of the Owner confirming the occupancy in respect of each unit on the Land complies with section 1, above.

#### **DEFAULT AND REMEDIES**

3. The Owner agrees that any breach or default in the performance of this Agreement on its part must be corrected, to the satisfaction of the District, within the time stated in any notice of default provided to the Owner by the District.
4. The Owner acknowledges that an award of damages may be an inadequate remedy for a breach of this Agreement and that the District is entitled in the public interest to an order for specific performance of this Agreement, a prohibitory or mandatory injunction to cure any breach of this Agreement, and a declaration that a residential tenancy agreement or any portion of such an agreement or a strata corporation bylaw constitutes a breach of this Agreement and is unenforceable.

#### **GENERAL PROVISIONS**

5. **Housing Agreement.** The Owner acknowledges that this Agreement constitutes a housing agreement under s.483 of the *Local Government Act* and that the District will register a notice of this housing agreement against title to the Land.
6. **Indemnity.** The Owner shall indemnify and save harmless the District and each of its elected officials, officers, directors, employees and agents from and against all claims, demands,

actions, loss, damage, costs and liabilities for which any of them may be liable by reason of any act or omission of the Owner or its officers, directors, employees, agents or contractors or any other person for whom the Owner is at law responsible, that constitutes a breach of this Agreement.

7. **Release.** The Owner releases and forever discharges the District and each of its elected officials, officers, directors, employees and agents and each of their heirs, executors, administrators, personal representatives, successors and assigns from all claims, demands, damages, actions or causes of action arising out of the performance by the Owner of its obligations under this Agreement.
8. **Survival.** The obligations of the Owner set out in sections 10 and 11 shall survive any termination of this Agreement.
9. **Municipal Powers Unaffected.** This Agreement does not limit the discretion, rights, duties or powers of the District under any enactment or the common law, impose on the District any duty or obligation, affect or limit any enactment relating to the use or subdivision of the Land, or relieve the Owner from complying with any enactment.
10. **No Public Law Duty.** Where the District is required or permitted by this Agreement to form an opinion, exercise a discretion, express satisfaction, make a determination or give its consent, the District is under no public law duty of fairness or natural justice in that regard and the Owner agrees that the District may do any of those things in the same manner as if it were a private party and not a public body.
11. **Notice.** Notice required or permitted to be served under this Agreement is sufficiently served if delivered in person or mailed to the postal address of the Owner or the District, as the case may be, at the address set out above, and in the case of mailed notice shall be deemed to have been received on the third day following mailing.
12. **Enuring Effect.** This Agreement is binding upon, and enures to the benefit of the parties and their respective successors and permitted assigns.
13. **Severability.** If any provision of this Agreement is found to be invalid or unenforceable, it shall be severed from this Agreement and the remainder shall remain in full force and effect.
14. **Remedies and Waiver.** All remedies of the District under this Agreement are cumulative, and may be exercised in any order or concurrently, any number of times. Waiver of or delay by the District in exercising any remedy shall not prevent the later exercise of any remedy for the same or any similar breach.
15. **Sole Agreement.** This Agreement represents the entire agreement between the parties respecting the tenure, use and occupancy of the housing units to be located on the Land, and there are no representations, conditions or collateral agreements on the part of the District other than those set out in this Agreement.

- 16. **Further Assurance.** The Owner must forthwith do all acts and execute such instruments as may be reasonably necessary in the opinion of the District to give effect to this Agreement.
- 17. **Runs with the Land.** This Agreement runs with the Land, including any part into which the land may be subdivided, and is binding on the Owner and all persons who acquire an interest in the Land.
- 18. **No Joint Venture.** Nothing in this Agreement will constitute the District as the joint venturer, agent or partner of the Owner or give the Owner any authority to bind the District in any way.

**Blackrock Oceanfront Resort Inc.**, by its authorized signatories:

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Date:

**The Corporation of the District of Ucluelet**, by its authorized signatories:

\_\_\_\_\_  
Mayor:

\_\_\_\_\_  
Date:

\_\_\_\_\_  
Corporate Officer:

\_\_\_\_\_  
Date:

Schedule A to Housing Agreement

**STATUTORY DECLARATION**

<b>CANADA</b>	)	<b>IN THE MATTER OF A HOUSING</b>
	)	<b>AGREEMENT WITH THE DISTRICT OF</b>
	)	<b>UCLUELET</b>
	)	
<b>PROVINCE OF BRITISH COLUMBIA</b>	)	<b>("Housing Agreement")</b>
	)	

TO WIT:

I, \_\_\_\_\_ of \_\_\_\_\_, British Columbia, do solemnly declare that:

1. I am the owner or authorized signatory of the owner of land located at 902 Marine Avenue in the District of Ucluelet, (the "Lands"), and make this declaration to the best of my personal knowledge.
2. This declaration is made pursuant to the Housing Agreement in respect of the Lands.
3. For the period from \_\_\_\_\_ to \_\_\_\_\_ the Lands were occupied only by employees of a hotel, motel or restaurant business operating within the District of Ucluelet, or the children or spouses of those employees. Attached to this declaration is a list of the tenants of each of the units located on the Lands, and their place of employment.
4. I make this solemn declaration, conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and pursuant to the *Canada Evidence Act*.

DECLARED BEFORE ME at the District of \_\_\_\_\_ )  
 Ucluelet, in the Province of British Columbia, )  
 this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_. )  
 \_\_\_\_\_ )  
 \_\_\_\_\_ )  
 \_\_\_\_\_ )  
 \_\_\_\_\_ )  
 A Commissioner for Taking Affidavits in the )  
 Province of British Columbia )

\_\_\_\_\_  
 DECLARANT









## STAFF REPORT TO COUNCIL

Council Meeting: February 27<sup>th</sup>, 2018  
500 Matterson Drive, Ucluelet, BC V0R 3A0

**FROM:** BRUCE GREIG  
MANAGER OF COMMUNITY PLANNING

**FOLIO No:** 114.975 **FILE No:** 3360-20-RZ17-07

**SUBJECT:** THIRD READING OF ZONING AMENDMENT BYLAW NO. 1225, 2018, FOR THE DEVELOPMENT OF A MIXED COMMERCIAL/MULTI-FAMILY BUILDING AT 590 MARINE DRIVE (THE WAVE).

**ATTACHMENTS:** APPENDIX A – ZONING AMENDMENT BYLAW NO. 1225, 2018

**REPORT No:** 18-23

### **RECOMMENDATION:**

1. **THAT** Zoning Amendment Bylaw No. 1225, 2018 be given third reading.

### **PURPOSE:**

The purpose of this report is to advance Bylaw No. 1225, 2018, to third reading. The Bylaw received first and second reading at an open meeting of Council on January 23<sup>rd</sup>, 2018, and was the subject of a Public Hearing on February 27<sup>th</sup>, 2018. Upon closure of the Public Hearing, Council is in a position to consider third reading of the bylaw.

Note that the motion of Council on January 23, 2018, included a condition that the applicant register a restrictive covenant on the title of the subject property prior to final adoption of the bylaw, to ensure that the development conforms to the plans presented for the rezoning. The covenant would be brought to Council at a future meeting when final adoption of the rezoning bylaw is being considered.

The public was also given notice that the Public Hearing was the opportunity to be heard on Development Variance Permit No. DVP 18-02. Note that it would be appropriate for Council to consider issuance of the permit at a future meeting, after a final decision is made on adoption of the rezoning bylaw.

### **OPTIONS REVIEW:**

- A. that Zoning Amendment Bylaw No. 1225, 2018 be given third reading. (**Recommended option**);
- B. that Council defer the reading of Zoning Amendment Bylaw No. 1225, 2018 to a future date to be identified; or,
- C. that Council abandon Zoning Amendment Bylaw No. 1225, 2018.

**Respectfully submitted:** Bruce Greig, Manager of Planning  
Mark Boysen, Chief Administrative Officer



**DISTRICT OF UCLUELET****Bylaw No. 1225, 2018**

A bylaw to amend the “District of Ucluelet Zoning Bylaw No. 1160, 2013”.

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**WHEREAS** the Owner of PID: 026-908-719 Lot B, District Lot 281, Clayoquot District, Plan VIP82211 (the “**Lands**”), generally shown highlighted in black on Schedule ‘A’ attached to and forming part of this bylaw, has applied to amend the District of Ucluelet Zoning Bylaw No. 1160, 2013 (the “**Zoning Bylaw**”) in order to increase the dwelling unit density from 3 units to 7 units and to allow for the multi-family residential use to occur on the ground floor.

**NOW THEREFORE** the Council of the District of Ucluelet, in open meeting assembled, enacts as follows:

1. The Zoning Bylaw is amended by deleting the entire CD-3B Subzone and replacing it, such that this subsection reads as follows:

**CD-3B SubZone – DISTRICT LOT 281 (REMAINDER)**

**CD-3B.1 Permitted Uses:**

CD-3B.1.1 The following uses are permitted in the area of the CD-3 Zone Plan labeled “Commercial/ Residential CD-3B.1.1”, but *secondary permitted uses* are only permitted in conjunction with a *principal permitted use*:

- (1) Principal:
  - (a) *Multiple Family Residential*
  - (b) *Restaurant*
  - (c) *Bistro/Cafe*
  - (d) *Office*
  - (e) *Personal Services*
  - (f) *Daycare Centre*
- (2) Secondary:
  - (a) *Home Occupation*

**CD-3B.2 Lot Regulations**

CD-3B.2.1 Minimum Lot Size: 1,725 m<sup>2</sup> (18,550 ft<sup>2</sup>)

**CD-3B.3 Density:**

CD-3B.3.1 Maximum Density:

- (1) *7 Multiple Family Residential* units per lot.

(2) 140 m<sup>2</sup> (1,500 ft<sup>2</sup>) of Commercial uses per lot that are otherwise permitted within the zone.

CD-3B.3.2 Maximum Floor Area Ratio: 0.50

CD-3B.3.3 Maximum Lot Coverage: 30%

**CD-3B.4 Maximum Size (Gross Floor Area):**

CD-3B.4.1 Accessory Buildings: 9 m<sup>2</sup> (97 ft<sup>2</sup>)

**CD-3B.5 Maximum Height:**

CD-3B.5.1 Principal Buildings & Structures: 9 m (30 ft)

CD-3B.5.2 Accessory Buildings & Structures: 5.5 m (18 ft)

**CD-3B.6 Minimum Setbacks:**

CD-3B.6.1 The following minimum setbacks apply, as measured from the *front lot line, rear lot line* and *side lot lines(s)*, respectively:

	(a) Front Yard Setback	(b) Rear Yard Setback	(c) Side Yard - Interior Setback	(d) Side Yard - Exterior Setback
(1) Principal	7.5 m (25 ft)	7.5 m (25 ft)	7.5 m (25 ft)	7.5 m (25 ft)
(2) Accessory	8 m (26 ft)	5 m (16.5 ft)	7.5 m (25 ft)	7.5 m (25 ft)

2. This bylaw may be cited as “Zoning Amendment Bylaw No. 1225, 2018”.

**READ A FIRST TIME** this **23rd** day of **January**, 2018.

**READ A SECOND TIME** this **23rd** day of **January**, 2018.

**PUBLIC HEARING** held this      day of      , 2018.

**READ A THIRD TIME** this      day of      , 2018.

**ADOPTED** this      day of      , 2018.

**CERTIFIED A TRUE AND CORRECT COPY** of “District of Ucluelet Zoning Amendment Bylaw No. 1225, 2018.”

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Mayor  
Dianne St. Jacques

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CAO  
Mark Boysen

**THE CORPORATE SEAL** of the District of Ucluelet was hereto affixed in the presence of:

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CAO  
Mark Boysen

# SCHEDULE "A"

## Bylaw 1225, 2018

