



REGULAR MEETING OF COUNCIL
Tuesday, September 12, 2017 @ 7:30 PM
George Fraser Room, Ucluelet Community Centre,
500 Matterson Drive, Ucluelet

AGENDA

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1. CALL TO ORDER	
2. ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORY	
Council would like to acknowledge the Yuułu?iŋ?atŋ First Nations on whose traditional territories the District of Ucluelet operates.	
3. ADDITIONS TO AGENDA	
4. ADOPTION OF MINUTES	
4.1. August 8, 2017 Regular Minutes	5 - 11
	2017-08-08 Regular Minutes
5. UNFINISHED BUSINESS	
6. MAYOR'S ANNOUNCEMENTS	
7. PUBLIC INPUT, DELEGATIONS & PETITIONS	
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	C-1 UBCM Resolution Support from Metro Vancouver
8.2. Mark Mahl, Executive Director, Western Region, Prostate Cancer Canada	23 - 25
	C-2 Prostate Cancer Awareness Month Proclamation Request
8.3. Wendy Thompson, Manager of Administrative Services, Alberni-Clayoquot Regional District (ACRD)	27 - 35
	C3 - Boundary Amendment - West Coast Multiplex Service Area
9. INFORMATION ITEMS	
10. COUNCIL COMMITTEE REPORTS	
10.1 Councillor Sally Mole	
	<i>Deputy Mayor April – June</i>
	<ul style="list-style-type: none">• 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. | <i>Warren Cannon, Public Works Superintendent</i>
R1 - BC Hydro Service Request Reconsideration | 37 - 38 |
| 11.2. | <i>Warren Cannon, Public Works Superintendent</i>
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R5 - Repeal Internal Borrowing Bylaw No. 1159, 2013 | 61 - 63 |
| 11.6. | <i>Carolyn Bidwell, Chief Financial Officer</i>
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R9 - Draft Ucluelet Economic Development Strategy | 77 - 129 |

12. LEGISLATION

13. LATE ITEMS

14. OTHER BUSINESS

14.1. Deputy Corporate Officer Appointments

THAT Council appoint Nikki Best as the Deputy Municipal Clerk for the District of Ucluelet granting the powers, duties and functions of the Deputy Corporate Officer as set out in Section 148 of the *Community Charter*; and,

THAT Council appoint Carolyn Bidwell as a secondary Deputy Corporate Officer for the powers, duties and functions set out in sections 148(c) and (d) of the *Community Charter* for the purposes of witnessing and execution of official local government documents.

14.2. Bylaw Officer Appointment

WHEREAS the Council of the District of Ucluelet (“Ucluelet”) wishes to appoint Brent Ashton as a Bylaw Officer pursuant to [Section 36 of the Police Act](#), R.S.B.C. 1996, c.367; and upon Brent Ashton swearing the oath pursuant to section 1(b) of [Police Oath/Solemn Affirmation Regulation, B.B. Reg.136/2002](#) before a Commissioner for taking Affidavits in the Province of British Columbia, Ucluelet hereby appoints Brent Ashton as a Bylaw Officer, to perform the functions and duties specified in the District of Ucluelet’s Bylaw Officer job description as amended from time to time.

15. QUESTION PERIOD

16. CLOSED SESSION

There is no closed session scheduled for September 12, 2017.

17. ADJOURNMENT

DISTRICT OF UCLUELET
MINUTES OF THE REGULAR COUNCIL MEETING
HELD IN THE GEORGE FRASER ROOM, 500 MATTERSON DRIVE
Tuesday, August 8, 2017 at 7:30 PM

Present: **Chair:** Acting Mayor McEwen
 Council: Councillors Oliwa, Mole, and Noel
 Staff: Mark Boysen, Chief Administrative Officer
 Don Schaffer, Interim Corporate Officer
 Darcey Bouvier, Recording Secretary

Regrets:

1. CALL TO ORDER

1.1 Acting Mayor McEwen called the regular meeting to order at 7:30 pm.

2. ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORY

2.1 Council acknowledged the Yuułu?ił?ath First Nations on whose traditional territories the District of Ucluelet operates.

3. ADDITIONS TO AGENDA

4. ADOPTION OF MINUTES

4.1 July 11, 2017 Regular Minutes

2017-231 **It was moved by Councillor Oliwa and seconded by Councillor Mole**
 THAT Council adopt the July 11, 2017 Regular Minutes as presented.

CARRIED.

4.2 July 11, 2017 Late Items Minutes

2017-232 **It was moved by Councillor Noel and seconded by Councillor Oliwa**
 THAT Council adopt the July 11, 2017 Late Items Minutes as presented.

CARRIED.

5. UNFINISHED BUSINESS

5.1 Councillor Mole questioned the status of the letter for Tucker Udell.

5.2 Acting Mayor McEwen enquired if the letter to Board of Education requesting a meeting with them had been sent. Mr. Boysen confirmed it was sent July 28, 2017.

6. MAYOR'S ANNOUNCEMENTS

6.1 **Acting Mayor McEwen noted that both Mayor St. Jacques and Tofino Mayor Osborne met with Prime Minister Justin Trudeau at the Tin Wis on Saturday.**

6.2 **Acting Mayor McEwen introduced Brent Ashton, who is the new Bylaw Officer. Mr. Boysen added that Ashton comes to the District with a background in protective services with VIHA, as well as Auxiliary police experience from Westshore RCMP and Saanich PD; Ashton will be starting full time next week.**

7. PUBLIC INPUT, DELEGATIONS & PETITIONS

7.1 Public Input

A. Paquin is the owner of Lot 5, Peninsula Road with the pending campground application (Report item 11.2). He spoke about his development plans for this property and reiterated his intent to protect the natural environment while creating a family friendly resort.

8. CORRESPONDENCE

8.1 World Suicide Prevention Day

Canadian Mental Health Association Mid Island

2017-233 **It was moved by Councillor Mole and seconded by Councillor Oliwa**
THAT Council waive the Ucluelet Community Centre \$40 rental fee.

CARRIED.

2017-234 **It was moved by Councillor Noel and seconded by Councillor Oliwa**
THAT Council support Councillor Mole in attending the World Suicide Prevention Day Workshop on September 12, 2017 at the Ucluelet Community Centre.

CARRIED.

8.2 Welcome Bay Project Request

Westcoast Community Resources Society

2017-235 **It was moved by Councillor Mole and seconded by Councillor Oliwa**
THAT Council receive correspondence item, "Welcome Bay Project Request" for discussion.

CARRIED.

2017-236 **It was moved by Councillor Noel and seconded by Councillor Mole**
THAT Council receive correspondence item, "Welcome Bay Project Request" for information and direct Staff to follow up.

CARRIED.

8.3 Action on Abandoned Vessels**Sheila Malcolmson****Member of Parliament for Nanaimo - Ladysmith**

2017-237

It was moved by Councillor Oliwa and seconded by Councillor Mole*THAT Council support Bill C-352 by writing a formal endorsement letter, but outline in the letter that while Council does support this Bill, Ucluelet's Coast Guard station is closed and send a copy of the letter to MP Gord Johns.*

CARRIED.

9. INFORMATION ITEMS**9.1 Alberni Clayoquot Working Together To Reduce Poverty Protocol Agreement****Alberni Clayoquot Health Network**

2017-238

It was moved by Councillor Oliwa and seconded by Councillor Mole*THAT Council receive information item, "Alberni Clayoquot Working Together To Reduce Poverty Protocol Agreement" for information and urge everyone to participate in their online survey which will be posted on the District of Ucluelet's website.*

CARRIED.

9.2 Clayoquot Biosphere Trust Update**Geoff Lyons**

2017-239

It was moved by Councillor Noel and seconded by Councillor Mole*That Council receive information item, "Clayoquot Biosphere Trust Update" for information.*

CARRIED.

2017-240

It was moved by Councillor Noel and seconded by Councillor Mole*THAT Council direct staff to write a letter to Geoff Lyons thanking him for his update and to congratulate him on his appointment as Treasurer, as a member of the Executive Committee, and to the CBT Investment Committee.*

CARRIED.

10. COUNCIL COMMITTEE REPORTS**10.1 Councillor Sally Mole***Deputy Mayor April – June***=> Other Reports**

- Thank you to everyone who organized, participated and volunteered at Ukee Days. It was a great event, wonderful energy and amazing effort by all. It was really nice to see the community out there enjoying themselves.

10.2 Councillor Marilyn McEwen
Deputy Mayor July – September

West Coast Multiplex Society

- Met last night. They are one of the recipients of the Salt Water Classic Fundraiser; this event brought in over \$80,000. The Society had the most volunteers there, but unsure at this time how much money will be donated to the Society.
- Final presentation by VDA should be the first week of September; which takes into account all the feedback they received regarding phase 1 of the design. They are also working on the draft survey that go out to the public by October. Society to meet to finalize the wording on the survey, which will then be turned over to VIU to format it into a user friendly format.
- Hamilton and Associates that works closely with the Board met with Island Coastal Economic Trust (ICET) on July 13, 2017. ICET provided them with good information on fundraising opportunities.
- Had a delegation to the Toquaht Council on July 27, 2017; and Ahousaht Council on September 13, 2017; the Society is reaching out to all the First Nations communities to ensure that everyone is on board.
- Scheduled a meeting with our MP and MLA in Port Alberni on September 8, 2017 for an update.
- Big fundraiser, the Golf Scramble which is on September 16th at 1:00 at the Long Beach Golf Course

Wild Pacific Trail Society

- Summer visitor statistics for a combined total of all four sections: July 2015 - 84,189; July 2016 - 110, 608; July 2017 - 120, 141.

10.3 Councillor Mayco Noel
Deputy Mayor October – December

10.4 Councillor Randy Oliwa
Deputy Mayor January – March

11. REPORTS

11.1 Request Delegation of Authority to Sign Minutes

Don Schaffer, Interim Deputy Corporate Officer

- 2017-241 **It was moved by Councillor Mole and seconded by Councillor Noel**
THAT Council approve recommendation 1 of report item, "Delegation of Authority to Sign Minutes", which states:
1. *THAT Council delegate the authority to sign Council meeting minutes from January to June, 2017, to the Interim Deputy Corporate Officer.*
- CARRIED.

11.2 Development Permit and Variance for Campground**John Towgood, Planner 1**

- 2017-242 **It was moved by Councillor Noel and seconded by Councillor Mole**
THAT Council approve recommendation 1 of report item, "Development Permit and Variance for Campground on Lot 5, Plan VIP67274", which states:
1. *THAT Council approve Development Permit DP17-07 and Development Variance Permit DVP17-03 for Lot 5, Plan VIP67274, P.I.D 024-167-525.*
- CARRIED.

11.3 Request for Release of Funds - Bog Interpretive Walk**Abby Fortune, Director of Parks and Recreation**

- 2017-243 **It was moved by Councillor Oliwa and seconded by Councillor Mole**
THAT Council approve recommendation 1 and 2 of report item, "Wild Pacific Trail Society - Bog Interpretive Walk", which states:
1. *THAT Council support the Lighthouse Loop Bog Interpretive Walk Project and*
 2. *THAT Council authorizes the release of the funds from Special Projects Budget of \$10, 000*
- CARRIED.

11.4 Quarterly Projects Update**Mark Boysen, Chief Administrative Officer**

- 2017-244 **It was moved by Councillor Oliwa and seconded by Councillor Noel**
THAT Council receive report item, "Quarterly Projects Update - 2nd Quarter 2017" for information.
- CARRIED.

11.5 Water Master Plan Update**Warren Cannon, Public Works Superintendent**

- 2017-245 **It was moved by Councillor Oliwa and seconded by Councillor Mole**
THAT Council receive report item, "Water Master Plan Update" for information.
- CARRIED.

11.6 Water Master Plan Update - Appendix A**11.7 Water Master Plan Update - Appendix B**

2017-246 **It was moved by Councillor Mole and seconded by Councillor Noel**
THAT Council receive report items 11.6 and 11.7, "Appendix A and Appendix B" for information.

CARRIED.

11.8 Short-Term Rental Program - Host Compliance
Karla Robison, Environmental & Protective Services Manager

2017-247 **It was moved by Councillor Mole and seconded by Councillor Noel**
THAT Council receive report item, "11.8 Short-Term Rental Program - The Host Compliance Tool and Next Steps and 11.9, Appendix A" for information.

CARRIED.

11.9 Short-Term Rental Program - Appendix A

12. LEGISLATION

13. LATE ITEMS

14. NEW BUSINESS

14.1 Councillor Oliwa

- Congratulations to everyone who participated in making Ukee Days a success.
- Received an email request from BC Hydro requesting a meeting. This was in response to their application on July 11, 2017 (Request for water servicing to BC Hydro Lot 479 Alberni-Clayoquot Regional District) being denied. Suggested to put BC Hydro on the list for meetings at the upcoming UBCM. CAO Boysen stated there was already a request received from BC Hydro to meet at the UBCM.

15. QUESTION PERIOD

16. CLOSED SESSION

16.1 Procedural Motion to Move In-Camera

2017-248 **It was moved by Councillor Noel and seconded by Councillor Mole**
THAT the meeting be closed to the public in order to address agenda items under Section 90(1) of the Community Charter.

CARRIED.

16.2 Acting Mayor McEwen suspended the regular meeting at 9:10pm and moved in-camera at 9:15pm

17. ADJOURNMENT

17.1 Acting Mayor McEwen adjourned the in-camera meeting at 9:55pm and resumed the regular meeting.

17.2 Acting Mayor McEwen adjourned the regular meeting at 9:55pm.

CERTIFIED CORRECT: Minutes of the Regular Council Meeting held on Tuesday, August 8, 2017 at 7:30 pm in the George Fraser Room, Ucluelet Community Centre, 500 Matterson Road, Ucluelet, BC.

Dianne St. Jacques
Mayor

Mark Boysen
CAO

Board and Information Services, Legal and Legislative Services
 Tel. 604 432-6250 Fax 604 451-6686

File: CR-12-01
 Ref: RD 2017 Jun 23

JUL 27 2017

Morgan Dossdall, Deputy Municipal Clerk
 District of Ucluelet
 200 Main Street
 Ucluelet, BC V0R 3A0

Dear Ms. Dossdall:

Re: UBCM Resolutions on Electric Vehicle Charging in Stratified Multi-Unit Residential Buildings

At the UBCM Convention in September, Metro Vancouver will be presenting two resolutions which aim to facilitate more electric vehicle charging infrastructure in multi-family buildings. The purpose of these resolutions is to request that the Province make changes to the *BC Strata Property Act* and the *BC Utilities Commission Act* which reduce uncertainty for residents and strata councils, and enable innovative private sector solutions to this challenge.

At its June 23, 2017 regular meeting, the Board of Directors of the Metro Vancouver Regional District (Metro Vancouver) adopted the following resolution:

That the MVRD Board:

- a) Submit the resolutions attached to the report dated May 17, 2017, titled, "UBCM Resolutions on Electric Vehicle Charging in Stratified Multi-Unit Residential Buildings", as amended by the Climate Action Committee at its meeting of June 7, 2017, to the Union of British Columbia Municipalities (UBCM) to facilitate electric vehicle charging in stratified multi-family dwellings through changes to the BC Strata Property Act and the BC Utilities Commission Act; and*
- b) Direct staff to identify appropriate BC local governments and forward this report to them prior to the UBCM Convention in September 2017, for their consideration.*

I have enclosed the resolutions, along with a report that was presented to our Board on June 23, 2017, titled "UBCM Resolutions on Electric Vehicle Charging in Stratified Multi Unit Residential Buildings", for context. We would like to request that this correspondence be put before Mayor and Council prior to the UBCM convention this September.

If you have any questions, please contact Eve Hou, Air Quality Planner, by phone at 604-451-6625 or by email at Eve.Hou@metrovancouver.org.

22097016

Sincerely,



Chris Plagnol
Corporate Officer

CP/RQ/eh

Encl: Report dated June 12, 2017, titled "UBCM Resolutions on Electric Vehicle Charging in Stratified Multi-Unit Residential Buildings" (*Doc #21921001*)

22097016

To: MVRD Board of Directors

From: Climate Action Committee

Date: June 12, 2017 Meeting Date: June 23, 2017

Subject: **UBCM Resolutions on Electric Vehicle Charging in Stratified Multi-Unit Residential Buildings**

CLIMATE ACTION COMMITTEE RECOMMENDATION

That the MVRD Board:

- a) Submit the resolutions attached to the report dated May 17, 2017, titled, "UBCM Resolutions on Electric Vehicle Charging in Stratified Multi-Unit Residential Buildings", as amended by the Climate Action Committee at its meeting of June 7, 2017, to the Union of British Columbia Municipalities (UBCM) to facilitate electric vehicle charging in stratified multi-family dwellings through changes to the *BC Strata Property Act* and the *BC Utilities Commission Act*; and
- b) Direct staff to identify appropriate BC local governments and forward this report to them prior to the UBCM Convention in September 2017, for their consideration.

At its June 7, 2017 meeting, the Climate Action Committee considered the attached report titled "UBCM Resolutions on Electric Vehicle Charging in Stratified Multi-Unit Residential Buildings", dated May 17, 2017. Arising from Committee discussion, it was recommended to amend the language in the proposed UBCM resolution, in Attachment 1 to the staff report, to reflect the allocation of costs to users. The amended UBCM resolution is shown as follows:

WHEREAS the *BC Climate Leadership Plan* has a stated goal of *supporting vehicle charging development for zero emission vehicles* to reduce greenhouse gas emissions, and lack of access to electric vehicle (EV) charging is an impediment to EV uptake;

AND WHEREAS a significant and growing proportion of British Columbia residents live in multifamily dwellings, most of which are stratified;

AND WHEREAS requirements for approval by a strata corporation under the *BC Strata Property Act* for alteration of common property represent a significant barrier to installing and accessing means of charging in stratified buildings;

THEREFORE BE IT RESOLVED that the Province of British Columbia amend the *BC Strata Property Act*, before the end of 2018, such that strata councils and strata corporations must accommodate reasonable requests from residents, for the purpose of electric vehicle charging, to access existing powered outlets or, where existing powered outlets are insufficient to meet charging needs, to install new powered outlets and/or electric vehicle charging infrastructure or install new powered outlets and/or electric vehicle charging infrastructure, where the assignment of associated costs are to be determined by the strata council and/or the strata corporation.

UBCM Resolutions on Electric Vehicle Charging in Stratified Multi-Unit Residential Buildings

MVRD Board Regular Meeting Date: June 23, 2017

Page 2 of 2

Attachment:

“UBCM Resolutions on Electric Vehicle Charging in Stratified Multi-Unit Residential Buildings”, dated May 17, 2017.

21953450

To: Climate Action Committee

From: Eve Hou, Air Quality Planner
Parks, Planning and Environment Department

Date: May 17, 2017 Meeting Date: June 7, 2017

Subject: **UBCM Resolutions on Electric Vehicle Charging in Stratified Multi-Unit Residential Buildings**

RECOMMENDATION

That the MVRD Board:

- a) Submit the resolutions attached to the report dated May 17, 2017, titled, "UBCM Resolutions on Electric Vehicle Charging in Stratified Multi-Unit Residential Buildings" to the Union of British Columbia Municipalities (UBCM) to facilitate electric vehicle charging in stratified multi-family dwellings through changes to the *BC Strata Property Act* and the *BC Utilities Commission Act*; and
 - b) Direct staff to identify appropriate BC local governments and forward this report to them prior to the UBCM Convention in September 2017, for their consideration.
-

PURPOSE

To recommend that the MVRD Board submit two resolutions to the Union of British Columbia Municipalities (UBCM) aimed at removing two key barriers to electric vehicle charging in stratified multi-unit dwellings.

BACKGROUND

Lack of access to electric vehicle (EV) charging is considered a primary impediment to EV uptake. In order to charge an EV at home (where 80-90% of charging typically occurs) a resident must have charging infrastructure and the right to access electricity.

For single-detached home owners, and even some ground-oriented townhome and duplex/triplex dwellers, this is not a significant barrier. Barriers can be substantial, however, in multi-unit dwellings with strata-managed common parking garages.

This challenge is evident when considering that electric vehicle owners are disproportionately likely to reside in single-detached homes or duplexes (92%)¹. As shown in the figure below, only 8% of EV owners surveyed in BC live in apartments or condominiums, while in contrast, according to the 2011 Census, 39% of residents and 49% of

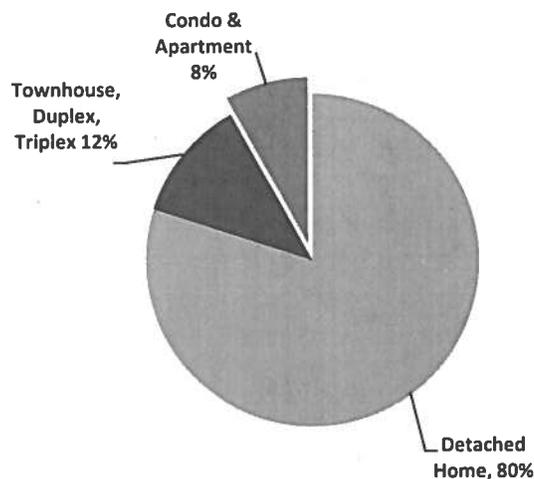


Figure 1: Percent of BC EV owners by dwelling type (2015)

¹ Axsen et al. (2015) "Electrifying Vehicles: Insights from the Canadian Plug-in Electric Vehicle Study", available at http://rem-main.rem.sfu.ca/papers/axsen/Electrifying_Vehicle_Early_Release-The_2015_Canadian_Plug-in_Electric_Vehicle_Study.pdf

households in the Metro Vancouver region live in apartments, condominiums and row homes.

Access to charging in multi-family dwellings is a regional issue that affects virtually every municipality in Metro Vancouver. It is also a pressing issue because:

- 1) Multi-family dwellings represent an increasing share of the total number of homes in Metro Vancouver, based on regional housing starts data and Metro 2040 goals;
- 2) Electric vehicle uptake is growing rapidly in this region, and the expectation is that the launch of second generation vehicle models in 2017 and 2018 (e.g., Tesla Model 3) will result in more demand from strata residents for access to home charging.

Timely action on the part of the Provincial Government is needed to address existing institutional barriers to EV uptake in multi-family buildings.

BARRIERS TO ELECTRIC VEHICLE CHARGING IN STRATA BUILDINGS

There are about 6,700 strata corporations in Metro Vancouver. Two key barriers for EV owners living in stratified multi-family dwellings are governance and electricity resale, as described below.

Governance

The first barrier is governance. A strata corporation does not have any obligation to allow access to existing power outlets in the common parking area or to permit new installation of electric vehicle charging infrastructure on common property at the request of an owner. Although many strata councils, when approached, will make an effort to explore the options, there are also many strata councils and corporations which have rejected requests from EV owners (see References).

Metro Vancouver's EVCondo.ca aims to address this governance barrier through the provision of information to property managers, strata councils and residents; however, education alone is insufficient to ensure standards and consistency between one strata and another.

Some jurisdictions, such as the State of Hawaii and State of California, have addressed this issue through passing "Right to Charge" legislation, which guarantees residents of multi-family dwellings the ability to access vehicle charging at home.

One solution is to amend the *BC Strata Property Act* such that a strata council or strata corporation must accommodate reasonable requests from residents, for the purpose of electric vehicle charging, for access to existing powered outlets or, where existing powered outlets are insufficient to meet charging needs, to install new powered outlets and/or electric vehicle charging infrastructure by the resident.

Electricity Resale

The second barrier is related to a strata corporation's ability to recover electricity costs associated with electric vehicle charging. Under the *Utilities Commission Act* (UCA) only a 'public utility' is permitted to resell electricity, with exemptions made for municipalities selling inside their boundaries, landlords selling to tenants, and employers selling to employees. For the purposes of electric vehicle charging, strata corporations are considered analogous to landlords, and have commonly charged a 'user fee' to cover the approximate cost of electricity from resident use. However, amendment of the UCA to explicitly exempt strata corporations selling to residents would eliminate any ambiguity resulting from the Act.

Similarly, businesses not considered public utilities are technically prohibited from reselling electricity that might be used for EV charging. This removes the incentive to install privately-operated EV charging stations in public places or, potentially, within strata buildings.

Currently, in Quebec, an “infrastructure as a service” model is being piloted through Federal funding. This model involves a private company working with a strata corporation to set up EV charging in a multi-family dwelling at the expense of the private business. The business would recover costs and generate revenues through charging EV-owning residents fees for accessing the charging equipment. This moves the upfront cost and risk from the strata corporation to the private business. This model is not allowable in BC under the current regulatory environment without either a Minister’s Regulation or Cabinet pre-approval, which represents a disproportionate level of cost and effort for very small-scale electricity resale for EV charging.

A recommended solution is to amend the *BC Utilities Commission Act* to exclude from the definition of a ‘public utility’ a small-scale reseller of electricity at profit for the purpose of electric vehicle charging in public and private settings.

PROVINCIAL MANDATE

In the *BC Climate Leadership Plan (CLP)*, the Province states that it will be “developing policies to facilitate installing electric vehicle charging stations in strata buildings and developments.” This indicates that the Province is aware of the issues raised in this report; however, no progress on these initiatives has been announced since the *CLP* was adopted in August 2016.

This region expects to see rapid uptake of electric vehicles in the next couple of years. This results in urgent need for these legislative barriers to be addressed by the Province in a timely manner.

The UBCM regularly brings resolutions to the Province in order to address the concerns of its members. Resolutions may be submitted by Area Associations, Boards or Councils prior to June 30. The submission of the attached resolutions prior to this date would allow for consideration in 2017, with the intention of requesting that the above *Acts* be amended by the end of 2018. The resolutions aim to facilitate access to electric vehicle charging in Metro Vancouver and the province as a whole.

It is proposed that the MVRD Board endorse the following two UBCM resolutions (Attachments 1 and 2) to request that the Province do the following before the end of 2018:

- amend the *BC Strata Property Act* such that strata councils and strata corporations must accommodate reasonable requests from residents, for the purpose of electric vehicle charging, to access existing powered outlets or, where existing powered outlets are insufficient to meet charging needs, to install new powered outlets and/or electric vehicle charging infrastructure by the resident.
- amend the *Utilities Commission Act* to exclude from the definition of a ‘public utility’, strata corporations providing service to its members, and small-scale for-profit resellers of electricity for the purpose of electric vehicle charging in public and private settings. In both cases, consideration should be given to waiving reporting requirements set out in Section 71 of the *Act*. These require a filing of rates with the BC Utilities Commission and quarterly reporting of revenues, which may be onerous for strata corporations and small businesses.

ALTERNATIVES

1. That the MVRD Board:
 - a) Submit the resolutions attached to the report dated May 17, 2017, titled, "UBCM Resolutions on Electric Vehicle Charging in Stratified Multi-Unit Residential Buildings" to the Union of British Columbia Municipalities (UBCM) to facilitate electric vehicle charging in stratified multi-family dwellings through changes to the *BC Strata Property Act* and the *BC Utilities Commission Act*; and
 - b) Direct staff to identify appropriate BC local governments and forward this report to them prior to the UBCM Convention in September 2017, for their consideration.
2. That the Climate Action Committee receive this report for information and refer this matter back to staff for further discussion among member jurisdictions.

FINANCIAL IMPLICATIONS

There are no financial implications associated with Alternative 1. As previously reported to the Climate Action Committee, programs are underway to remove barriers to electric vehicle use and charging within multi-unit residential buildings and workplaces. These programs are being carried out within approved operating budgets. The proposed resolutions aim to address two key barriers to electric vehicle charging in stratified multi-family dwellings, and could improve the effectiveness of current programs.

SUMMARY / CONCLUSION

Electric vehicle owners living in stratified multi-family dwellings face significant barriers in accessing home charging. In addition to infrastructure barriers, strata residents face institutional and governance challenges. With almost half of households in this region living in multi-family dwellings, and rapidly growing demand for electric vehicles, there is need for the Province to fulfill its commitments under the *Climate Leadership Plan* and remove these barriers in a timely manner. The UBCM regularly brings resolutions to the Province in order to address the concerns of its members. As this is an urgent issue for this region, and the Province as a whole, staff recommend Alternative 1; that the MVRD Board brings two resolutions to the UBCM Convention this September to petition the Province to make changes to the *BC Strata Property Act* and the *BC Utilities Commission Act* to address these barriers in a timely manner.

Attachments:

1. Proposed UBCM Resolution on changes to the *BC Strata Property Act*.
2. Proposed UBCM Resolution on changes to the *BC Utilities Commission Act*.

References:

1. September 3, 2014, "No charge: Couple forced to move because of electric vehicle", <http://bc.ctvnews.ca/no-charge-couple-forced-to-move-because-of-electric-vehicle-1.1987615>
2. March 30, 2016, "Condo Smarts: Strata won't allow charging station for electric car", <http://www.timescolonist.com/life/homes/condo-smarts-strata-won-t-allow-charging-station-for-electric-car-1.2219515#sthash.3mFLrOK8.dpuf>
3. March 29, 2016, "Olympic Village electric vehicle fight" <http://globalnews.ca/video/3344824/olympic-village-electric-vehicle-fight>

21640606

ATTACHMENT 1

ATTACHMENT 1: Proposed UBCM Resolution on changes to the *BC Strata Property Act*.

EV CHARGING IN STRATA BUILDINGS

**Metro Vancouver
Regional District**

WHEREAS the *BC Climate Leadership Plan* has a stated goal of *supporting vehicle charging development for zero emission vehicles* to reduce greenhouse gas emissions, and lack of access to electric vehicle (EV) charging is an impediment to EV uptake;

AND WHEREAS a significant and growing proportion of British Columbia residents live in multifamily dwellings, most of which are stratified;

AND WHEREAS requirements for approval by a strata corporation under the *BC Strata Property Act* for alteration of common property represent a significant barrier to installing and accessing means of charging in stratified buildings;

THEREFORE BE IT RESOLVED that the Province of British Columbia amend the *BC Strata Property Act*, before the end of 2018, such that strata councils and strata corporations must accommodate reasonable requests from residents, for the purpose of electric vehicle charging, to access existing powered outlets or, where existing powered outlets are insufficient to meet charging needs, to install new powered outlets and/or electric vehicle charging infrastructure.

ATTACHMENT 2

ATTACHMENT 2: Proposed UBCM Resolution on changes to the *BC Utilities Commission Act*.

RESALE OF ELECTRICITY FOR EV CHARGING

**Metro Vancouver
Regional District**

WHEREAS the *BC Climate Leadership Plan* has a stated goal of *supporting vehicle charging development for zero emission vehicles* to reduce greenhouse gas emissions, and lack of access to electric vehicle (EV) charging, especially in stratified dwellings, is an impediment to EV uptake;

AND WHEREAS exclusions from the definition of a 'public utility' under the *BC Utilities Commission Act* include a person providing a service or commodity to tenants, but are silent regarding strata corporations and its resident members;

AND WHEREAS processes for exemptions from provisions of the *BC Utilities Commission Act* discourage small-scale for-profit resale of electricity for the purpose of electric vehicle charging;

THEREFORE BE IT RESOLVED that the Province of British Columbia amend the *Utilities Commission Act*, before the end of 2018, to specifically exclude from the definition of a 'public utility' a strata corporation providing services to its members, and exclude from the definition of a 'public utility' a small-scale reseller of electricity at profit for the purpose of electric vehicle charging in public and private settings; and, in both of the aforementioned cases, exempt the reporting requirements currently set out in Section 71 of the Act.

From: Mark Mahl [<mailto:mark.mahl@prostatecancer.ca>]

Sent: Wednesday, August 30, 2017 9:54 AM

Subject: Proclamation For Prostate Cancer

Dear Mayor Dianne St. Jacques,

I am following up on my previous email hoping that you will still consider helping us achieve this noble goal by joining other communities across Canada in a show of solidarity against this terrible disease by officially recognizing September 2017 as Prostate Cancer Awareness Month in the municipality of Ucluelet.

I have included below a background on Prostate Cancer Canada and some facts about prostate cancer for your reference. For further information please go to our website at www.prostatecancer.ca. The Proclamation can be emailed or mailed to myself at 1900-1055 West Hastings Street, Vancouver, BC V6E2E9.

In addition, to start the conversation in communities all over Canada, we are also asking if there is something in your municipality that we can **illuminate** in **Blue** to show the 1 in 7 men who will be diagnosed with the #1 Cancer Killer in Men that we are thinking of them and that we care! We have bridges, towers, City Halls, statues, landmarks, Parliament, airports and many more showing their solidarity in the Fight Against Prostate Cancer!

Of course, please let me know if you have any questions.

Yours truly,

Mark Mahl
Executive Director, Western Region
Directeur exécutif régional, Ouest du Canada
T | C 604-219-1422 | E mark.mahl@prostatecancer.ca
www.prostatecancer.ca

Prostate Cancer Canada Background

Prostate Cancer Canada is the leading national foundation dedicated to the elimination of the most common cancer in men through research, advocacy, education, support and awareness. For 22 years, we have invested the generous donations of Canadians towards funding research that will uncover better diagnostic and treatment options, and towards providing comprehensive education and support services for those living with and affected by prostate cancer.

Prostate Cancer facts

- 1 in 7 Canadian men will be diagnosed with prostate cancer in their lifetime.

- An estimated 21,300 Canadian men will be diagnosed with prostate cancer in 2017

- An estimated 4,100 Canadian men will die of prostate cancer in 2017.

- Early detection saves lives. When detected early, the survival rate for prostate cancer is over 90%. This is why awareness is so important.

- Prostate Cancer Canada (PCC) encourages men to initiate a shared decision-making process with their doctors around age 40 to discuss their personal risk as well as the harms and benefits of the prostate-specific antigen (PSA) test. That way, men will be better equipped to decide upon an early detection strategy that is right for them.

- Over the last 20 years, the mortality rate from prostate cancer has been reduced by approximately 40% due to advancements in early diagnosis and treatment.

PROSTATE CANCER AWARENESS MONTH

September 2017

WHEREAS, prostate cancer is the most common cancer to affect Canadian men; and

WHEREAS, 1 in 7 Canadian men will be diagnosed with the disease in his lifetime; and

WHEREAS, an estimated 23,100 Canadian men will be diagnosed with prostate cancer this year; and

WHEREAS, the survival rate for prostate cancer can be over 90% when detected early; and

WHEREAS, those with a family history of the disease, or those of African or Caribbean descent, are at a greater risk of developing prostate cancer; and

WHEREAS, Prostate Cancer Canada recommends that men get a PSA test in their 40s to establish their baseline;

THEREFORE, I, Mayor Dianne St. Jacques, of Ucluelet, do hereby proclaim **September 2017 as Prostate Cancer Awareness Month** in Ucluelet.



September 5, 2017

Mayor Dianne St. Jacques & Council
District of Ucluelet
200 Main Street
Ucluelet, BC
V0R 3A0

Dear Mayor St. Jacques & Council,

Re: Boundary Amendment – West Coast Multiplex Service Area

Following a successful referendum in November 2012, the Alberni-Clayoquot Regional District (ACRD) Board of Directors established the West Coast Multiplex Service in order to operate and maintain a multiplex facility on the west coast (bylaw attached).

The first phase of the West Coast Multiplex project is a proposed arena to be constructed on the Long Beach Airport lands. The capital costs of the arena are to be paid by the West Coast Multiplex Society through fundraising (private donations and government grants).

Currently, the participants of the service area include the District of Ucluelet, District of Tofino and Area "C" (Long Beach). Only those areas/members that participate in the service contribute to the costs. The distribution of costs for this service is currently based on land and improvements. The maximum amount that may be requisitioned annually for the cost of this service is \$450,000 or \$0.335 per \$1,000 of assessed value.

The Regional District has received notice from the Toquaht Nation advising they wish to join as a participant of the West Coast Multiplex service area. The ACRD Board of Directors supports their request and gave three readings to Bylaw E1056-1 (attached) to amend the boundaries of the service area to include the Toquaht Nation.

If the amending bylaw is adopted, the Toquaht Nation will share in the cost of this service and have a vote at the board table in operating the service. There will be minimal effect on the tax base initially, as costs are based on the relative value of land and assessment.

The *Local Government Act* requires the Regional District to gain consent of at least 2/3 of the participants of the service area in order to adopt the amending bylaw to alter the boundaries of the service area.

The ACRD Board of Directors requests the District of Ucluelet Council consider passing a resolution consenting to the ACRD Board of Directors adopting Bylaw E1056-1, *West Coast Multiplex Service Area Amendment, 2017* to expand the boundaries of the service area to include the Toquaht Nation.

We would be pleased to provide further information or answer questions you may have. Your consideration of our request is greatly appreciated.

Sincerely,

A handwritten signature in black ink that reads "Wendy Thomson". The signature is written in a cursive, flowing style.

Wendy Thomson,
Manager of Administrative Services



ALBERNI-CLAYOQUOT REGIONAL DISTRICT

BYLAW NO. E1056

A bylaw to establish and operate a service for public recreation and community use including a multiplex facility on the West Coast.

WHEREAS the Alberni-Clayoquot Regional District may, by bylaw, establish and operate a service for public recreation and community use including a multiplex facility pursuant to the *Local Government Act*.

AND WHEREAS the West Coast Multiplex Society is committed to raise all the funds necessary to construct a multiplex facility on the West Coast.

AND WHEREAS the Alberni-Clayoquot Regional District has been requested to establish and operate a service for public recreation including a multiplex facility on the West Coast.

AND WHEREAS the assent of the electors is required before adopting the bylaw to establish this service.

AND WHEREAS the Alberni-Clayoquot Regional District Board of Directors wishes to establish and operate a service for public recreation and community use including a multiplex facility on the West Coast.

AND WHEREAS the approval of the Inspector of Municipalities is required under *the Local Government Act*.

NOW THEREFORE the Board of Directors of the Alberni-Clayoquot Regional District in open meeting assembled, enact as follows:

1. Citation

This Bylaw may be cited as "Bylaw No. E1056, West Coast Multiplex Service Area Establishment, 2012."

2. Service

The service hereby established under this Bylaw is for the purpose of establishing and operating a public recreation facility for community use, including a multiplex facility.

3. Boundaries

The boundaries of the service area are shown on Schedule "A", attached to and forming part of this bylaw.

4. Participating Areas

The participants of the service established under this bylaw shall be:

Electoral Area "C" (Long Beach)

District of Tofino

District of Ucluelet

5. Cost Recovery

As provided in section 803 of the *Local Government Act*, the annual costs of the service shall be recovered by one or more of the following:

- a. Property values taxes imposed in accordance with Division 4.3 of the *Local Government Act*;
- b. Parcel or frontage taxes imposed in accordance with Division 4.3 of the *Local Government Act*;
- c. Fees and charges imposed under section 363 [imposition of fees and charges] of the *Local Government Act*;
- d. Revenues raised by other means authorized the *Local Government Act* or another act;
- e. Revenues received by way of agreement, enterprises, gift, grant or otherwise.

6. Maximum Requisition

In accordance with section 800.1(1) (e) of the *Local Government Act*, the maximum amount that may be requisitioned annually for the cost of the service is \$450,000.00 or \$0.335 per \$1,000 of taxable value of land and improvements, whichever is greater.

Read a first time this **12th** day of **September** , 2012.

Read a second time this **12th** day of **September** , 2012.

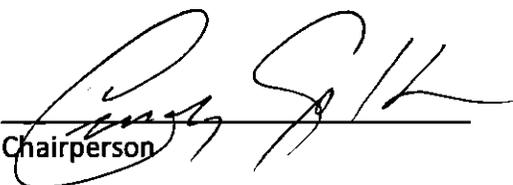
Read a third time this **12th** day of **September** , 2012

Bylaw No. E1056, West Coast Multiplex Local Service Area Establishment, 2012

Approved by the Inspector of Municipalities this 19th day of September 2012.

Assented to by the Electors this 24th day of November 2012.

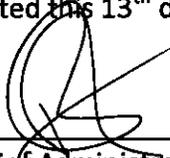
Adopted this 7th day of December 2012.


Chairperson

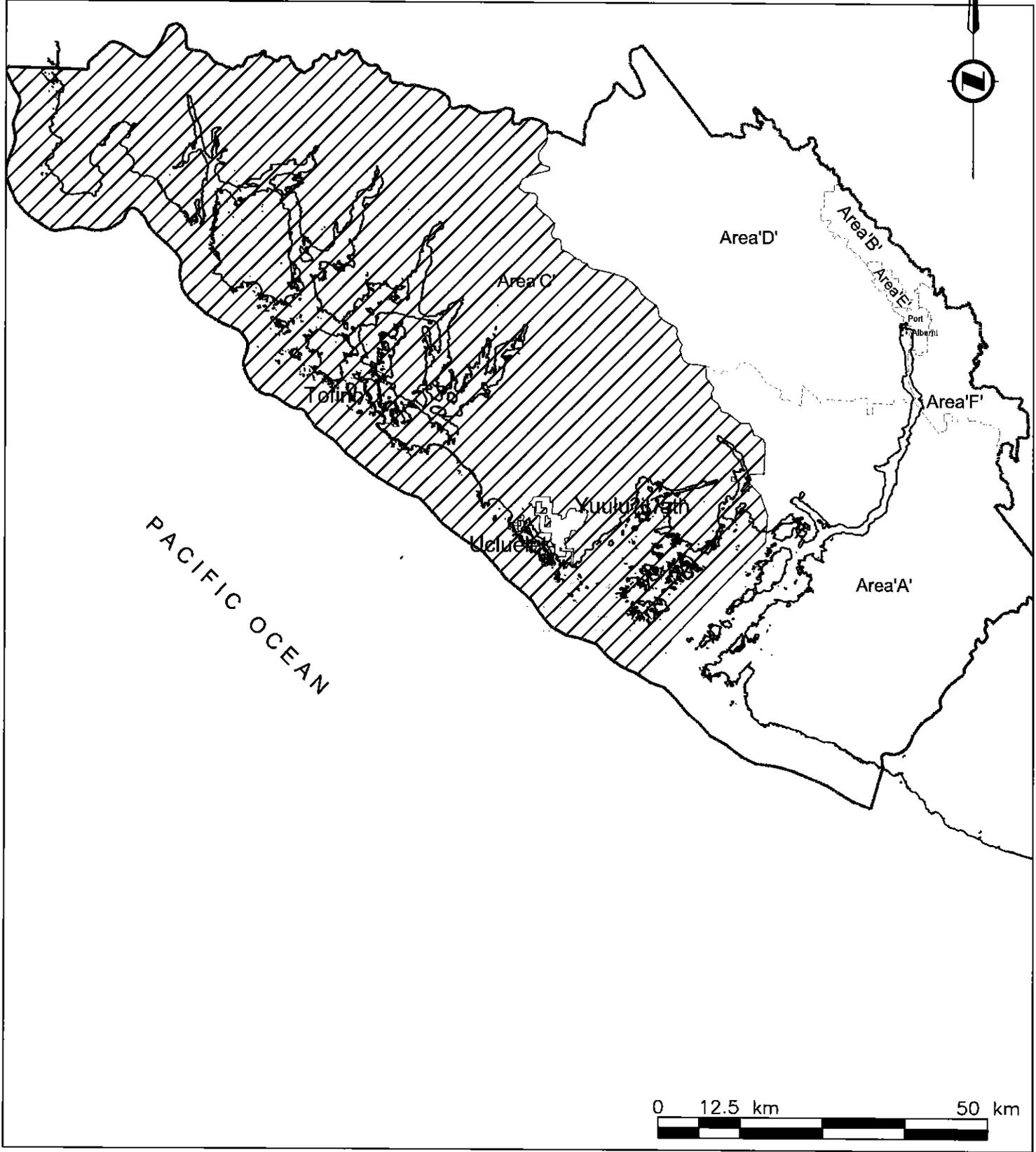

Chief Administrative Officer

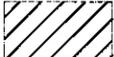
I hereby certify this document to be
a true copy of Bylaw E1056, West Coast
Multiplex Service Area Establishment, 2012
as read a third time on September 12, 2012.

Dated this 13th day of September, 2012.


Chief Administrative Officer

Bylaw E1056 Schedule 'A'



 West Coast Multiplex Service Area - Electoral Area 'C', District of Tofino and District of Ucluelet.



**ALBERNI-CLAYOQUOT
REGIONAL DISTRICT**

Wendy Thompson, Manager of Administrative Services, Alberni-...



ALBERNI-CLAYOQUOT REGIONAL DISTRICT

BYLAW NO. E1056-1

A bylaw to amend the boundaries of the West Coast Multiplex Service Area

WHEREAS the Board of the Alberni-Clayoquot Regional District established, by bylaw, the West Coast Multiplex Service as defined in Bylaw E1056, *West Coast Multiplex Service Area Establishment, 2012*.

AND WHEREAS the Board of the Alberni-Clayoquot Regional District wishes to extend the boundaries of the service area to include the Toquaht Nation.

AND WHEREAS the Toquaht Nation has requested, in writing, to join the West Coast Multiplex Service Area.

AND WHEREAS the participants of the service area have consented, in writing, to the adoption of this bylaw;

NOW THEREFORE the Board of Directors of the Alberni-Clayoquot Regional District, in open meeting assembled, enacts as follows:

1. CITATION

This bylaw may be cited for all purposes as ***Bylaw E1056-1, "West Coast Multiplex Service Area Amendment, 2017***.

2. AMENDMENTS

Bylaw E1056, ***West Coast Multiplex Service Area Establishment, 2012*** is hereby amended as follows:

Section 3 – Boundaries

Replace Schedule "A" with the new Schedule "A" attached to and forming part of this Bylaw.

Section 4 – Participating Areas

The participants of the service established under this Bylaw shall be:

Bylaw E1056-1, West Coast Multiplex Service Area Amendment, 2017

- Electoral Area "C" Long Beach
- District of Tofino
- District of Ucluelet
- Toquaht Nation

Read a first time this 23rd day of August , 2017.

Read a second time this 23rd day of August , 2017.

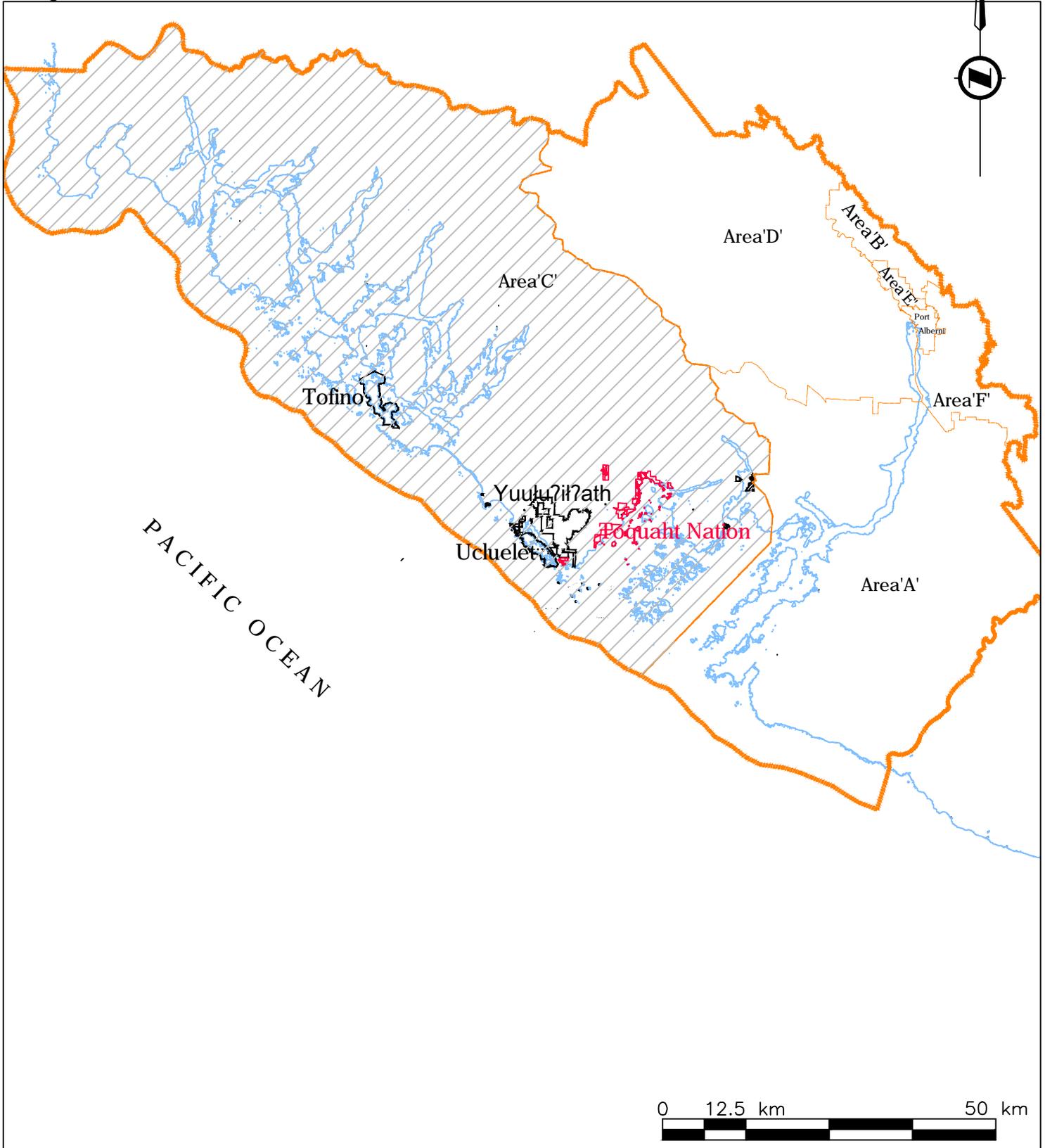
Read a third time this 23rd day of August , 2017.

Adopted this day of , 2017.

Chairperson

Manager of Administrative Services

Bylaw E1056-1 Schedule 'A'



 West Coast Multiplex Service Area - Electoral Area 'C', District of Tofino, District of Ucluelet and Toquaht Nation.



**ALBERNI-CLAYOQUOT
REGIONAL DISTRICT**

Wendy Thompson, Manager of Administrative Services, Alberni-...



STAFF REPORT TO COUNCIL

Council Meeting: September 12, 2017
500 Matterson Drive, Ucluelet, BC V0R 3A0

From: Warren Cannon, Public Works Superintendent

FILE NO: 5600-14

Subject: Reconsideration of Water Servicing to BC Hydro Lot 479 Alberni-Clayoquot Regional District (ACRD)

Attachment(s): None

RECOMMENDATION(S):

1. **THAT** Council reconsider the July 11, 2017 decision regarding the water supply to the proposed BC Hydro building based on new information provided by BC Hydro on September 12, 2017; and,
2. **THAT** Council approve supplying water to the proposed BC Hydro building on Lot DL 479 within the Alberni-Clayoquot Regional District (ACRD).

PURPOSE:

The purpose of this report is to provide Council with additional background information and a recommendation to supply water to the BC Hydro lot DL 479 within the ACRD.

BACKGROUND:

In May, 2017 a request from WSP Engineering on behalf of BC Hydro was made to the District of Ucluelet to apply for a water service connection to a new field house which will be constructed on Lot 479 located along Port Albion Rd.

The request is to connect to our existing watermain that runs along the Tofino-Ucluelet Highway. The connection would consist of the construction of an approximately 150mm to 200mm size water main for fire protection, and a 38mm service line for domestic use which will run 1.5 km along Port Albion Road to the Hydro owned Lot.

Currently the District of Ucluelet and the ACRD share an agreement which allows for water service connections to residents upon request within the area. Each request is reviewed by staff and approved, if certain conditions are met, and the property falls within the service area boundaries within the agreement.

This property does not fall within the service area boundaries. Therefore, to expand the boundary BC Hydro would have to submit a letter to the ACRD Board of Directors requesting it to be included

within the boundary. Prior to submitting a letter, BC Hydro would require that the District of Ucluelet first agree to supply the water.

Servicing this site does have some benefits to the District of Ucluelet. The construction of this water main would provide a provision for emergency services to access our water supply along this section of road, which currently falls within our service agreement for fire and road rescue.

The proposed water service has been reviewed by our engineering firm, Koers & Associates. They have concluded that this request and its intended use will have no major impact on our water system, and that we do have the capacity to provide the additional service. Other potential properties will require review prior to any approvals. Caution will be taken in regards to private service agreements and the precedent it may set for future expansion of service that the District cannot accommodate.

SUMMARY AND CONCLUSION:

Upon staff review we show no major impact on our water system to extend services to the proposed BC Hydro field house.

All costs to extend the service would be covered by BC Hydro, therefore staff recommend the reconsideration of the July 11, 2017 decision and approve the water service request to BC Hydro.

Respectfully submitted:

Warren Cannon,
Superintendent Public Works

Carolyn Bidwell,
Chief Financial Officer

Mark Boysen,
Chief Administrative Officer



STAFF REPORT TO COUNCIL

Council Meeting: September 12, 2017
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: WARREN CANNON, PUBLIC WORKS SUPERINTENDENT

FILE NO: 5340-05

SUBJECT: BAY STREET SEWER IMPROVEMENTS DEVELOPMENT COST CHARGES (DCC) FUNDED

ATTACHMENT(S): NONE

RECOMMENDATION(S):

1. **THAT** Council approve Option 1: Upgrade the Bay Street Simplex lift station in 2018, and
2. **THAT** Council approve Option 2: Plan for the elimination the Bay Street Duplex station in 2020.

PURPOSE:

The purpose of this report is to inform Council regarding the status of Bay Street infrastructure improvements related to a current development proposal and to request approval for an amendment to the 2017 budget. The amendment would allow for the replacement of one pump station and the future removal of another which would both provide adequate sewer service for the proposed development on St. Jacques Boulevard and address aging sewer infrastructure at the same time.

BACKGROUND:

In 2017, the District of Ucluelet received a proposal for a development on St. Jacques Blvd. The development proposal is to construct 20 units with an appearance of a small cabin type with a common room building. This development is a pocket type neighborhood with a phased development approach ultimately to provide obtainable housing.

The sewer infrastructure network which this development would be serviced is part of a network developed in the early 1980's. This network has been problematic for the District of Ucluelet from its initial development to the present day.

The network consists of approximately 200 meters of 150 ac sewer main with 2 sewer pumping stations (Bay Street Simplex and Bay Street duplex).

The Bay Street simplex station receives effluent from the catchment area along the north and south side of Bay Street as well as the St. Jacques Blvd. The Bay Street simplex station then pumps the effluent through a gravity sewer main located in the backyards between bay street and Holy Cres. down through a section adjacent to Edna Bachelor park which then ties back into the network which will then discharges into the Bay Street duplex station.

The Bay Street duplex station receives this effluent from this station as well as a catchment area which includes the top side of Larch, Holy Cres., Yew St. and the north end of Bay Street.

The original development constructed a section of sewer main as part of the overall network between Bay St. and Holy Cres. This section of main provides servicing for approximately 30 residents along the south side of Bay St. by receiving effluent pumped by a lift Station (Bay st Simplex). The original construction of this section of sewer main failed in the late 80's. A replacement pipe was constructed approximately in the late 80's and is the pipe servings this network section today.

The St. Jacques Blvd was added to the system in 2005. Prior to this addition of the St. Jacques Blvd in 2005 the development's proposed infrastructure demand were reviewed by Koers & Associate Engineering and the developer's consultant, Herold Engineering. The review identified that the current sewer infrastructure network in this section could not support this development without improvements.

The recommended improvements identified by the engineers in 2005 are as follows:

1. I&I Reduction: reduction of Inflow and Infiltration - Completed

I&I Reduction work has been completed. With this reduction, it allows for developments to add flow to the system in the short term

2. Construct a new sewer main along Bay Street- Completed

The new main by-passes the Bay Street Simplex pump station and ultimately flows to the Bay Street Duplex station.

The construction of the new sewer main is completed. The developer provided the infrastructure to allow for the flow to by-pass the Bay Street Simplex station to flow toward the Bay Street Duplex station.

3. Elimination of the Bay Street Duplex Pump Station - Incomplete.

Capacity and reliability issues would see this station eliminated by the construction of a gravity system which would tie into the Big Beach pump station.

It was concluded in 2006 that servicing the balance of the development into this sewer network on Bay Street would require completion of the remaining work.

With the new development proposed in 2017 and new housing construction in the area Kores & Associates reviewed the area and developed a scope of work and with an engineering estimated to complete.

The scope of work involved is as follows:

1. Upgrade the Bay Street simplex station

Includes: New kiosk/controls, pumps/piping, tie station into force main.

Benefits: Increases capacity, eliminates double pumping, and upgrades lift station asset

2. Eliminate Bay Street duplex station

Includes: Construction of gravity line to tie into Big beach lift station.

Benefits: Increases capacity, eliminates lift station, reduction in power (cost savings), and reduction in operation & maintained cost (no longer required)

FINANCIAL IMPACTS:

A class "C" estimate by Koers & Associates Engineering was prepared for the Bay Street simplex station. It is estimated to cost \$277,200.00

A class "D" estimate by Koers & Associates Engineering for the elimination of the Bay Street duplex station. It is estimated to cost \$266,700.00

Total \$543,900.00

The 2016 5-year Capital plan schedules lift stations upgrades to be completed each year however these upgrades only include the controls, buildings/kiosk and electrical works. The 2017 capital budget included the kiosk upgrade to the Bay Street duplex lift station estimated at \$ 35,000.

The Bay Street Simplex lift station is currently in the 5-year capital budget to be completed in 2020 estimated at \$100,000. Again, these estimates only included building/kiosk and electrical works based on a sanitary pump station emergency power review by Koers & Associates Engineering.

Both project are DCC fundable. Our current DCC Sewer funds hold a reserve fund balance of \$413,488.77 and with the addition of the proposed development the District of Ucluelet would receive and estimated \$80,000 to add to the DCC sewer funds.

There is no further impact to the current Five Year Financial Plan for 2017 beyond the \$35,000 that has already been approve.

RELATED POLICY OR LEGISLATIVE IMPACTS:

Official Community Plan 2011

Section 5 Servicing, 5.3 Sanitary Sewer

- Many municipal sewer pump stations need upgrade and repair to increase reliability and reduce incidents of overflow
- Metal kiosks housing the electrical components are being corroded due to the sea air
- The District, however, may prepare a strategy to reduce reliance on sewer pumping. This may include redirection and extension of specific collectors and force mains (e.g. from the big bay station and Big Beach station to a new sanitary collector at Matterson Drive and Peninsula Road).

Municipal Infrastructure Review DL 281 & 282 And Former Forest Land Reserve

February 2007- Section 9.2 Recommendations

- Other sewage pump stations in the District should be upgraded in a phased manner over the next 5 years, to prevent malfunction and raw sewage overflows.

Sanitary Pump Stations Emergency Power Review

March 2007- Section 4 Conclusions and Recommendations

- Ten of the District's pump stations need upgrade, repair and standardization. Replacement of electrical kiosks at several locations is an immediate priority.

OPTIONS REVIEW:

Staff have provided the following options and recommendations for council's consideration:

Option 1: Upgrade the Bay Street Simplex lift station in 2018.

- Utilize the existing funds in the 2017 capital budget to start preparation for the tendering documents for the Bay St. simplex station.
- Construct and complete the Bay Street simplex lift station upgrade in 2018 at a cost estimate \$277,200.

Option 2: Plan for the elimination the Bay Street Duplex station in 2020

- Amend the 5-year capital plan budget to include this work to be completed in 2020 at an estimated cost of \$266,700.

Staff recommend Option 1 and Option 2 be added to the 5-year capital plan as outlined above. By completing this work, it will upgrade one asset to current standards and eliminate another allowing for future growth and decreasing operational cost.

Respectfully submitted:

Warren Cannon, Public Works Superintendent

Mark Boysen, Chief Administrative Officer



STAFF REPORT TO COUNCIL

Council Meeting: SEPTEMBER 12TH, 2017
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: JOHN TOWGOOD, PLANNER 1

FILE NO: 1650-20

SUBJECT: 1638 CEDAR ROAD PROPOSED PURCHASE

RECOMMENDATION(S):

1. **THAT** Council receive this informational report regarding the proposed purchase of the property at 1638 Cedar Road; and
2. **THAT** Council direct staff to schedule a Committee of the Whole meeting of October 3rd, 2017 to receive feedback from the public.

PURPOSE:

To provide Council with preliminary information on the potential purchase of 1638 Cedar Road, Lot: 1, Plan VIP33640, District: 09, PID 000-255-921 (the "**Subject Property**") and potential creation of a village square parking lot on the property.

BACKGROUND:

Council directed the purchase the subject property (**Figure 1**) with subjects to that sale that would allow time for District Staff to review the viability of this property as a central parking area for the village square. These subjects are to be release on or before October 12th 2017.



Figure 1- Site Context

DISCUSSION:

This Staff review was based on:

- Official Community Plan's (the "OCP") Village Square designation policies:
 - Revitalization of an area in which a commercial use is permitted.
 - Establishment of objectives for the form and character of development in the resort region.
- Zoning Bylaw Requirements
- Financial Feasibility
- Environmental

OCP, Revitalization

The objectives that justify this designation include assisting in the revitalization of the Village Square and enhancing and creating form and character that befits the community's core area. Ucluelet is designated a "resort region" under Provincial legislation, and seeks to distinguish itself from nearby Tofino and other resort regions through its distinctive location, historical development and other attributes, much of which is to be characterized by its core Village Square. This Property is centrally located in the village square and not only represents an opportunity for a central parking area but it is also a key element for the breaking up the large block that is Village Square. The breaking up of this block is supported directly by Village Square Guideline No.12:

12. *The block bound by Peninsula Road to the south, Cedar Road to the north, Main Street to the east and Bay Street to the west should be considered for its long-range redevelopment potential. This centrally located area is well positioned to become Ucluelet's core block, having strong connective qualities to other central areas. Situated between street oriented development, a series of alleys should lead to an internal system of courtyard and mews type developments with a mix of uses*



Figure 2- OCP Image associated to Guideline No. 12

Planning Staff consider the purchase and development of this parking lot could further this OCP vision for the Village Square. With this lot extending behind multiple properties on Main Street there should be

opportunities as these lands develop to create multiple connections through to the parking lot as encouraged by guideline No.4

4. New developments should enhance the network of adjacent public open spaces and trails that connect and cross through the area;

The development of this lot a central parking lot and pedestrian hub could lead a revitalization of the adjacent properties with increased availability of parking and pedestrian traffic.

OCP, Establishment of objectives for the form and character

Form and Character guidelines normally look to site specific contexts. In the case of this parking lot Staff are looking more at the whole of the Village square and how this parking lot will affect it. The breaking up of the large Village Square lot is critical to areas walkability. For the most part this lot is in behind the areas street fronting properties, the proposed parking lot will not be taking up a large part of the commercial streetscape.

Zoning Bylaw Requirements

The Parking lot is currently “**CS-1 Zone – Village Square Commercial**” and would require a rezoning a “**P-3 Zone – Limited Institutional**” before the property could be used as a parking lot.

Financial Feasibility

The properties purchase price is \$290,000. Staff have identified that 50% of the purchase price could be provide through existing Resort Municipality Initiative (RMI) funding and the other 50% will be covered through a transfer from existing reserve funds.

Future costs include a traffic consulting study to develop options for the parking lot and how it can best be integrated into the Village Square. The full scope of this work will be determined this fall and costs reviewed during the financial planning process.

There will also be development costs to clear and construct the parking lot have not been professionally estimated at this time but Staff roughly estimate the development cost to be \$80,000 to \$100,000.

These future costs could be incorporated into the 2018 budget planning process, there is an existing parking lot further down Cedar street that is underutilized and Planning Staff would support the sale of this property to fund the development of the subject property. The current parking lot creates a gap in the commercial streetscape, it is not as centrally located, and it is not a key to increased pedestrian connectivity for the area. The cost of the parking layout work would be under \$1000 and be taken out of Planning Staffs Consultant budget.

Environmental

The Subject site used to be the location of bulk fuel storage tanks and related warehouses. In 2002 Chevron commissioned “SEACOR Environmental” to conduct a Stage 1 and 2 Primary Site Investigation. The conclusion of that 375-page study was that the subject lot was considered to meet the CSR commercial soil standards and the groundwater meet the aquatic life standards in place at that time.

TIME REQUIREMENTS – STAFF & ELECTED OFFICIALS:

If Council eventually decides to proceed with the purchase of the property, there will be significant Staff time required to organize and report on any public engagement and the development of the lot will require time to write a Request for Proposal (RFP), review submissions, and ensure proper development of the parking lot.

FINANCIAL IMPACTS:

The financial implications for this proposal are:

- Purchase Price
- Construction Costs
- Staff Time
- Yearly maintenance of the Lot

Staff will further research the financial impacts of the development of this property as a parking lot before the closing of the purchase subjects.

POLICY OR LEGISLATIVE IMPACTS:

The use of this lot would require a rezoning.

NEXT STEPS:

1. Provide an opportunity for the public to comment on the purchase at a public meeting on October 3rd, 2017.
2. Prepare a Final Staff report at the October 10th, 2017 Council meeting to approve subject removal for the property purchase.

If Council approves the purchase of the property, staff will then take engage a parking consultant to develop more detailed options for public and Council review.

OPTIONS REVIEW:

1. Council receive this informational report regarding the proposed purchase of the property at 1638 Cedar Road; and
2. Council direct staff to schedule a Committee of the Whole meeting of October 3rd, 2017 to receive feedback from the public.

Respectfully submitted:

John Towgood, Planner 1

Mark Boysen, Chief Administrative Officer



STAFF REPORT TO COUNCIL

Council Meeting: SEPTEMBER 12TH, 2017
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: JOHN TOWGOOD, PLANNER 1

FILE NO: 3060-20 (FOLIO NO: 062.007)

SUBJECT: DEVELOPMENT PERMIT AND VARIANCE FOR LOT 2, PLAN VIS5843 (249 BOARDWALK BOULEVARD)

ATTACHMENT(S): APPENDIX A – APPLICATION
APPENDIX B – DEVELOPMENT PERMIT, DP17-08

RECOMMENDATION(S):

1. **THAT** Council approve Development Permit DP17-08 and associated Variance for LOT 2, PLAN VIS5843 (249 BOARDWALK BOULEVARD), P.I.D 026-389-568.

PURPOSE:

To provide Council with information on a proposed Resort Condo on an undeveloped strata lot within the Reef Point Development. The proposed development triggers the requirement for a Form and Character, Natural Environment, and Hazardous Conditions Development Permit (“DP”).

BACKGROUND:

An application has been received for a Development Permit for 249 Boardwalk Boulevard (the “**Subject Property**”). This undeveloped waterfront property is located on Spring Cove and was part of the 2000 “Reef Point” development: (**Figure 1**).

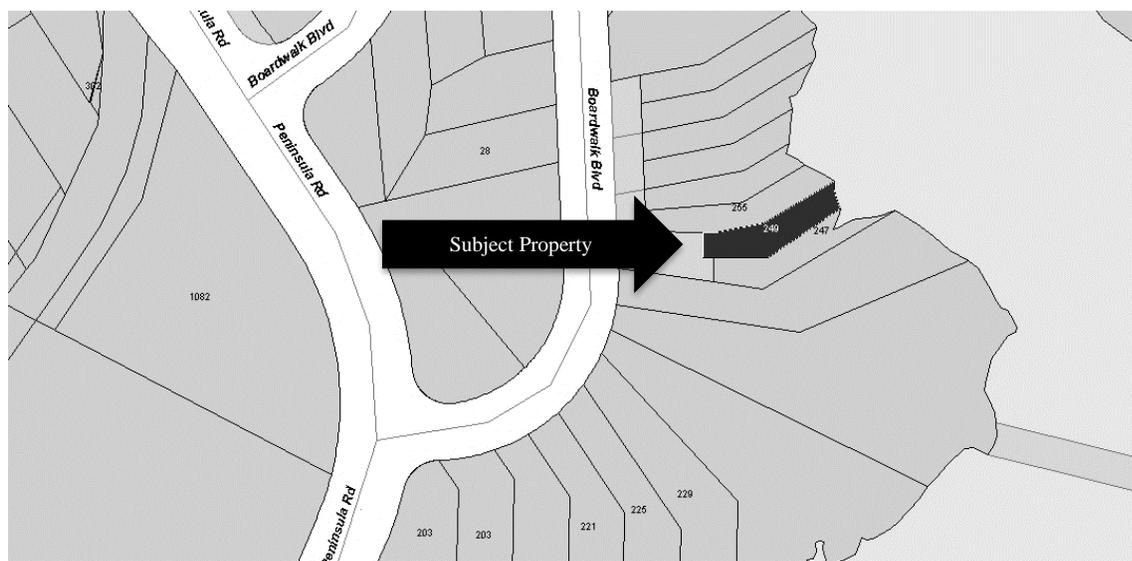


Figure 1 – Site Plan

In the original development, the subject lot was part of a larger lot, Lot 1, that was subdivided into two small lots with a roadside front yard common area. The other lot created from the 2005 subdivision was built out with a single resort condo (**Figure 2**).



Figure 2 – Existing Street Scene

This lot has a 15m green space buffer that runs along the foreshore that is meant to contain the Wild Pacific Trail in the future. There are no immediate plans to build this trail section and the building of this trail is not part of this permit. (**Figure 3**).



Figure 3 – Phase 3 WPT sketch

This lot has been mostly cleared with the existing trees located below the building site in the 15m green space.

DISCUSSION:

The proposed Development Permit application is assessed on:

- The Official Community Plan's (the "OCP") Reef Point designation policies;
 - Protection of the natural environment, its ecosystems and biological diversity; and
 - Protection of development from hazardous conditions; and
 - Establishment of objectives for the form and character of development in the resort region;
- Zoning Bylaw requirements;

OCP, Protection of the natural environment, its ecosystems and biological diversity:

The building area of the lot has been cleared and contains no significant environmental features.

The general development permit guidelines indicate that an "Environmental Impact Assessment" shall be required for all properties greater than 2 HA in size to evaluate the impacts of a proposed development on the natural environment. The Subject property is 0.03 HA and, considering the green space and low impact nature of the development, Staff have not required an Environmental Impact Assessment. The applicant stated that he will keep and enhance the landscaping to represent the native species on the property, keeping with OCP guidelines.

OCP, Protection of development from hazardous conditions:

This development happens on the upper bench and sits approximately 20m from the foreshore and 8m's above datum, conforming to the OCP's hazardous conditions guidelines.

OCP, Establishment of objectives for the form and character of development in the resort region:

The Reef Point Development Permit Area is intended for large scale tourist commercial developments. Reef Point's natural beauty and rich ecological qualities add significant potential value to Ucluelet, its residents, and future generations in terms of character creation. It is these qualities; beautiful, natural, and wild, which residents and people from afar come to experience. The immediacy of the ocean, the marine environment and the presence of significant stands of forest, including old-growth are primary character-giving qualities of this area.

This application is proposing cedar clapboard siding with standing seam metal roofing. The property will be landscaped in keeping with the surrounding native species. This proposal is in keeping with the existing streetscape and the OCP guidelines for the area. **(Figure 4 and 5)**



Figure 4 – Building Elevations

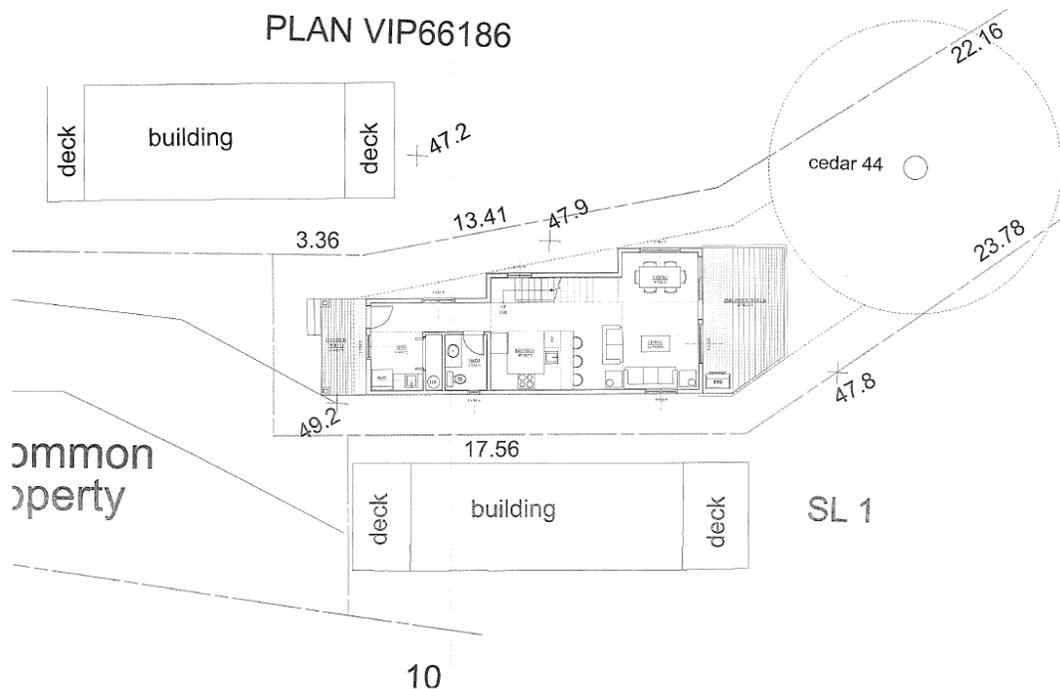
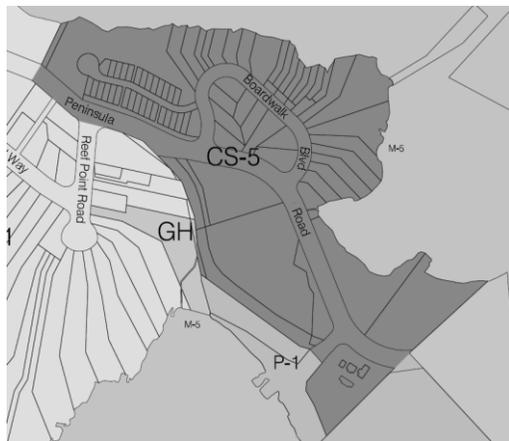


Figure 5 – Site Plan

ZONING BYLAW REQUIREMENTS:

The Property is in the CS-5 zone – Tourist Commercial. This zone is intended to provide for tourist commercial accommodations and other related recreational and primarily tourist commercial uses outside the District’s Village Square and its residential areas. The Application proposes the primary use of “CS-5 1.1. (1) (c) Resort Condo” use with Resort Condo defined as:

“Resort Condo” means a building, or group of buildings, providing two or more separate dwelling units, for commercial tourist accommodation use only, without the accessory uses commonly associated with or specifically permitted with hotels or motels. The building(s) must be on the same lot or within the strata plan, except for the parcels within the CS-5 Zone along Peninsula Road, as illustrated below (“Reef Point”), in which case there may be only one unit per lot:



The CS-5 Zone has a 3m side yard setback requirement. The subject has a lot width of 6.7m on the narrow end. This would leave a building envelope of .7m wide. This subdivision and subsequent lot subdivisions were approved by the District of Ucluelet approving officer. These smaller narrow strata lots have been mostly built out with a 1.2m side yard setback. The subdivision for these two lots within PlanVIS5843 created a common area that would appear to be the front yard for both building lots within that plan. The zoning bylaw requires a front yard setback for each building lot creating a requirement for a variance. As the subdivision for these strata lots has been approved in consultation with the OCP, Planning Staff consider these variances in accordance with the applicable OCP guidelines. As part of this DP, in reference to S. 490(1)(a) of the Local Government Act, Staff are including the following Variances:

1. *That the side yard setback be reduced to 1.2m (4ft) where section CS-5.6.1 (1) (c) of the District of Ucluelet Zoning Bylaw No. 1160, 2013, indicates a side yard setback requirement of 3.0m (10ft).*
2. *That because of the front yard common area the front yard setback be reduced to 0.0m where section CS-5.6.1 (1) (a) of the District of Ucluelet Zoning Bylaw No. 1160, 2013, indicates a front yard setback requirement of 6.0m (20ft).*

TIME REQUIREMENTS – STAFF & ELECTED OFFICIALS:

Staff time will be required to monitor and review the progress of this application.

FINANCIAL IMPACTS:

Development Cost Charges will be charged for the resort condo by per meter building area and a building permit fee will be charged based on project cost. The value of the property will increase with the proposed improvements increasing the districts tax base. Water and sewer fee will be collected based on usage. There are no other direct financial impacts from this application.

There are no impacts to the current Five Year Financial Plan for 2017.

POLICY OR LEGISLATIVE IMPACTS:

The Reef Point / Terrace Beach / Spring Cove area is known to have high archeological value. The original development of the area in 2000 did an extensive archeological review. From that report, archeological sites were identified and mapped out and development lots were created around those sites or covenants were positioned on title to regulate how those lots can develop. The Subject Property was not identified as having an archeological site and it does not have an archeological covenant on title that directly relates to the subject property.

It is important to note that the preservation of any archeological site is very important to the District of Ucluelet and that the District will ensure that all developments shall respect archaeological resources and comply with all relevant statutes for the protection of archeological sites. The District of Ucluelet has strongly recommended that the applicant retain the services of an eligible consulting archaeologist.

SUMMARY:

This proposal conforms to the Reef Point Development Permit area tourist commercial vision and is consistent with the exiting streetscape.

OPTIONS REVIEW:

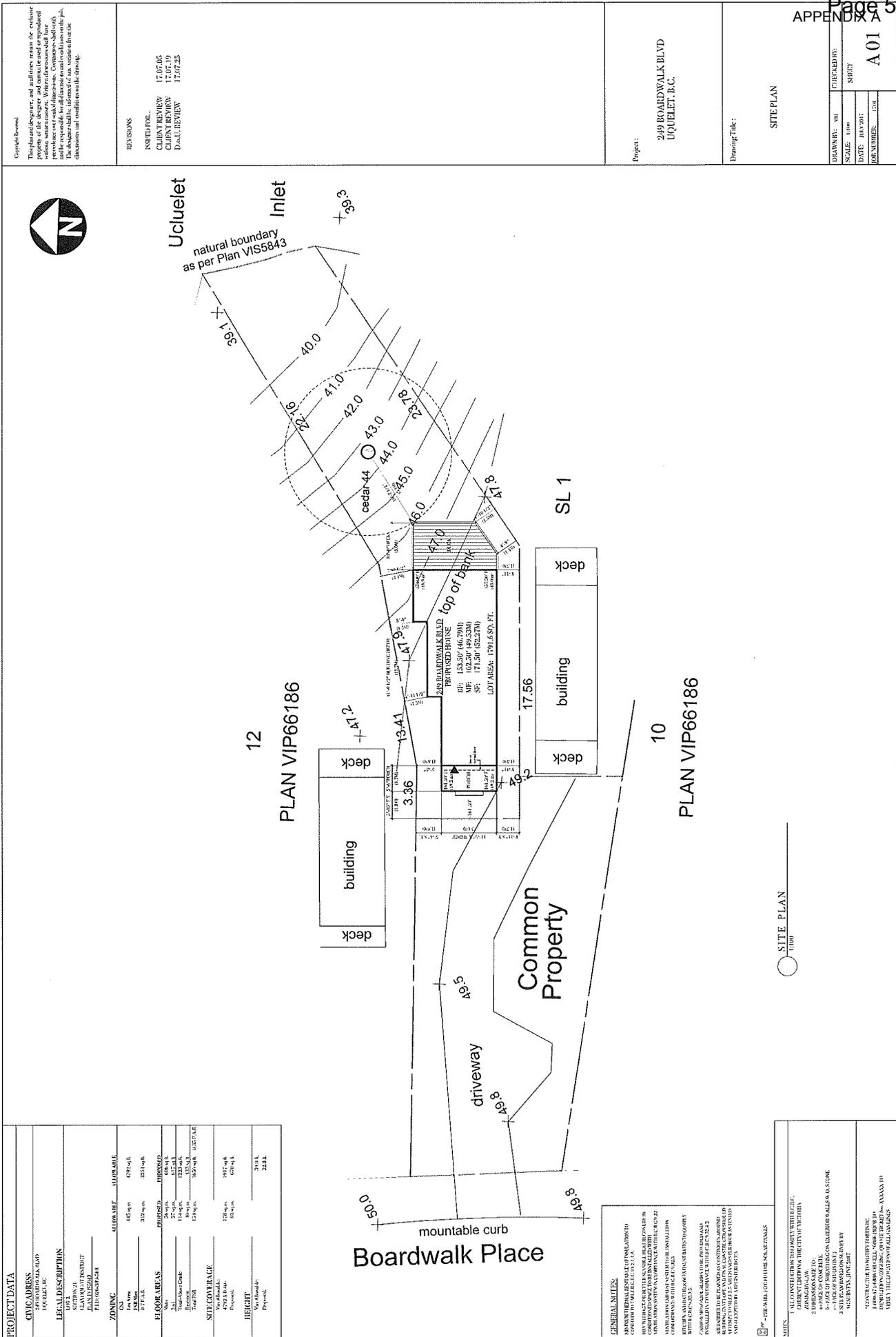
1. Approve the permit application as presented (recommended option).
2. Defer consideration pending receipt of further information to be identified.
3. Refuse the permit application, citing the OCP guidelines with which the proposal does not conform.

Staff recommend Option 1 as the proposed development meets the intent of the Reef Point Development Permit Area Guidelines.

Respectfully submitted:

John Towgood, Planner

Mark Boysen, Chief Administrative Officer



APPENDIX A

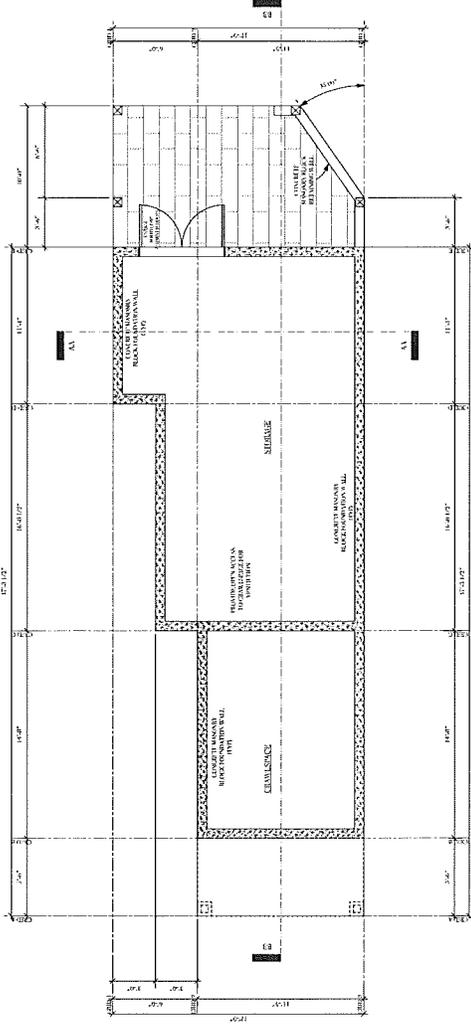
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REVIEWS
 ISSUED FOR... 17.07.05
 CLIENT REVIEW 17.07.19
 D.O.U. REVIEW 17.07.25

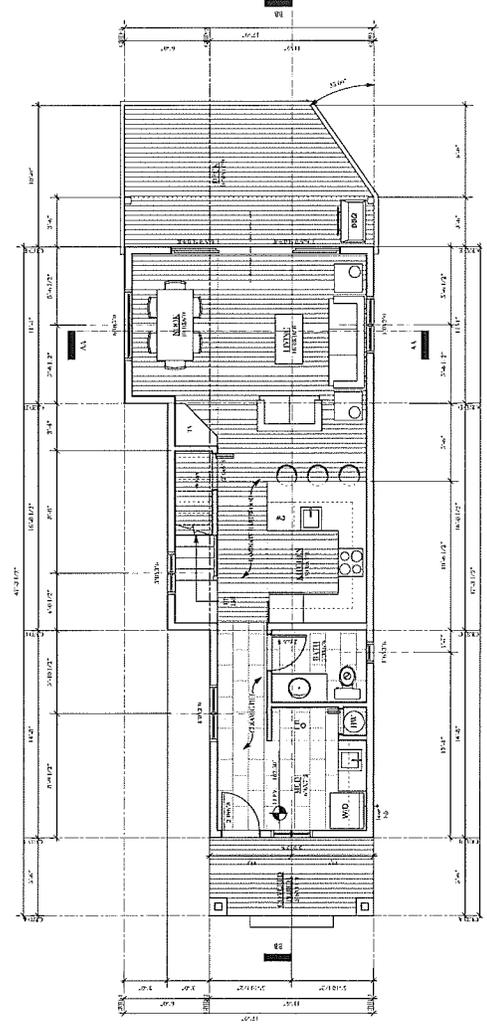
Project:
 249 BOARDWALK BLVD
 UQUELETT, B.C.

Drawing Title:
 PLANS

DRAWN BY: VM	CHECKED BY:
SCALE: 1/8" = 1'-0"	SHEET
DATE: MAY 2017	NO.
JOB NUMBER: 1701	A 02



BSMT PLAN



MAIN FLOOR

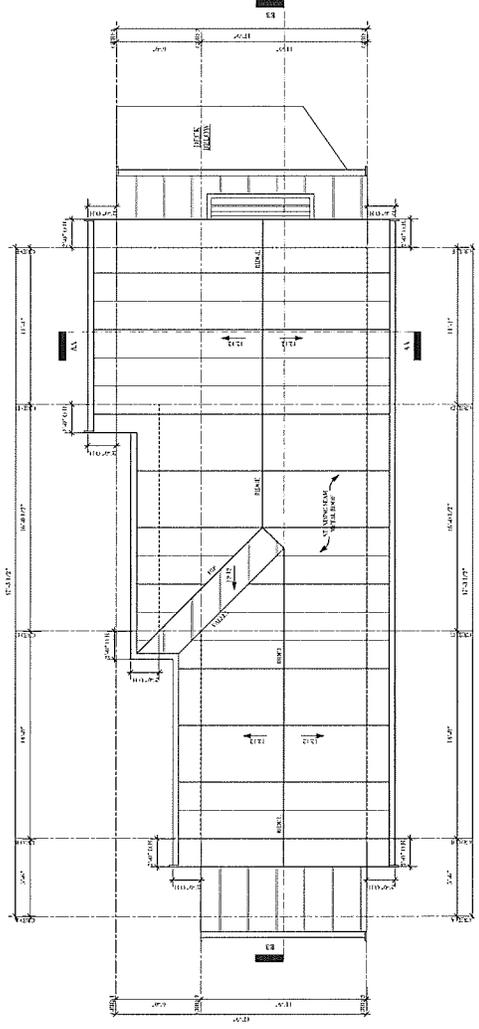
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REVISIONS
 ISSUED FOR: 17.07.05
 CLIENT REVIEW: 17.07.19
 D.O.U. REVIEW: 17.07.25

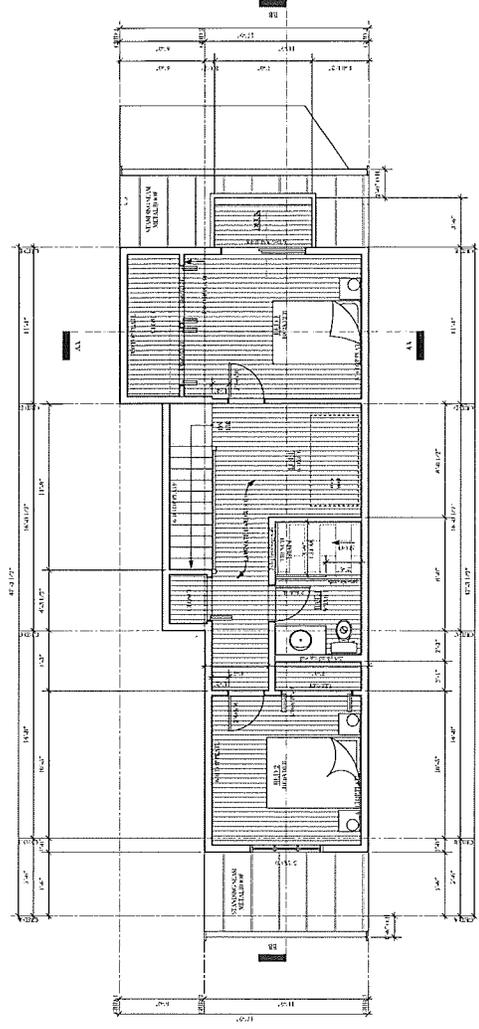
Project:
 249 BOARDWALK BLVD
 UQUELETT, B.C.

Drawing Title:
 PLANS

APPENDIX A	
DRAWING: WA	CHECKED BY:
SCALE: 1/4" = 1'-0"	SHEET
DATE: MAY 2017	
DRAWING NO.:	CON
A 03	



ROOF PLAN



2ND FLOOR

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ISSUED FOR... 17.07.05
CLIENT REVIEW 17.07.19
CLIENT REVIEW 17.07.25
D.O.U. REVIEW

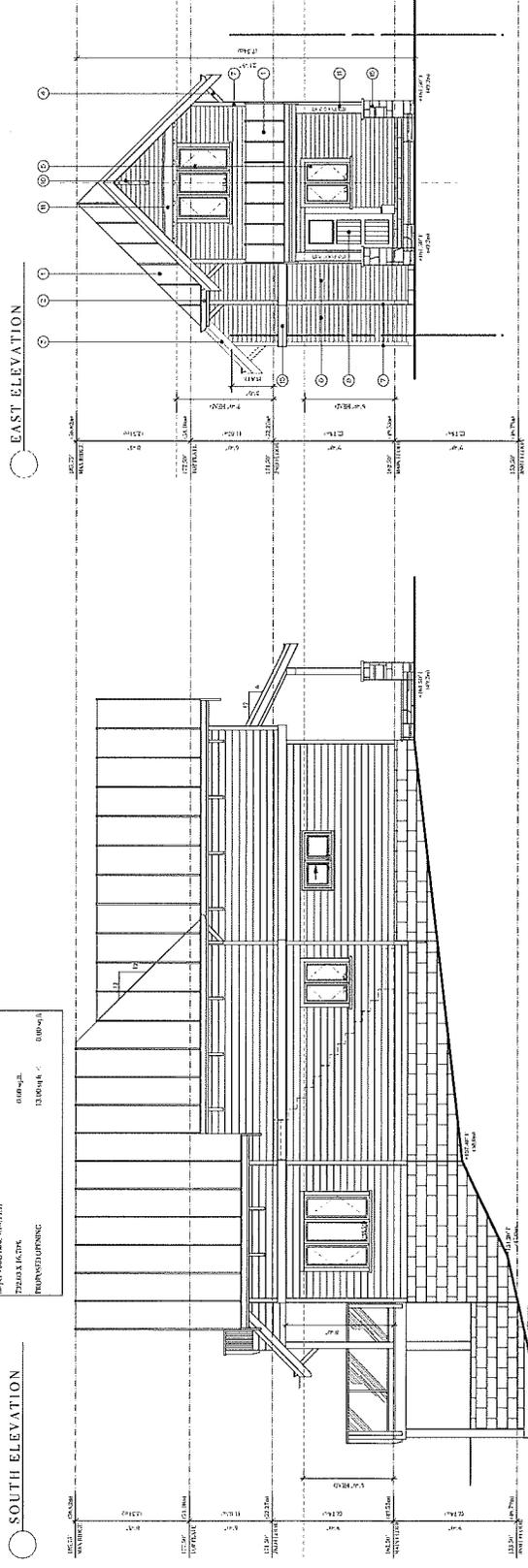
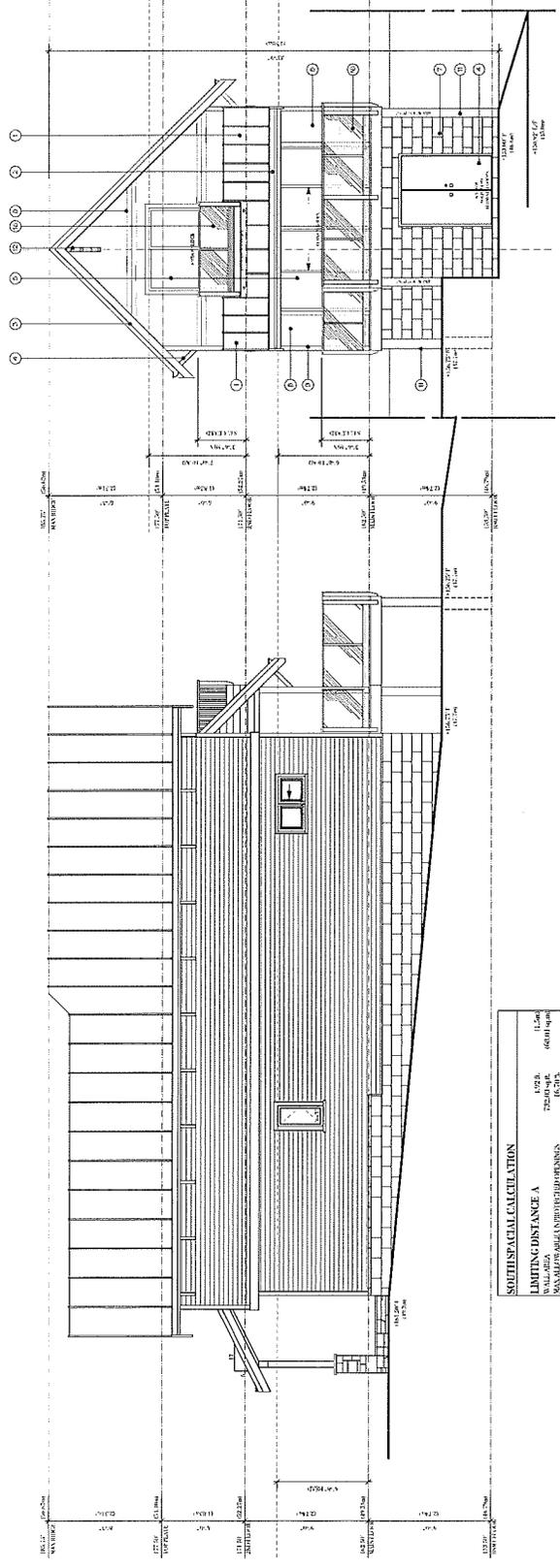
MATERIAL SCHEDULE

1. CLADDING (WOOD SHAKE)
2. EXTERIOR WALLS (CLAY BRICK)
3. INTERIOR WALLS (GYP BOARD)
4. FLOORING (CARPET)
5. ROOFING (WOOD SHAKE)
6. CEILING (GYP BOARD)
7. DOORS (WOOD)
8. WINDOWS (WOOD)
9. STAIRS (WOOD)
10. BATHROOM (WOOD)
11. KITCHEN (WOOD)
12. LIVING ROOM (WOOD)
13. BEDROOM (WOOD)
14. HALLWAY (WOOD)
15. BATHROOM (WOOD)
16. KITCHEN (WOOD)
17. WITH INTERIOR FINISHES

Project:
249 BOARDWALK BLVD
UQUELET, B.C.

Drawing Title:
ELEVATIONS

DRAWN BY: WM	CHECKED BY:
SCALE: 1/4" = 1'-0"	SHEET
DATE: MAY 2017	
JOB NUMBER: 120	A 04



SOUTH FACIAL CALCULATION

LIMITING DISTANCE A	172.8	17.5m
WALL AREA	725.0 sq ft	66.91 sq m
MAXIMUM PERMITTED PERCENTAGE	15.0%	
PROPOSED PERCENTAGE	0.09%	
PERMITTED PERCENTAGE	13.00%	0.00%

NORTH FACIAL CALCULATION

LIMITING DISTANCE A	172.8	17.5m
WALL AREA	725.0 sq ft	66.91 sq m
MAXIMUM PERMITTED PERCENTAGE	15.0%	
PROPOSED PERCENTAGE	0.09%	
PERMITTED PERCENTAGE	13.00%	0.00%



DEVELOPMENT PERMIT DP17-08

Pursuant to Part 14, Division 7 of the Local Government Act, R.S.B.C 2015 C.1 as amended:

1. This Development Permit is issued to:

Trevor Samulski, #46-34250 Hazelwood Ave., Abbotsford, BC, V2S 7L4

2. This Development Permit applies to and only to those lands within the District of Ucluelet described below and all buildings, structures, and other development thereon:

249 Boardwalk Boulevard, Lot 2, Plan VIS5843, District 09, PID 026-389-568 (the "**Lands**").

3. This Development Permit is issued subject to compliance with all of the bylaws of the District of Ucluelet, except as specifically varied or supplemented by this Permit.

4. This Permit authorizes the construction of the following improvements on the Lands:

- a. 1 Resort Condo
- b. Servicing of the above unit.
- c. No trees are to be cut under this permit.
- d. The access to be from existing curb cut.
- e. All disturbed areas to be landscaped fully with native species ground cover.
- f. All exiting trees and grounds to be maintained where possible.

These improvements apply only in the locations indicated, and otherwise in accordance with, the drawings attached to this Permit as **Schedule A**.

5. The work authorized by this Permit may only be carried out:

- a. in compliance with the requirements of the District of Ucluelet Zoning Bylaw No. 1160, 2013, except where specifically varied or supplemented by this development permit.
- b. in compliance with all federal, provincial, and municipal statutes, regulations, and bylaws.

6. It is strongly recommended that Wild Pacific Yurt & Camp Ground, retain the services of an eligible consulting archaeologist as the Archeological Branch of the Ministry of Lands, Forest and Natural Resources Operations deems any lands within 50m of a known archaeological site to have high archeological potential.

7. Notice shall be filed in the Land Title Office under Section 503 of the Local Government Act, and upon such filing, the terms of this Permit or any amendment hereto shall be binding upon all persons who acquire an interest in the land affected by this Permit.

8. This Permit is NOT a Building Permit.



9. **Schedules "A"** attached hereto shall form part of this Permit. The Municipality's Chief Administrative Officer is hereby authorized to approve minor amendments to the plans provided that such amendments are consistent with the overall character and intent of the original plans.

AUTHORIZING RESOLUTION passed by the Municipal Council on the _____ day of _____, 2017.

IN WITNESS WHEREOF this Development Permit is hereby executed and issued by the Municipality the _____ day of _____, 2017.

THE DISTRICT OF UCLUELET
by its authorized signatories:

Dianne St. Jacques – Mayor

Mark Boysen – Corporate Officer

OWNER, by its authorized signatory:

ISSUED the _____ day of _____, 2017.

John Towgood, Planner 1 Ucluelet



STAFF REPORT TO COUNCIL

Council Meeting: SEPTEMBER 12, 2017
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: CAROLYN BIDWELL, CHIEF FINANCIAL OFFICER

FILE NO: 2200 (WHISKEY DOCK)

SUBJECT: REPEAL UCLUELET INTERNAL BORROWING BYLAW NO. 1159, 2013

ATTACHMENT(S): UCLUELET INTERNAL BORROWING BYLAW NO. 1159, 2013

RECOMMENDATION(S):

THAT Council repeal "Ucluelet Internal Borrowing Bylaw No. 1159, 2013."

PURPOSE/DESIRED OUTCOME:

The purpose of this report is to repeal Bylaw No. 1159, 2013 which was put in place to allow for a conditional use of monies held within the Reserve for Future Expenditures. Since the funds are no longer required repealing this Bylaw releases the condition surrounding the availability of the funds.

STRATEGIC GOAL:

This report is in response to the corporate objective of continually improving processes, policies and services within the municipality, specifically the finance department.

BACKGROUND:

Ucluelet Internal Borrowing Bylaw No. 1159, 2013 was originally passed to commit \$200,000 of the funds within the Reserve for Future Expenditures to facilitate a possible settlement pertaining to a legal liability risk exposure surrounding the Accredited/Whiskey Dock proceedings.

Based on correspondence from our lawyers on August 14, 2017, there is no longer a need to reserve the full balance of the funds originally requested. It was recommended by our lawyers that only \$50,000 be reserved for this purpose which should be accomplished by setting up a legal liability on the Districts balance sheet.

Repayment of the funds will be considered when it has been determined that the funds are no longer linked to any legal liability and can be released back into the Reserve for Future Expenditures.

FINANCIAL IMPACTS:

There is currently no funding in the 2017 Five Year Financial Plan to transfer the funds from Reserves, therefore this bylaw will require an amendment.

Respectfully submitted:

Carolyn Bidwell, Chief Financial Officer

Mark Boysen, Chief Administrative Officer

DISTRICT OF UCLUELET

Bylaw No. 1159, 2013

A Bylaw authorizing the expenditure of monies in the Reserve for Future Expenditures Fund

WHEREAS there is an uncommitted balance in the Reserve for Future Expenditures Fund;

AND WHEREAS Council has agreed to fund a settlement contribution in the amount of \$200,000.00 pertaining to off cover legal liability risk exposures in those actions with respect to the Accredited/Whiskey Dock proceedings upon the completion of the BC Ferries type Agreements among the parties, and final court orders.

AND WHEREAS it is deemed desirable to borrow and expend \$200,000.00 of the said balance for the funding of a settlement contribution in respect of the Whiskey / Accredited / Reef Point actions and to repay to the said Future Expenditures Fund from current revenues over a five (5) year period that amount together with interest at the annual interest rate applicable to internal borrowing. Payments must be paid on or before the anniversary date of the borrowing of the monies;

NOW THEREFORE the Council of the District of Ucluelet ENACTS as follows:

1. This Bylaw may be cited as "UCLUELET INTERNAL BORROWING BYLAW NO. 1159, 2013".

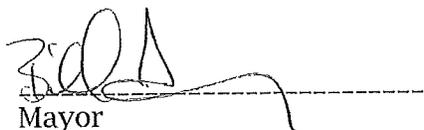
READ A FIRST TIME this 8th day of October, 2013

READ A SECOND TIME this 8th day of October, 2013

READ A THIRD TIME held this 8th day of October, 2013

Reconsidered and adopted by Council this 22nd day of October, 2013

CERTIFIED A TRUE AND CORRECT COPY of "Ucluelet Internal Borrowing Bylaw No. 1159, 2013."

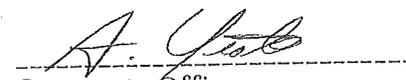


Mayor
Bill Irving



Corporate Officer
Andrew Yeates

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



Corporate Officer
Andrew Yeates



STAFF REPORT TO COUNCIL

Council Meeting: SEPTEMBER 12, 2016
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 – Q2

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 Second Quarter ending June 30, 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 preliminary report to Council relaying the balances for the various revenue and expenditure summary totals for first two quarters covering the period of January 1 to June 31, 2017 as per the attached Schedule A. Explanations for some of the major variances identified are included in this report, however additional time and analysis is required. This analysis will be included in the next quarterly report ending September 30, 2017.

Revenues

Tax Revenue

Property Taxes collected are \$107,324 higher than anticipated which is due to an error in calculating the forecasted revenues for the financial plan.

Expenses**Total Expenses**

Are lower than expected for the second quarter year to date at 5.48% expensed. This can be attributed in part to the staff shortage in the financial department which has led to the following expenditure entries still outstanding; bank reconciliations, payroll expenditures, and electronic payments to suppliers.

This will correct itself in the third quarter as the personnel vacancies within the Finance have all been filled as of August 31, 2017. It should also be mentioned that we since the middle of May we have been working towards stream-lining daily procedures in all departments from a financial perspective in an effort to increase efficiencies.

Capital Projects

Variances as reported to Council in the Chief Administrative Officer's quarterly projects report submitted at the August 8, 2017 Regular Council Meeting.

Surpluses

We are showing high current quarter surpluses due to a majority of the revenues collected in comparison to a large number of expenditures still to be recorded.

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
BYLAW NO. 1217, 2017
SCHEDULE A**

	Jun 30 2017 Actual	2017 Budget	Amount Over (Under) Budget	Percent of Budget Used
REVENUE				
Property Taxes	\$2,642,802	\$2,535,568	\$107,234	104.23%
1% Utility Taxes	42,381	42,137	244	100.58%
Federal/Provincial in place of taxes	-	55,000	(55,000)	0.00%
Taxes	2,685,182	2,632,705	52,477	101.99%
Sale of services	447,906	844,697	(396,791)	53.03%
Penalties and Interest earned	3,301	98,150	(94,849)	3.36%
Grants and donations	940,443	2,097,420	(1,156,977)	44.84%
Deferred revenues recognized (DCC, other)	-	134,000	(134,000)	0.00%
Water sale of services	453,428	706,820	(253,392)	64.15%
Sewer sale of services	367,099	585,000	(217,901)	62.75%
Total revenue	4,897,359	7,098,792	(2,201,433)	68.99%
EXPENSE				
Interest payments	31,740	64,410	(32,670)	49.28%
Amortization expenses	746,000	746,000	-	100.00%
General Government	421,033	1,109,473	(688,440)	37.95%
Protective services	96,896	427,920	(331,024)	22.64%
Transportation services	136,000	636,685	(500,685)	21.36%
Environmental health (Garbage/recycling))	12,512	22,001	(9,489)	56.87%
Harbour	142,231	341,415	(199,184)	41.66%
Cemetery	2,416	13,642	(11,226)	17.71%
Environmental development (Planning)	78,293	294,143	(215,850)	26.62%
Recreation and cultural services	276,834	1,158,337	(881,503)	23.90%
Water operations	115,135	520,385	(405,250)	22.12%
Sewer operations	48,432	292,500	(244,068)	16.56%
Total expense	308,555	5,626,911	(5,318,356)	5.48%
Surplus (deficit) carry forward to page 2	\$4,588,804	\$1,471,881	\$3,116,923	

Surplus (deficit) brought forward from page 1	\$4,588,804	\$1,471,881	\$3,116,923	
ADD				
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	(35,125)	639,795	(674,920)	(5.49%)
Total additions	1,181,125	1,890,795	(709,670)	62.47%
DEDUCT				
Principal payments debt	-	76,956	(76,956)	0.00%
<u>Acquisitions of tangible capital assets</u>				
General Fund:				
Administration/Finance	-	60,220	(60,220)	0.00%
Protective services	462,541	572,600	(110,059)	80.78%
Transportation services	141,886	162,000	(20,114)	87.58%
Enviro Health: Cemetery	6,464	6,500	(36)	99.45%
Enviro Dev: Planning	31,100	30,000	1,100	103.67%
Recreation	-	93,900	(93,900)	0.00%
Parks	5,037	65,500	(60,463)	7.69%
Culture	-	-	-	0.00%
Total General Fund	647,029	990,720	(343,691)	65.31%
Water Fund	247,401	708,000	(460,599)	34.94%
Sewer Fund	1,453,820	1,587,000	(133,180)	91.61%
Acquisitions of tangible capital assets	2,348,250	3,285,720	(937,470)	71.47%
Total deductions	2,348,250	3,362,676	(1,014,426)	69.83%
Financial Plan Balance: Surplus (Deficit)	\$3,421,679	\$0	\$3,421,679	



STAFF REPORT TO COUNCIL

Council Meeting: SEPTEMBER 12, 2016
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: CAROLYN BIDWELL, CHIEF FINANCIAL OFFICER

FILE NO: 1970-11 (TAX SALE GENERAL)

SUBJECT: TAX SALE – ASSIGNMENT OF A MUNICIPAL BIDDER

ATTACHMENT(S): LAND SALE RESERVE FUND ESTABLISHING BYLAW NO. 394, 1980

RECOMMENDATION(S):

1. **THAT** Council appoint the Chief Financial Officer for the District of Ucluelet or designate as the agent authorized to bid on behalf of the District of Ucluelet during the annual tax sale pursuant to Section 648 of the *Local Government Act*; and,
2. **THAT** Council approve that the maximum bid on each or selected tax sale parcels, shall not exceed 50% of the actual value, as approved by BC Assessment Authority records; and further;
3. **THAT** Council approve the use of 75% of the funds described in the “Land Sale Reserve Fund Establishing Bylaw No. 394, 1980” until a new tax sale reserve bylaw is established.

PURPOSE/DESIRED OUTCOME:

The purpose of this report is to seek approval from Council on a policy for a municipal bidder during the Annual Tax Sale.

STRATEGIC GOAL:

This report is in response to the corporate objective of continually improving processes, policies and services by establishing procedures for the Annual Tax Sale.

BACKGROUND:

In accordance with Section 645 of the *Local Government Act*, the Annual Tax Sale is held at 10:00am on the last Monday in September. All properties with outstanding taxes of more than three years are offered for sale by public auction.

The *Local Government Act* provides that a person authorized by Council may bid on behalf of the municipality at the Tax Sale up to a maximum amount set by Council. This provision exists to permit Council the opportunity to participate in the auctioning process for each parcel of real property and improvements upon which taxes are delinquent. If there is no public bid at or above the upset price the municipality is declared the purchaser.

The prime purpose of the Tax Sale is to allow the municipality to recover all outstanding taxes in full. Complications can arise when properties have been purchase by third parties and ownership acquired without the knowledge of the original owner. Therefore, it would be the recommended practice to automatically bid, within the financial limits defined, on properties auctioned at the Annual Tax Sale in order to avoid properties falling into the hands of third parties. This significantly reduces the administration cost and enables the District to benefit from any potential profit from the acquisition of the property below market value and to benefit from the higher rate of interest on the tax sale purchase price paid by the owner upon redemption.

FINANCIAL IMPACTS:

While theoretically, there is significant potential financial benefit from bidding on Tax Sale properties, from a practical point of view most times this benefit never actually occurs because the auctioned properties are usually redeemed by the owner or the mortgage holder.

As of December 31, 2016, there is a \$60,302 balance in Land Sale Reserves.

There is currently no funding in the 2017 Five Year Financial Plan so the bylaw would require an amendment. A new Tax Sale Reserve bylaw should also be established.

Respectfully submitted:

Carolyn Bidwell, Chief Financial Officer

Mark Boysen, Chief Administrative Officer

THE CORPORATION OF THE VILLAGE OF UCLUELET**BYLAW NO. 394**

A bylaw to amend the purpose of the Land Sale Reserve Fund.

WHEREAS the “Village of Ucluelet Bylaw to establish a Reserve Fund from Land Sale, Bylaw No. 128; 1960” provided that money from a certain land sale be used for the purpose of purchasing a certain parcel of land and constructing a fire hall thereon;

AND WHEREAS the said money was expended for the said purpose;

AND WHEREAS it is deemed expedient to re-enact Bylaw No. 128. in order that the Land Sale Reserve Fund may be used for other monies received from the sale of land and to extend the purpose for which such monies may be used;

NOW THEREFORE the Council of the Corporation of the Village of Ucluelet in open meeting assembled enacts as follows:

1. The “Village of Ucluelet Bylaw to establish a Reserve Fund from Land Sale, Bylaw No. 128; 1960” is hereby repealed and any monies remaining in the reserve fund established by the said bylaw are hereby transferred to the reserve fund established by this bylaw.
2. There is hereby established a reserve fund to be known as the “Land Sale Reserve Fund:
3. All monies received from the sale of land owned by the Municipality after deduction of expenses pertinent to such Sale shall be deposited to the credit of the Municipality in a separate bank account which shall be known as the Land Sale Reserve Fund Bank Account.
4. The Council may by bylaw adopted pursuant to the provisions of the Municipal Act provide for the expenditure of money in the Land Sale Reserve Fund and any interest earned on it for the purpose of:
 - a) Acquiring land for Municipal purposes;
 - b) Developing land owned by the Municipality, including the provision of services in and to such land;
 - c) The development and provision of facilities for public parks, recreation, and playgrounds;
 - d) The purchase of equipment required to maintain public parks and recreation lands and facilities.
5. This Bylaw may be cited as “Land Sale Reserve Fund Establishing Bylaw No. 394, 1980”.

READ A FIRST TIME THIS 27TH DAY OF NOVEMBER, 1980.

READ A SECOND TIME THIS 27TH DAY OF NOVEMBER, 1980.

READ A THIRD TIME THIS 27TH DAY OF NOVEMBER, 1980.

RECONSIDERED AND ADOPTED THIS 11TH DAY OF DECEMBER, 1980.

Mayor

Municipal Clerk

I hereby certify this a true copy of
“Land Sale Reserve Fund Establishing
Bylaw No. 394, 1980” as adopted by
Council this 11th day of December, 1980.

Municipal Clerk



STAFF REPORT TO COUNCIL

Council Meeting: SEPTEMBER 12, 2017
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: CAROLYN BIDWELL, CHIEF FINANCIAL OFFICER

FILE NO: 1700-02 (BUDGET 2018)

SUBJECT: FIVE YEAR FINANCIAL PLAN MEETING SCHEDULE & OBJECTIVES (2018-2022)

ATTACHMENT(S): FIVE YEAR FINANCIAL PLAN MEETING SCHEDULE (2018 – 2022)

RECOMMENDATION(S):

1. **THAT** Council approve the Five Year Financial Plan Meeting Schedule for the years 2018 to 2022 as presented in Appendix A to this report; and
2. **THAT** Council approve the Objectives of the Proposed Five Year Financial Plan Bylaw 2018-2022 as presented in this report.

PURPOSE/DESIRED OUTCOME:

The purpose of this report is to seek approval from Council on the proposed meeting plan outline to complete the 2018 to 2022 Financial Plan. As well as to give direction to the preparation of the financial plan through the objectives outlined in this report that will be attached as a schedule to the completed Five Year Financial Plan Bylaw for 2018-2022.

STRATEGIC GOAL:

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

BACKGROUND:

In accordance with Section 165 of the *Community Charter*, a municipality must have a financial plan that is adopted annually, by bylaw, before the annual property tax bylaw is adopted. The financial planning period is five (5) years and must set out the objectives and policies of the municipality in relation to each of the funding sources and the distribution of property tax values for each of the classes that are subject to tax, as well as permissive tax exemptions.

The Financial plan must also set out the proposed expenditures, funding sources and transfers between funds. The proposed expenditures must have separate amounts for principal and interest on municipal debt, capital purchase, any deficiencies from one year to another, and all other. The Financial plan must set out separate funding sources for; property taxes, parcel taxes, fees, borrowing, and all other sources. Transfers between funds must set out separate amounts for each reserve fund and accumulated surplus. If actual expenditures and transfers to other funds for a year exceed actual revenues and transfers from other funds for the year, the deficiency must be included in the next year's financial plan as an expenditure in that year.

Further, under Section 166 of the Community Charter, a council must undertake a process of public consultation regarding the proposed financial plan before it the bylaw can be adopted.

Objectives of the Proposed 2018-2022 Bylaw:

Revenue Objectives

- Annual taxation requirement estimated to increase by a growth factor of 3% which would include an increase to cost of living and to reserves;
- The District will review fees/charges annually to ensure that they keep pace with changes in method or levels of service delivery;
- The District will actively pursue alternative revenue sources to help minimize property taxes;
- The District will establish cost recovery policies for fee-supported services, and these policies will consider whether the benefits received from the service are public and/or private;
- The District will establish cost recovery policies for the services provided for other levels of government;
- General Revenues will not be dedicated for specific purposes, unless required by law or generally accepted accounting practices (GAAP); and
- The District will develop and pursue new and creative partnerships with government, community institutions (schools, churches), and community groups as well as private and non-profit organizations to reduce costs and enhance service to the community.

Surplus Funds Objective

The Community Charter does not allow municipalities to plan for an operating deficit (i.e. where expenditures exceed revenues). To ensure this situation does not occur, revenue projections are conservative and authorized expenditures will be closely monitored. The combination of conservative revenue projections and controlled expenditures should produce a modest annual operating surplus.

Use of Surplus Funds

- Council will review options and provide direction regarding the allocation of any operating surplus prior to completion of the budget process for the following year.
- To ensure that Accumulated Surplus is not excessive, the balance in the accumulated surplus account should not exceed a specific amount or guideline. The recommended guideline is that Accumulated Surplus should not exceed 10% of the net operating budget.
- Accumulated Surplus funds above the 10% guideline shall be used to:
 1. Fund capital expenditures or to increase reserves;
 2. Pay off capital debt, including internal borrowings;
 3. Stabilize District property tax and utility rate increases;
 4. Fund other items as Council deems appropriate.
- Staff will facilitate Council's review of the amount of Accumulated Surplus funds available on an annual basis.

Debt Objective

- One-time capital improvements and unusual equipment purchases;
- When the useful life of the capital project will exceed the term of financing;
- Major equipment purchases
- The maximum borrowing amount to be limited to what is allowed under the *Community Charter*, and
- Reserves are to be considered as a funding source before debt.

Reserve Funds Objective

- Provide sources of funds for future capital expenditures;
- Provide a source of funding for areas of expenditure that fluctuate significantly from year to year (equipment replacement, special building maintenance, etc.);
- Protect the District from uncontrollable or unexpected increases in expenditures or unforeseen reductions in revenues, or a combination of the two; and
- Provide for working capital to ensure sufficient cash flow to meet the District's needs throughout the year.
- Staff will facilitate Council's review of the amount of reserve funds available on an annual basis.

Proportion of Taxes Allocated to Classes Objective

Council's goal is to ensure that there is a fair and equitable apportionment of taxes to each property class. The apportionment to each class is calculated using the multipliers determined by Council prior to preparing the annual tax rate bylaw. The tax multipliers will be reviewed and set by Council annually.

Permissive Tax Exemptions Objective

Permissive tax exemptions will be approved by Council as provided under the Permissive Tax Exemptions bylaw. All applications for permissive tax exemptions will be considered in accordance with the Permissive Tax Exemption Policy.

Development Cost Charges Objective

Development cost charges will be used to help fund capital projects deemed to be required in whole or in part due to development in the community. These charges will be set by a bylaw and reviewed regularly as outlined in the bylaw to ensure that the project estimates remain reasonable and the development costs charged are aligned with the strategic goals of Council.

FINANCIAL IMPACTS:

No financial impact on the current Financial Plan Bylaw No. 1217, 2017

Respectfully submitted:

Carolyn Bidwell, Chief Financial Officer

Mark Boysen, Chief Administrative Officer

Five-Year Financial Plan – Meeting Schedule (2018 – 2022)

Tuesday, October 24, 2017	After Regular Meeting 8:00pm – 10:00pm	George Fraser Room
	<ul style="list-style-type: none"> • PowerPoint Presentation – Overview of “Municipal Budgeting” • CFO Report on District Operating Budgets <ul style="list-style-type: none"> ✓ General ✓ Water ✓ Sewer 	
Tuesday, November 7, 2017	After Regular Meeting 8:00pm – 10:00pm	George Fraser Room
	<ul style="list-style-type: none"> • Review of Projects by department; <ul style="list-style-type: none"> ✓ Public Works ✓ Parks & Recreation 	
Tuesday, November 14, 2017	After Regular Meeting 8:00pm – 10:00pm	George Fraser Room
	<ul style="list-style-type: none"> • Review of Projects by department; <ul style="list-style-type: none"> ✓ Planning & Development ✓ Emergency Services 	
Tuesday, November 28, 2017	After Regular Meeting 8:00pm – 10:00pm	George Fraser Room
	<ul style="list-style-type: none"> • Review of Projects by department; <ul style="list-style-type: none"> ✓ Administration ✓ Finance ✓ General Government 	
Tuesday, December 12, 2017	After Regular Meeting 8:00pm – 10:00pm	George Fraser Room
	<ul style="list-style-type: none"> • Review of Projects by department; <ul style="list-style-type: none"> ✓ Additional time for Departments (as required) 	
Tuesday, January 9, 2018	Time(s): To Be Determined	Location: To be determined
	<ul style="list-style-type: none"> ✓ Outline: to be determined 	
Tuesday, January 23, 2018	Regular Council Meeting	George Fraser Room
	<ul style="list-style-type: none"> • Five Year Financial Plan Review <ul style="list-style-type: none"> ✓ Resolution to Approve Provisional Budget 	



STAFF REPORT TO COUNCIL

Council Meeting: SEPTEMBER 12, 2017
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: MARK BOYSEN, CHIEF ADMINISTRATIVE OFFICER

FILE NO: 8800

SUBJECT: DRAFT UCLUELET ECONOMIC DEVELOPMENT STRATEGY UPDATE

ATTACHMENT(S): APPENDIX A – DRAFT ECONOMIC DEVELOPMENT STRATEGY UPDATE (JULY 2017)

RECOMMENDATION(S):

THAT Council receive the draft District of Ucluelet (DOU) Economic Development Strategy Update and provide feedback to staff so that the document can be finalized and incorporated into 2018 workplans.

PURPOSE/DESIRED OUTCOME:

The purpose of this report is to provide Council an opportunity to review and discuss the DOU draft Economic Strategy Update developed by Vaan Struth Consulting Group Inc. Staff request Council provide feedback to staff in order to finalize the document for sharing with community partners.

STRATEGIC GOAL:

This report support's the District's efforts to support economic development as outlined in the 2015-2018 Strategic Plan.

BACKGROUND:

The last update to the economic development strategy was conducted in 2014.

An initial review of the draft Strategy by staff have identified some opportunities for clarification and priority clarification. These preliminary comments from staff include the following:

- Staff are supportive of the updates to the District's Economic Development Goals (p. 3).
- Regarding Strategy 1, staff are supportive of clarity and improved alignment with economic development partners in the community, however increased staff funding to focus on economic development will be a decision for Council in the financial planning process. (p.4)
- Staff recommend that Strategy 12 "Continue to support the development of a range of housing options, including dedicated staff housing if the need arises" is raised to a high priority. (p.17)
- Staff recommend that Strategy 15 "Continue working to improve the municipal water system" is raised to a high priority. (p.20)
- Staff support annual reporting recommendations be included as a part of the District's annual progress reporting. (p.32)

FINANCIAL IMPACTS:

The actions within the Strategy will be considered within the 2018 workplan development and Financial Planning for 2018-2022.

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, 6 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 Yuułuᑭiᑦᑭᑦᑭᑦ (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 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.
- Opening of the new Pacific Rim Visitor Centre at the intersection of Highway 4 and the Pacific Rim Highway.
- 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 bottom line 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	Timing	Priority
Council, based on recommendation from Senior Staff	Short-term	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.¹

¹ 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	Timing	Priority
EDO, in possible partnership with the Chamber of Commerce	Ongoing maintenance, with intermittent research updates lasting 2-4 months	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	Timing	Priority
EDO	Ongoing	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	Timing	Priority
EDO / Council	Ongoing	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	Timing	Priority
EDO / Council	Ongoing	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

Lead Responsibility	Timing	Priority
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	Timing	Priority
Staff & Council	Ongoing	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	Timing	Priority
Council and Staff	Ongoing	Moderate

Continue to ensure a range of housing choice in the market.

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

Moderate

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	Timing	Priority
EDO / Staff	Ongoing	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	Timing	Priority
Staff / EDO	Ongoing	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 likely that businesses considering Ucluelet who are heavy water users

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	Moderate

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	Timing	Priority
EDO / Council	Ongoing	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	Timing	Priority
EDO	Ongoing	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	Timing	Priority
EDO / Tourism Ucluelet	Ongoing	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	Timing	Priority
Staff / EDO (Likely split responsibility among staff between planning, acquiring grant funding, and leading the business planning or feasibility process).	6-12 months for planning and analysis	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
High Priority	<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>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>
Moderate Priority	<p>6. Create an Economic Development Committee of Council to support ongoing community input to Economic Development (with Other Staff & 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 & 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>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>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 & 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>	
Lower Priority	<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 providing assistance to 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
Employment Growth and Diversification	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)
Population and Business Growth	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
Housing Prices	Average assessed value of representative house	BC Ministry of Community, Sport and Cultural Development	Annual
Tax Base Balance	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
Workforce education	Workforce educational attainment	Statistics Canada Census	Every five years
Business retention and expansion (BRE) measurements	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
Tourism-related	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:

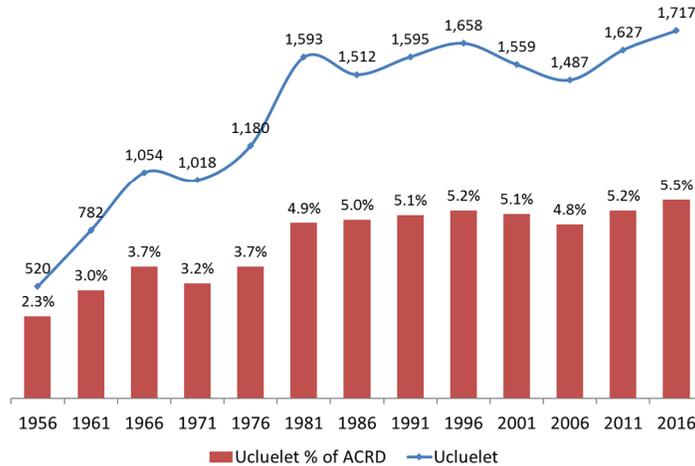
1. Ucluelet (Vancouver Island, coastal location, Resort Municipality)
2. Tofino (Vancouver Island, coastal location, Resort Municipality)
3. Port Hardy (Vancouver Island, coastal location)
4. Port McNeill (Vancouver Island, coastal location)
5. Gold River (Vancouver Island, coastal location)
6. Lake 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)

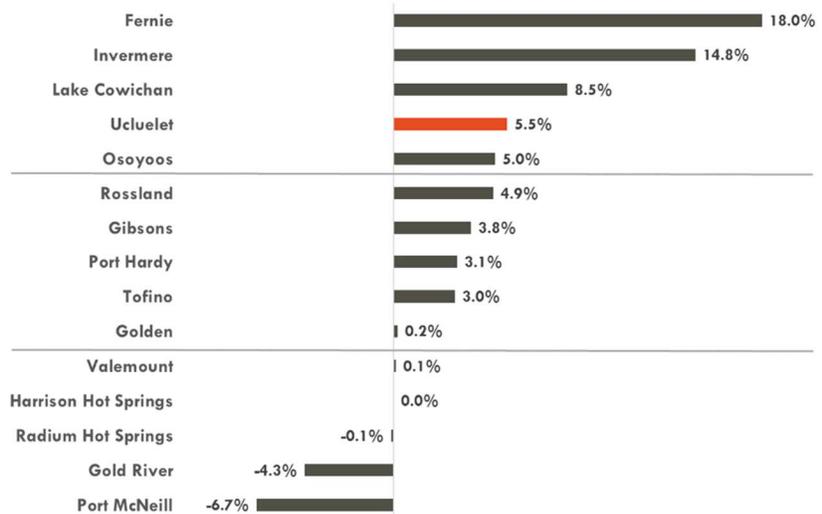


Population Growth

- 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

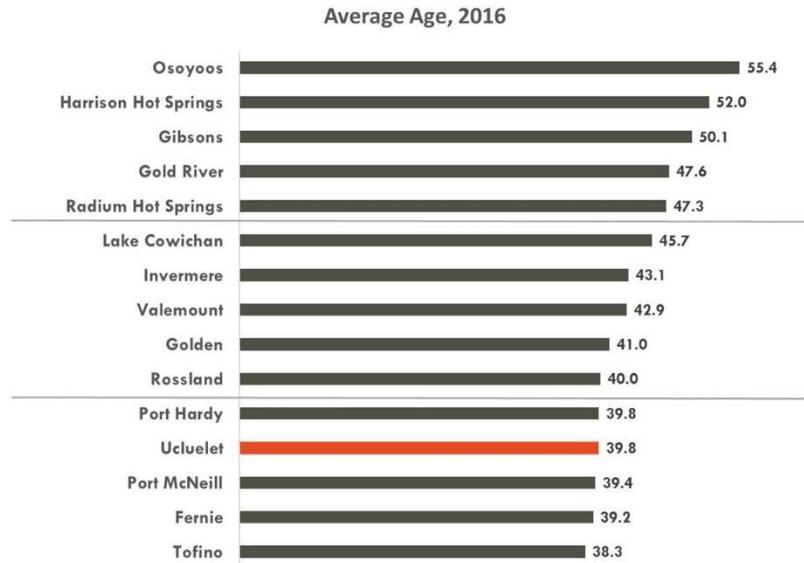
Population Growth, 2011 to 2016



Average Age

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

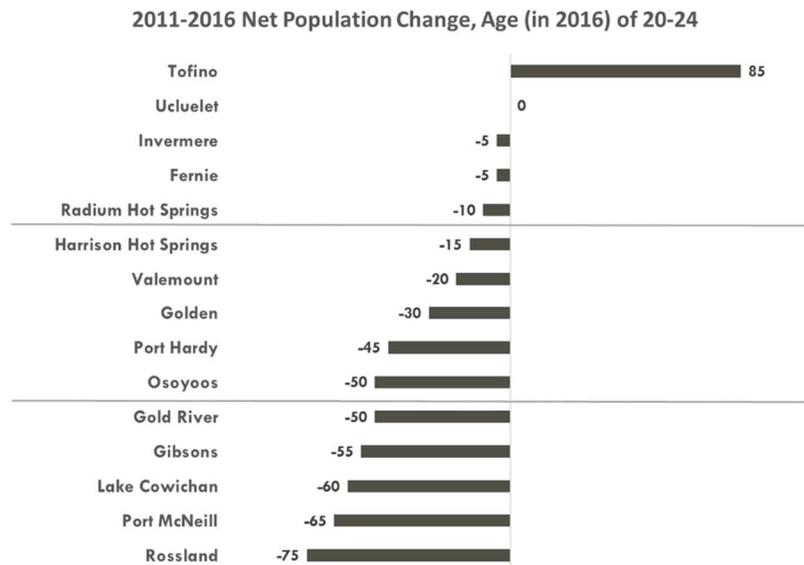
Source: Census



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.

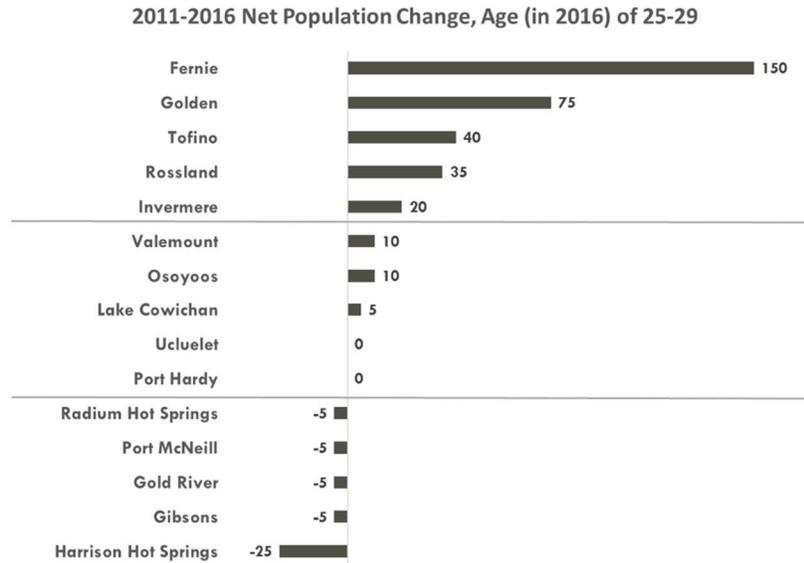
Source: Census



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.

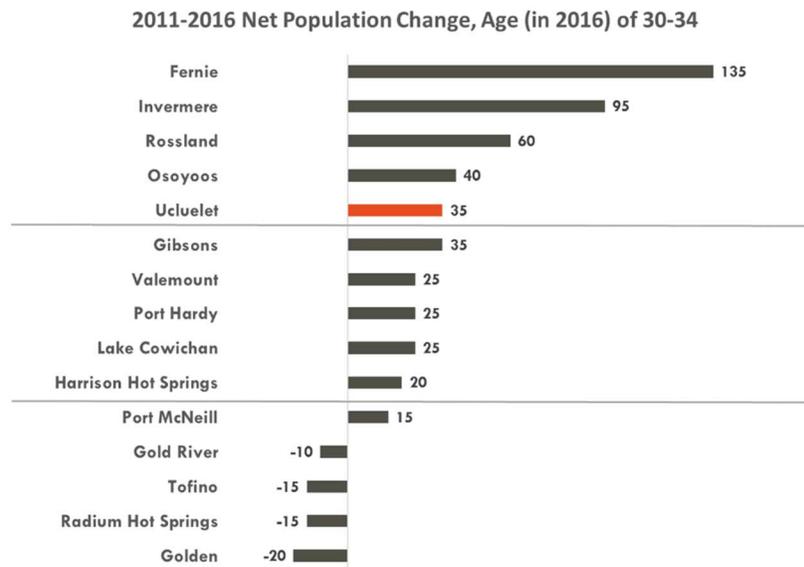
Source: Census



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

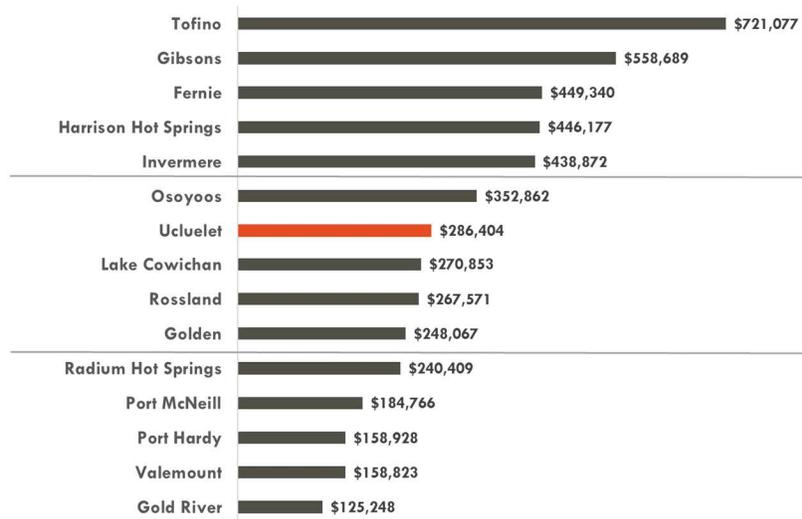


Housing Prices

- 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

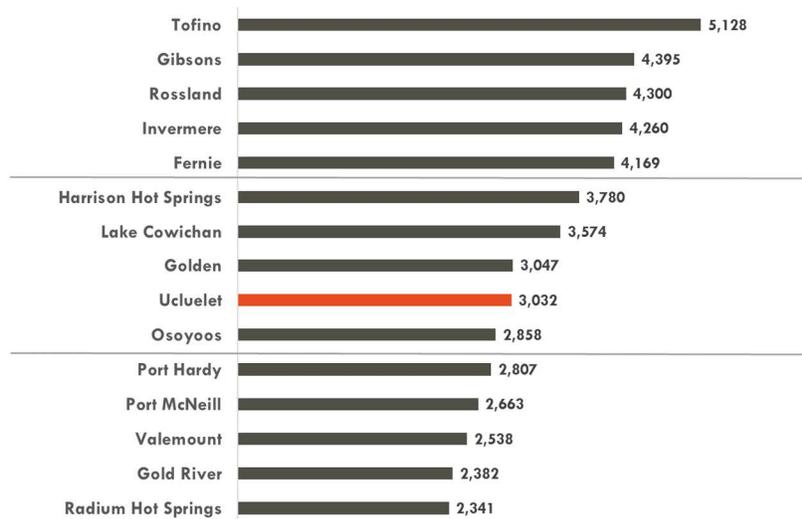


Residential Taxes and Charges

- 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.

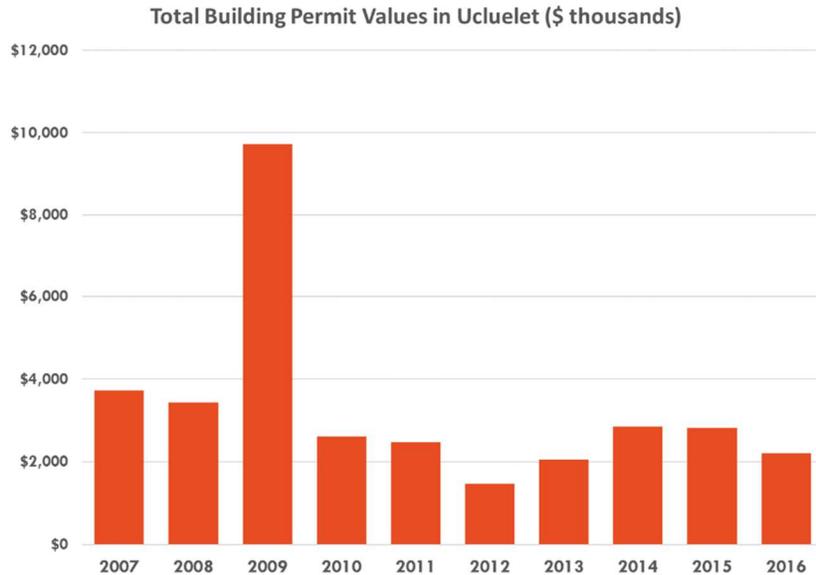
Source: BC Assessment, 2017 Assessment Roll

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



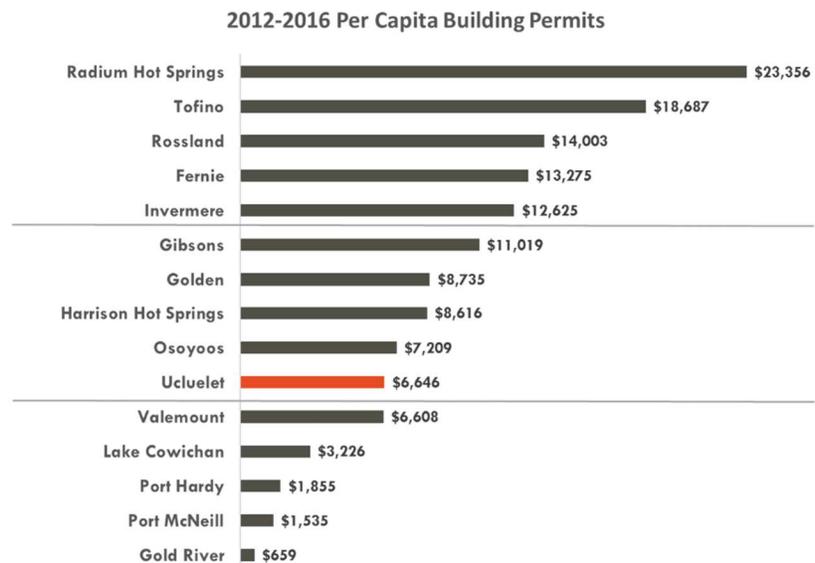
Building Permit Values

- Total building permit values in Ucluelet were about \$2.2 million in 2016, which is the 3rd-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 10th 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.

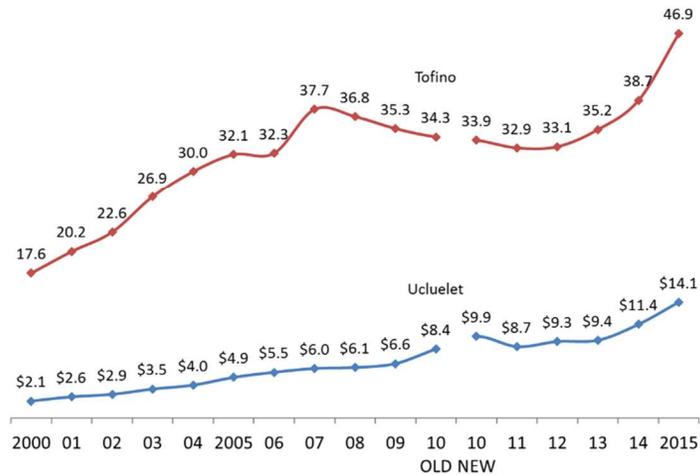


Source: BC Stats (for both charts on this page)

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

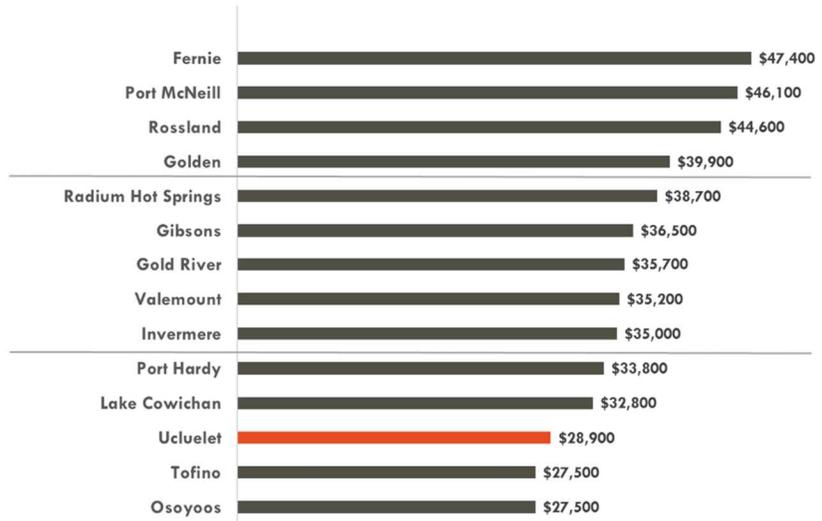
Employment Income

- 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 3rd-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

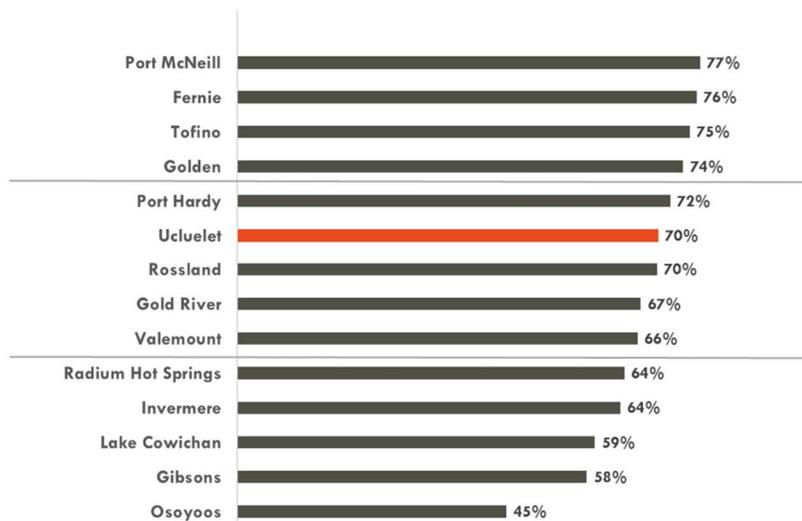


Community Income from Employment

- 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
Total	905	1.00
Additional Unofficial Sector Groups		
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.