



REGULAR MEETING OF COUNCIL
Tuesday, February 26, 2019 @ 4:30 PM
George Fraser Room, Ucluelet Community Centre,
500 Matterson Drive, Ucluelet

AGENDA

| | Page |
|--|---------|
| 1. CALL TO ORDER | |
| 2. ACKNOWLEDGEMENT OF FIRST NATIONS TERRITORY | |
| <p>Council would like to acknowledge the Yuułu?i?at̓ First Nations on whose traditional territories the District of Ucluelet operates.</p> | |
| 3. ADDITIONS TO AGENDA | |
| 4. APPROVAL OF AGENDA | |
| 5. UNFINISHED BUSINESS | |
| 5.1. Terms of Reference for Advisory Committees of Council <i>Mark Boysen, Chief Administrative Officer</i> L-1 Terms of Reference Report | 5 - 11 |
| 6. MAYOR'S ANNOUNCEMENTS | |
| 7. PUBLIC INPUT, DELEGATIONS & PETITIONS | |
| 7.1 Public Input | |
| 7.2 Delegations | |
| <ul style="list-style-type: none"> • Dr. Paul Hasselback, Island Health Re: Role of the Medical Health Officer D-1 Island Health Delegation | 13 |
| <ul style="list-style-type: none"> • Joseph Rotenberg, Ucluelet Chamber of Commerce Re: UBERE Year One Report D-2 UBERE Delegation | 15 - 79 |
| 8. CORRESPONDENCE | |
| 8.1. Request to Change the Zoning Bylaws to Prohibit the Bottling of Groundwater Bruce Gibbons, Merville Water Guardians C-1 Bottling of Groundwater Resolution | 81 - 84 |
| 8.2. Parking, Sidewalk and Crosswalk Concerns Ucluelet Elementary School Parents C - 2 Letter Elementary School Parents | 85 - 86 |
| 8.3. Invitation to the Oceans Protection Plan Dialogue Forum, March 2019 | 87 - 90 |

Transport Canada

[C-3 Invitation OPP Dialogue Forum](#)

9. INFORMATION ITEMS
- 9.1. HWY 4 - Kennedy Hill Traffic Interruptions Update 91 - 93
 Emil Anderson Construction (EAC) Inc.
[I-1 HWY 4 Kennedy Hill Schedule](#)
- 9.2. Information Session on ʔapsčiiik ʔašii – Multi-use Pathway Project – March 5-7, 2019 95 - 96
 Pacific Rim National Park Reserve
[I-2 Info Session on Multi-Use Pathway Project](#)
- 9.3. BC Economic Summit - March 3-5, 2019 97 - 98
 BC Economic Development Association
[I-3 BC Economic Summit 2019](#)
10. COUNCIL COMMITTEE REPORTS
- 10.1 Councillor Rachelle Cole
Deputy Mayor October - December 2019
- 10.2 Councillor Marilyn McEwen
Deputy Mayor November 2018 - March 2019
- 10.3 Councillor Lara Kemps
Deputy Mayor April - June 2019
- 10.4 Councillor Jennifer Hoar
Deputy Mayor July - September 2019
- 10.5 Mayor Mayco Noël
11. REPORTS
- 11.1. Resolution Tracking - February 2019 99 - 106
Marlene Lagoa, Manager of Corporate Services
[R-1 Resolution Tracking Report](#)
- 11.2. Quarterly Projects Update - 4th Quarter 2018 107 - 113
Mark Boysen, Chief Administrative Officer
[R-2 Q4 Project Update Report](#)
12. LEGISLATION
- 12.1. Sewer Parcel Tax Bylaw 2019-2020 115 - 118
Donna Monteith, Director of Finance
[L-1 Sewer Parcel Tax Report](#)
13. OTHER BUSINESS
- Additional matters and new items for information purposes
14. QUESTION PERIOD
15. CLOSED SESSION
- Procedural Motion to Move In-Camera:*
 THAT the meeting be closed to the public in order to address agenda

items under Section 90(1)(g) and 90 (1)(i) of the *Community Charter*.

16. ADJOURNMENT



STAFF REPORT TO COUNCIL

Council Meeting: FEBRUARY 12, 2019
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: MARK BOYSEN, CHIEF ADMINISTRATIVE OFFICER

FILE NO: 0340-50

SUBJECT: TERMS OF REFERENCE FOR ADVISORY COMMITTEES OF COUNCIL

REPORT NO: 19-14

ATTACHMENT(S):

APPENDIX A – ADVISORY COMMITTEES TERMS OF REFERENCE POLICY

RECOMMENDATION(S):

1. **THAT** Council adopt the proposed District of Ucluelet Advisory Committees Terms of Reference Policy.

PURPOSE:

The purpose of this report is to provide for Council's consideration draft Terms of Reference (TOR) for advisory committees to Council.

BACKGROUND:

The District of Ucluelet Council now has two advisory committees including:

- Harbour Advisory Committee.
- Recreation Advisory Committee.

These committees previously had different TORs with different expectations. An updated single TOR has been drafted for Council's consideration (Appendix A) that will set consistent expectations and appointment processes for both committees.

TIME REQUIREMENTS – STAFF & ELECTED OFFICIALS:

The new terms clarifies that one staff member will be dedicated to each committee and that clerical and administrative support will be provided by Corporate Services. The appointed Council representative will serve as Chair of the committee.

FINANCIAL IMPACTS:

The advertising of appointments to the committees will be published in the Westerly news annually. The cost will be covered under the annual operating budget for advertising.

POLICY AND LEGISLATIVE IMPACTS:

The recommendation is to formally establish the TOR for advisory committees as a Council policy.

OPTION REVIEW:

1. **THAT** Council adopt the proposed District of Ucluelet Advisory Committees Terms of Reference Policy. **(Recommended)**
2. **THAT** Council request that different options be provided to Council regarding the proposed Terms of Reference.
3. **THAT** Council postpone consideration of the proposed Terms of Reference until the completion of strategic planning.

Respectfully submitted: Mark Boysen, Chief Administrative Officer
Marlene Lagoa, Manager of Corporate Services



POLICY NUMBER: 4-0540-20

REFERENCE:

Advisory Committees Terms of Reference

ADOPTED BY:

DRAFT

AMENDED DATE:

N/A

SUPERSEDES:**New****DEPARTMENT:**

Administration

EFFECTIVE DATE:

DRAFT

Policy Statement:

Page 1 of 3

Council may establish advisory committee(s) assigned to review specific areas of interest to Council. The role of the committees is to advise and make recommendations to Council that support the goals of Council which includes guidance from the Official Community Plan, Strategic Plan and other related District plans.

1. Advisory Committees:

The following advisory committees are established with the following purposes:

- a) Harbour Advisory Committee to advise on improvements to the harbour facilities and services.
- b) Recreation Advisory Committee to advise on parks and recreation matters that foster the wellbeing of individuals, the community, and the District's natural and built environments.

2. Mandate:

The Advisory Committee(s) will, consistent with the purpose described above, undertake the following:

- a) Provide feedback on key municipal documents and status updates on proposed and existing projects as requested.
- b) Respond to Council's requests for advice and information.
- c) Foster public awareness, recognition and support.
- d) Make recommendations to Council on issues relevant to the committee and the municipality at large.

**3. Membership:**

- a) The Committee will consist of up to nine members including:
 - One non-voting member of Council to serve as Chair, appointed by the Mayor;
 - One non-voting staff representative from the District of Ucluelet; and,
 - Seven voting community representatives as appointed by the Council.
- b) The Chief Administrative Officer will designate the appropriate staff as District representative on the committee.
- c) Corporate Services will provide clerical and administrative support for the committee.

4. Appointments:

- a) Vacancies on committees will be advertised on the District website and Westerly newspaper annually.
- b) Applications must be submitted using the enclosed form - *Application for Appointment to an Advisory Committee*.
- c) Members of committees will be appointed by a resolution of Council.
- d) Vacancies that come up during a term will not be advertised, except by a resolution of Council.

5. Terms:

- a) Members will be appointed for one or two year terms to ensure continuity of committee membership by maintaining a staggered term system.
- b) Members may be re-appointed for up to three consecutive terms.
- c) At Council's discretion a member's appointment may be rescinded if the person is absent from two consecutive meetings in any one year period, unless the absence is because of illness or injury or by a resolution of Council.
- d) If required, committee member appointments may be rescinded by a resolution of Council.

6. Meetings:

- a) Meeting quorum is four voting community representatives.
- b) Committees will meet a minimum of four times per year at the call of the Chair.
- c) No meetings are held during the summer and winter breaks (July, August and December).
- d) Meeting rules and procedures will be in accordance with the *Council Procedure Bylaw*.



7. Minutes:

- a) Minutes shall be recorded by District staff.
- b) Draft minutes shall be provided to Corporate Services at the earliest opportunity for inclusion on a Council agenda for Council's information.
- c) Minutes shall be adopted by the committees and the original adopted minutes must be signed by the Chair and provided to the Corporate Officer for the corporate record.

Mayor Mayco Noël
District of Ucluelet



Application for Appointment to an Advisory Committee

Please submit your application by **(day, month, year at time)**.

| PERSONAL INFORMATION | |
|----------------------|-------------|
| Name | |
| Home Address: | |
| Mailing Address: | |
| Home Phone: | Cell Phone: |
| Email: | |

| COMMITTEE OF INTEREST | |
|--|--------------------------------|
| Please indicate, in order of preference, ONLY the committees you are interested in. | |
| ___ Recreation Advisory Committee | ___ Harbour Advisory Committee |

What are your reasons for seeking appointment?

Outline how your skills and experiences support your application for appointment to this Committee?

Personal information you provide on this form is collected to assist in administration and/or operational functions of the District of Ucluelet in accordance with the *Local Government Act* and *Community Charter*. The information will only be used for the purposes of committee recruitment and will not be released except in accordance with the *Freedom of Information and Protection of Privacy Act*. Questions about the collection of your personal information may be referred to the Manager of Corporate Services at 250.726.7744

Describe your history of community involvement (both past and present).

TO BE SIGNED BY THE APPLICANT

I confirm that the above information is true and correct.

Signature of Applicant

Date:

Submit Your Application To:

Mayor and Council (c/o Corporate Services)
District of Ucluelet | PO BOX 999 – 200 Main Street | Ucluelet, BC V0R 3A0
Telephone: 250.726.7744 | Email: info@ucluelet.ca

Personal information you provide on this form is collected to assist in administration and/or operational functions of the District of Ucluelet in accordance with the *Local Government Act* and *Community Charter*. The information will only be used for the purposes of committee recruitment and will not be released except in accordance with the *Freedom of Information and Protection of Privacy Act*. Questions about the collection of your personal information may be referred to the Manager of Corporate Services at 250.726.7744



DISTRICT OF UCLUELET

Request to Appear as a Delegation

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

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

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

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

Requested Council Meeting Date: Feb 26, 2019

Organization Name: Island Health

Name of person(s) to make presentation: Dr. Paul Hasselback

Topic: Role of the Medical Health Officer

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

Please describe:

Role of the medical health officer, also to advise council of its responsibility to improve health in the community

Contact person (if different from above): Teresa Dalman

Telephone Number and Email: 250-739-6304 teresa.dalman@viha.ca

Will you be providing supporting documentation? Yes No

If yes, what are you providing?

Handout(s)

PowerPoint Presentation

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



DISTRICT OF UCLUELET

Request to Appear as a Delegation

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

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

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

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

Requested Council Meeting Date: February 26, 2019

Organization Name: Ucluelet Chamber of Commerce

Name of person(s) to make presentation: Joseph Rotenberg

Topic: Ucluelet Business & Employment Retention

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

Please describe:

Final UBERE report and introduce year 2 plan and funding request

Contact person (if different from above): _____

Telephone Number and Email: 250-726-4641 / chamberoffice@ucluelet.ca

Will you be providing supporting documentation? Yes No

If yes, what are you providing?

Handout(s)

PowerPoint Presentation

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

UBERE YEAR ONE REPORT



Results and Future Planning – Final Draft



UBERE YEAR ONE REPORT

RESULTS AND FUTURE PLANNING – FINAL DRAFT

Prepared by:

UCLUELET CHAMBER OF COMMERCE

Support from the following funding agencies is gratefully acknowledged:

BC RURAL DIVIDEND PROGRAM

DISTRICT OF UCLUELET

ISLAND COASTAL ECONOMIC TRUST

Cover Photo: James Wheeler photographer, Pixabay.com

TABLE OF CONTENTS

| | |
|---|-----------|
| EXECUTIVE SUMMARY | 1 |
| 1 INTRODUCTION | 1 |
| 1.1 Overview | 1 |
| 1.2 Program Components | 1 |
| 1.3 UBERE History | 2 |
| 1.4 What is BRE? | 2 |
| 2 PROJECT DESCRIPTION | 3 |
| 2.1 Staffing | 3 |
| 2.2 Employer Database | 3 |
| 2.3 Survey Questions and Software | 3 |
| 2.4 Interviews | 4 |
| 2.5 Advisory Committee | 6 |
| 2.6 Communications | 6 |
| 2.7 Youth Programming | 7 |
| 2.8 Ad Hoc Support | 9 |
| 3 RESEARCH RESULTS | 10 |
| 3.1 Business Climate Ratings | 10 |
| 3.2 Public Services Ratings | 11 |
| 3.3 Strength of the Economy | 12 |
| 3.4 Economic Development Challenges | 16 |
| 3.5 Challenge #1 - Employee Attraction and Retention | 16 |
| 3.6 Challenge #2 - Commercial and Industrial Real Estate | 20 |
| 3.7 Challenge #3 - Seasonality of Revenues | 26 |
| 3.8 Challenge #4 - Housing | 28 |
| 3.9 Challenge #5 - Strategic Business and Succession Planning | 32 |
| 3.10 Other Results of Interest | 34 |
| 4 TOURISM ASSET RETENTION | 39 |
| 5 RESPONSIVE PROGRAMMING | 44 |
| 5.1 General Employer Support Services | 44 |
| 5.2 Employee Attraction and Retention | 45 |
| 5.3 Commercial and Industrial Real Estate | 46 |
| 5.4 Seasonality of Revenues | 47 |
| 5.5 Housing | 47 |
| 5.6 Strategic Planning | 48 |
| 6 YEAR TWO PLAN | 49 |
| 6.1 Overview | 49 |
| 6.2 Business Retention and Expansion (BRE) | 50 |
| 6.3 Youth | 51 |
| 6.4 Housing | 51 |
| 6.5 Employee Attraction and Retention | 52 |
| 6.6 Employee Training | 53 |
| 6.7 Retail and Industrial Space | 53 |
| 6.8 Seasonality | 54 |
| 6.9 Management Capacity Training | 55 |
| 7 CONCLUSION | 56 |
| APPENDIX: LESSONS LEARNED | 57 |

EXECUTIVE SUMMARY

The Ucluelet Business and Employment Retention and Expansion (UBERE) program was created by the Ucluelet Chamber of Commerce as part of a strategic re-orientation of the services offered by the Chamber and the role it plays in the local economy. It was funded in Year One (2018) through grants from the BC Rural Dividend Program, the District of Ucluelet, and the Island Coastal Economic Trust, and by the Chamber.

The first year included an intensive program of 83 interviews, covering 90 local employers, to identify key issues and opportunities. The top five challenges that were identified:

1. Employee attraction and retention
2. Commercial and industrial real estate
3. Seasonality of revenue
4. Housing
5. Strategic business and succession planning

Activities

Various tools and services were developed in response to what was learned in the interviews. A total of 19 workshops on various topics were hosted, most of which had good attendance (10+ people) and excellent satisfaction ratings. Several business networking events were also hosted.

UBERE staff provided ad hoc support to local employers on more than 30 occasions.

Youth programming is a key focus for the program, including a weekly after-school Youth Entrepreneurship Program, as well as a Youth Employer Database and Youth Business of the Year Award.

A “Made in Ucluelet” campaign was developed, including graphic design and qualification criteria, that will identify locally-produced good and the local businesses who sell them (including online).

Year Two Plan

The proposed plan for Year Two of UBERE is flexible and scalable, depending on the amount of funding support that is received. The baseline budget amount assumes a \$30,000 grant from the District of Ucluelet, while the “Full” scenario assumes a total budget of \$100,000+.

The ambitious Year One workplan for the UBERE program was successfully achieved. The Chamber leveraged tremendous value for the District’s \$30,000 investment.

This has been recognized and highlighted at a provincial level through an UBERE profile on the BC Ideas website (which is an online tool to share best practices in local economic development) and by securing a community nomination for a Small Business BC “Open for Business” award.

1 INTRODUCTION

1.1 Overview

The Ucluelet Business and Employment Retention and Expansion (UBERE) program is operated by the Ucluelet Chamber of Commerce. It is designed to support the health of local businesses, to encourage an environment for new economic development opportunities, and to help sustain quality employment options as part of Ucluelet's exceptional quality of life.

Year One of the program, in 2018, included an intensive program of employer interviews to identify key issues and opportunities. Various tools and services were developed in response to what was learned and over the course of the year, the Chamber was increasingly viewed as a reliable source of ad hoc support and guidance for local employers. Year One also included a special focus on youth entrepreneurship and career development and featured regular collaboration and liaison with District of Ucluelet staff and Council.

The program was funded through grants from the BC Rural Dividend Program, the District of Ucluelet, and the Island Coastal Economic Trust, and by the Ucluelet Chamber of Commerce.

1.2 Program Components

According to the Chamber's funding agreement with the provincial Rural Dividend grant, the UBERE program was required to have five components in Year One:

1. **Ucluelet Business & Employment – Retention & Expansion (UBERE) Program.** This was the core of the program and includes in-depth interviews with local employers and reporting of results to the District of Ucluelet.
2. **Business Care & Education Seminars/Workshops.** The program featured a total of 19 workshops tailored to employer needs, as identified through the interviews, as well as the creation of other information resources and tools and the provision of individualized ad hoc employer support.
3. **Youth Engagement.** A weekly youth entrepreneurship program for high school students started in the fall of 2018, a database of youth employers was created and distributed, and a new Youth Business of the Year Award, for business owners under 40, was established.
4. **Tourism Asset Retention Initiative.** An inventory of local organizations that are "tourism assets" was developed and their research results were analyzed separately, leading to a package of Year Two initiatives with a tourism asset focus. A "tourism asset" is an entity that draws visitors to the community (such as the Ucluelet Aquarium).
5. **UBERE Program Continuity Plan.** The final required component is the creation of a plan for the UBERE

program to continue past Year One, which is contained in Section 6 of this report.

1.3 UBERE History

The Ucluelet Chamber of Commerce was originally focused on providing visitor and destination marketing services. In 2015, Tourism Ucluelet (TU) moved from a Chamber sub-committee to an incorporated not-for-profit society. The contract for managing visitor services was transferred to TU, requiring the Chamber to seek alternative funding sources and to reinvent its focus and value proposition. It had to ask: “What do local employers need and how can we help?” The answer was a pivot toward economic development services.

As a smaller municipality, the District of Ucluelet had not recently employed a full-time economic developer, but the Chamber saw the opportunity to help fill that gap by implementing Strategy 2 of the District’s recently-updated Economic Development Strategy. This strategy is to “Operate or support a Business Retention and Expansion (BRE) program”. The Chamber decided to launch UBERE, a BRE program aimed at understanding business needs, supporting local employers, and informing municipal strategic planning.

The District partnered with the Chamber in April of 2017 to obtain the funding needed to operate UBERE. Ursula Banke, of the Alberni Valley Employment Centre, drafted a successful grant application and UBERE staff were hired in November of 2017.

1.4 What is BRE?

Business Retention and Expansion (BRE) programs are focused on strengthening local employers and encouraging them to thrive and grow. Most new employment and investment in rural communities comes from businesses that are already operating locally and invested in the local community.

The traditional approach to BRE involves regular and detailed consultation with employers to gather information about their challenges and opportunities, creating tools and programs that respond to the identified issues, fostering long lasting relationships, and keeping local government and the public informed about priority topics and trends.

UBERE had a broader scope than most BRE programs for the following reasons:

1. It engaged non-profit and public employers rather than focusing only on private businesses.
2. It included a special focus on issues affecting tourism assets.
3. It included an explicit youth engagement component.

2 PROJECT DESCRIPTION

2.1 Staffing

The UBERE program was created and grant funding was secured by a dedicated team of Chamber of Commerce Board members, including Ursula Banke, Dian McCreary, Suzanne Ryles, Marilyn McEwan and Laurie Gehrke. As Chamber President, Dian provided overall project oversight and liaison with funding agencies.

The funding was designed to support two staff positions – a “manager/trainer” and a “facilitator/trainee.” The manager position required experience with business retention or similar programs. A suitable person was not identified locally so the position was filled as a part-time contract by Jamie Vann Struth, an experienced economic development consultant based in Vancouver who had prepared Ucluelet’s Economic Development Strategy and was familiar with the community.

He managed the program remotely, with frequent trips to Ucluelet, particularly at the outset of the project to hire and train the local facilitator and oversee the launch of the employer interview program.

Joey Rotenberg was hired as the program facilitator, working out of the Chamber office. Joey and Jamie worked closely together in the early part of the program and conducted the first round of interviews together. Joey then took the lead on day-to-day program implementation. UBERE staff also worked closely with the Chamber’s Office Manager, Lara Kemps, on many events and initiatives over the year.

2.2 Employer Database

UBERE staff began by developing a database of local employers, based on the Chamber’s membership and newsletter lists and the District’s business license registry.

Research about each organization was then conducted to confirm location, contact information, and industry sector (using NAICS – the North American Industry Classification System). This allowed UBERE staff to use 2016 Census employment data as a reference to ensure the interviewed employers were a representative subset of the local economy.

2.3 Survey Questions and Software

Next, UBERE staff developed a comprehensive business survey by modifying publicly-available BRE questionnaires used in other communities and customizing to include Ucluelet-specific issues like the Kennedy Hill Safety Improvements.

A variety of software solutions were explored through online research and by interviewing several BC economic development organizations with experience managing BRE programs. The final choice was an online survey tool called SurveyAnyplace that had the key functionality of being able to run offline while conducting an interview.

Many interviews were held at the employer’s place of business and wireless internet access could not always be assumed. Interview responses were typed into the survey software on the UBERE laptop and uploaded to the server once an internet connection was available.

The UBERE survey included 114 questions (which did not apply to all companies) that addressed a broad range of issues, including:

- Revenues and Growth
- Human Resources
- Exporting
- Business Planning
- Industry Trends
- Facility and Equipment
- Public Services
- Business Climate
- Management Capacity
- Management and Employee Training Topics

The survey also included an “early warning system” where the interviewer made a judgment of whether the employer was at risk of relocating, downsizing, or closing.

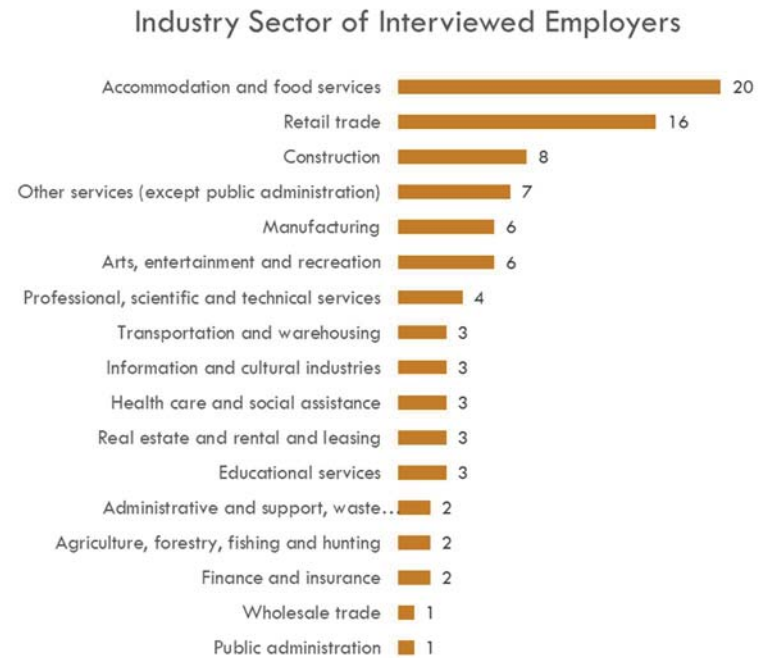
UBERE interviews were conducted in a conversational style and typically lasted for an hour, but sometimes longer depending on the verbosity of the respondent. Irrelevant questions were skipped and employers were free to pass on questions they were uncomfortable answering. As a result, the number of questions included in each interview varied somewhat. The notation “N” is used throughout the report to indicate the number of responses for each question.

UBERE staff began coding data and identifying trends early in the interview process, which allowed responses to be developed throughout the program.

2.4 Interviews

A total of 83 in-depth interviews with local employer representatives were conducted. Since seven respondents

represented two distinct entities a total of 90 local employers from the public, private, and not-for-profit sectors were engaged. The chart below shows the interview count from each industry sector.

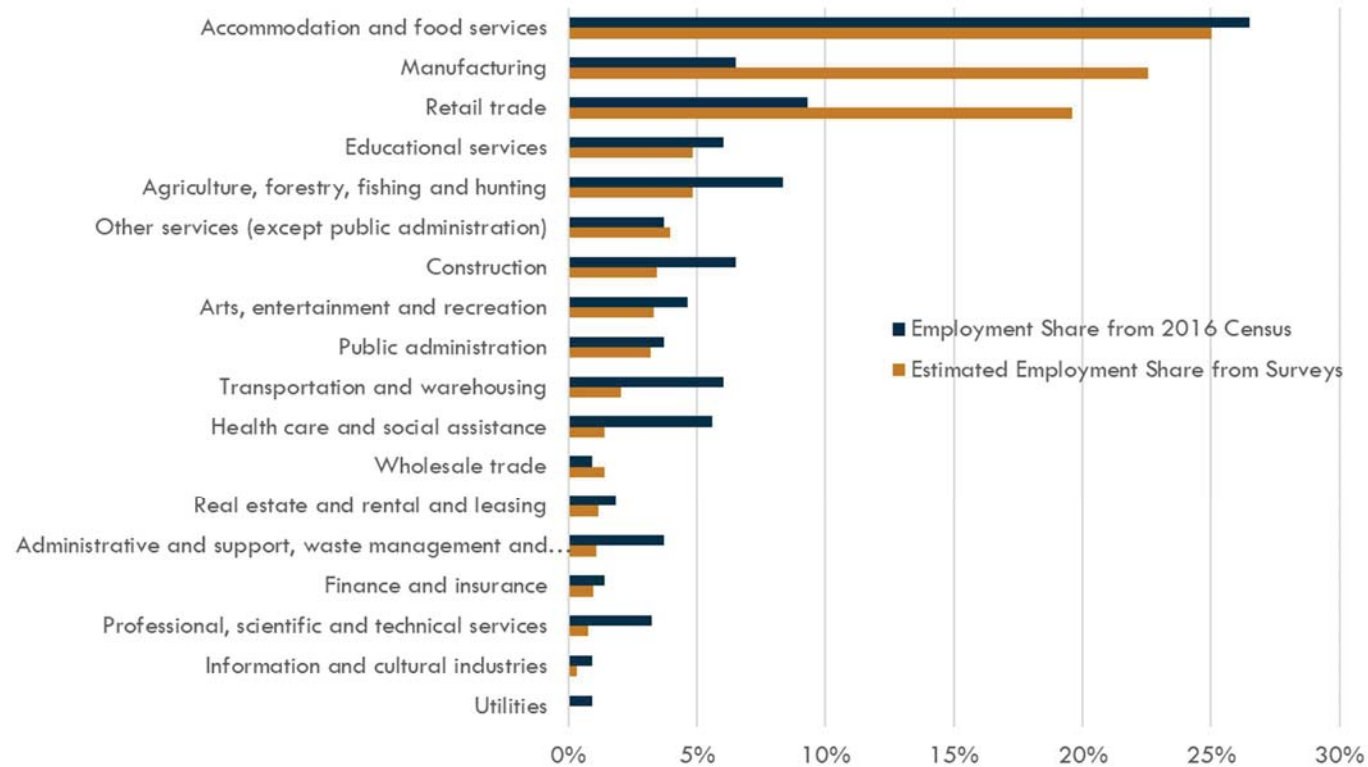


Some interview participants represent only themselves or a small number of people, while others have dozens of employees.

The next chart compares the estimated distribution of employment among the interviewed employers with the employment sector of Ucluelet residents from the 2016 Census.

These results that that the mix of survey respondents is a good representation of the local economy.

2016 Employment by Sector (Census) vs. Estimated Employment from Survey Participants



2.5 Advisory Committee

An UBERE Advisory Committee was created to provide advice and guidance to the program. It included the following individuals:

- Lori Camire, Community Futures Alberni-Clayoquot
- Jen Dart, Tofino Chamber of Commerce
- Laurie Gehrke, Ucluelet Co-op and Ucluelet Chamber of Commerce
- Laura Griffith-Cochrane, Ucluelet Aquarium
- Diane Harskamp, Sea View Seniors Housing Society
- Evan Hauser, Nuu-chah-nulth Employment and Training Program (NETP)
- Rebecca Hurwitz, Clayoquot Biosphere Trust
- Dian McCreary, Reefpoint B&B and Ucluelet Chamber of Commerce
- Cheryl McLay, Ministry of Forests, Lands, Natural Resource Operations and Rural Development
- Mayco Noel, District of Ucluelet Council
- Mary Ruff, Alberni Valley Employment Centre

The committee met three times over the course of project. At each meeting, UBERE staff provided an update on project activities and committee members offered suggestions.

Guidance from the Advisory Committee led to several UBERE responses including utilizing Junior Achievement curriculum for UBERE's youth entrepreneurship program. The contributions of Committee members are gratefully acknowledged!

2.6 Communications

UBERE staff used different communication channels for different purposes. Oral presentations and written reports to Council were used to report progress and findings to local politicians and District staff. Chamber Chats published in the Westerly news were used to inform the public about the UBERE program. Chamber communications channels like social media, the Buzz (the Chamber's newsletter), and Ucluelet.ca were used for the following purposes:

- Increase the profile of local businesses through business spotlights (see example on the next page)
- Advertise local networking and workshop opportunities
- Advertise online and non-local workshops
- Disseminate information about funding opportunities
- Publicize the Business Support Catalogue developed by UBERE staff
- Publish follow-up articles about UBERE events

The West Coast Nest was also used to advertise local workshops, of which there were 19 (the workshops are discussed in detailed in section 5).

Pacific Rim Distilling - Locally Distilled Fine Spirits

Luke Erridge founded Pacific Rim Distilling in 2017 with one goal mind – distill high quality small batch spirits using his secret family recipe.

Humpback Vodka, Pacific Rim Distilling's first commercially available spirit, was introduced in early 2018 and it's terrific. But don't take my word for it, try it at one of the many local establishments that feature Humpback Vodka (like Hanks), or stop by the Pacific Rim Distilling headquarters for a sample!

Pacific Rim Distilling has been a long time in the making. Luke comes from a long line of distillers. He learned his craft from his grandfather Ken, and Pacific Rim Distilling uses recipes that have been passed down from generation to generation for 150 years.

Only the highest quality BC grown ingredients are used to produce Pacific Rim Distilling spirits, and Pacific Rim strives to make their products as environmentally friendly as possible. We, at the Chamber of Commerce, like that about Pacific Rim Distilling. Stay tuned, because Pacific Rim Distilling will be rolling out another batch of Humpback Vodka as well as their Whisky and Gin in the not too distant future.

For more information about Pacific Rim Distilling:

Drop in for a visit: Open Friday & Saturday, 11:00 a.m. - 7:00 p.m. at 2-317 Forbes Rd. beside Ucluelet Rent it Centre.

Follow them on Facebook or Instagram: <https://www.facebook.com/pacificrimdistilling/> @pacificrimdistilling

Pacific Rim Distilling Business Spotlight Published on Ucluelet.ca



The Youth Business of the Year Award

recognizes innovative local businesses owned and operated by anyone under the age of 40. Starting in 2019, it will be presented annually at Ukee Days in July in conjunction with the Chamber's Business of the Year Award and Youth Citizen of the Year Award.

The **Youth Entrepreneurship Program** was an afterschool program for students between the ages of 14 and 17. It utilized curriculum developed by Junior Achievement known as the Company Program. The Company Program is a hands-on business program where local business leaders help youth design, organize, and operate a real company. Program participants pick an idea, market their product, sell it, and track their finances.

2.7 Youth Programming

UBERE's youth engagement program had three parts:

- Youth Employer Database
- Youth Business of the Year Award
- Youth Entrepreneurship Program

The **Youth Employer Database** lists local employers that hire high school aged youth. It is intended to be a starting point for local youth seeking employment. The Database received positive feedback from local employers and a representative from Ucluelet Secondary School.

Nine youth from Tofino and Ucluelet participated in the Company Program. They formed a company called Wild Coasters with their own funds. Wild Coasters manufactured locally sourced wood coasters. The Company launched in early December and was in the black by the end of that month despite having to pivot after discovering a competitor was using their preferred name.

The youth participants built and enforced their corporate norms, pitched their ideas to the group, and interviewed for different executive level positions at Wild Coasters. They also developed a marketing plan, website (www.wildcoasters.ca), social responsibility plan, production plan, sales goals, and a video report. Participants also tracked finances, made direct sales at local markets, and negotiated commercial wholesale agreements with three local retailers.



Wild Coasters Sales Reps at the Ukee Christmas Market

Wild Coasters proved to be a profitable venture. As a result, when the company liquidated in February of 2019 the youth shareholders were issued healthy dividends and a portion of its profits were donated to a local charity. More importantly, Wild Coasters was truly a youth owned and operated company



Wild Coasters' Christmas advertising

in which participants learned from their peers and the adult mentors.

The UBERE program congratulates the Wild Coasters shareholders: Kaya, Rueben, Tim, Tristan, Will, Ella, Riley, Owen, and Lachlan for their hard work, commitment, and success!

A huge thank you to the adult mentors – Trevor Jurgens, Rich Lindsay, and Ming Kao – for their support, knowledge, and time. Special thanks to the Masso family for their help – the participants would not have met their production goals without you!

Participant and parent feedback about the UBERE's Company Program was positive. The participants had fun, and one parent wrote "Thank you for bringing this [program] to our community and our children."

Programs like the Company Program are particularly important in rural communities like Ucluelet for four reasons. First, they deliver curriculum that is not typically available at rural high schools like Ucluelet Secondary School. Second, they focus on financial literacy. Third, they give youth the opportunity to interact and learn from local entrepreneurs. Fourth, participants experience the challenges and rewards of operating a company in their hometown, which may encourage rural youth retention by motivating participants to open a local business after completing their studies. Given the importance of a program like this, the Chamber should strive to continue to offer the program in future years.

2.8 Ad Hoc Support

UBERE staff provided ad hoc support to local employers on over 30 occasions throughout the program. The ad hoc supports included but were not limited to the following:

- Working with employers to define and isolate their issue
- Researching local bylaws and other discrete local issues
- Researching Provincial and Federal regulatory requirements
- Referring employers to legal information sources
- Referring employers to the Business Support Catalogue developed by UBERE staff
- Resolving conflicts between local entities
- Informing employers about business registration, tax, local bylaws, and zoning requirements
- Advising employers about government funding sources and angel investment groups
- Publishing business spotlights and business support pieces
- Referring employers to business, tax, legal, and accounting experts
- Referring start-ups to potential mentors operating in their sector
- Referring employers to relevant training opportunities
- Referring employers to staff housing opportunities
- Referring employers to commercial lease opportunities
- Referring employers to business planning related statistics

UBERE staff received positive feedback about the support they provided. One business owner described the UBERE facilitator as the “perfect bridge” for dealing with municipal bodies and their regulations. He went on to state that “When I need

something that has to go through municipal government, I AM MUCH MORE comfortable after I have discussed it with Joey.”

3 RESEARCH RESULTS

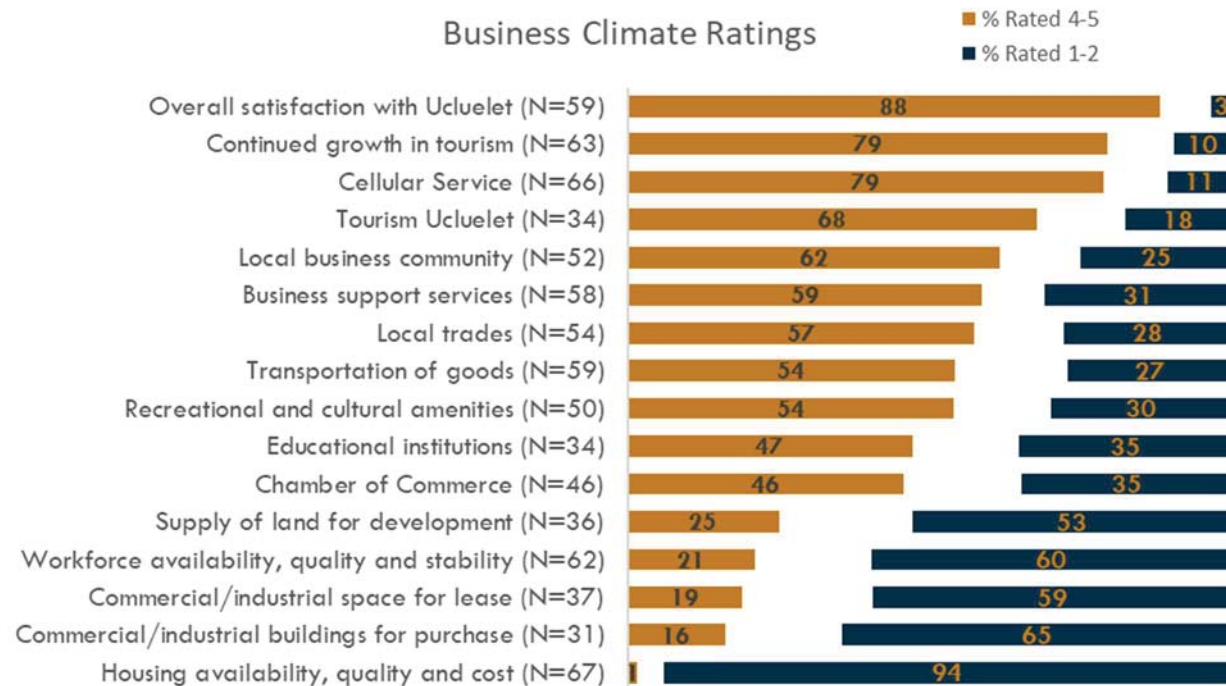
3.1 Business Climate Ratings

The UBERE interviews covered many detailed business topics, but there were two over-arching questions that provide excellent context for the more detailed discussion of issues in the rest of this section.

The first is the rating of various business climate factors on a scale of 1 to 5, where 5 is “Very Satisfied,” 3 is neutral, and 1

is “Very Unsatisfied.” The chart below compares the percentage of respondents with a favourable rating (4 or 5) compared to the percentage with an unfavourable rating (1 or 2).

The discussion that follows will often refer to the average rating for each topic, which is not shown in the chart but ranges from 4.33 (for Overall satisfaction with Ucluelet) to 1.31 (for Housing).



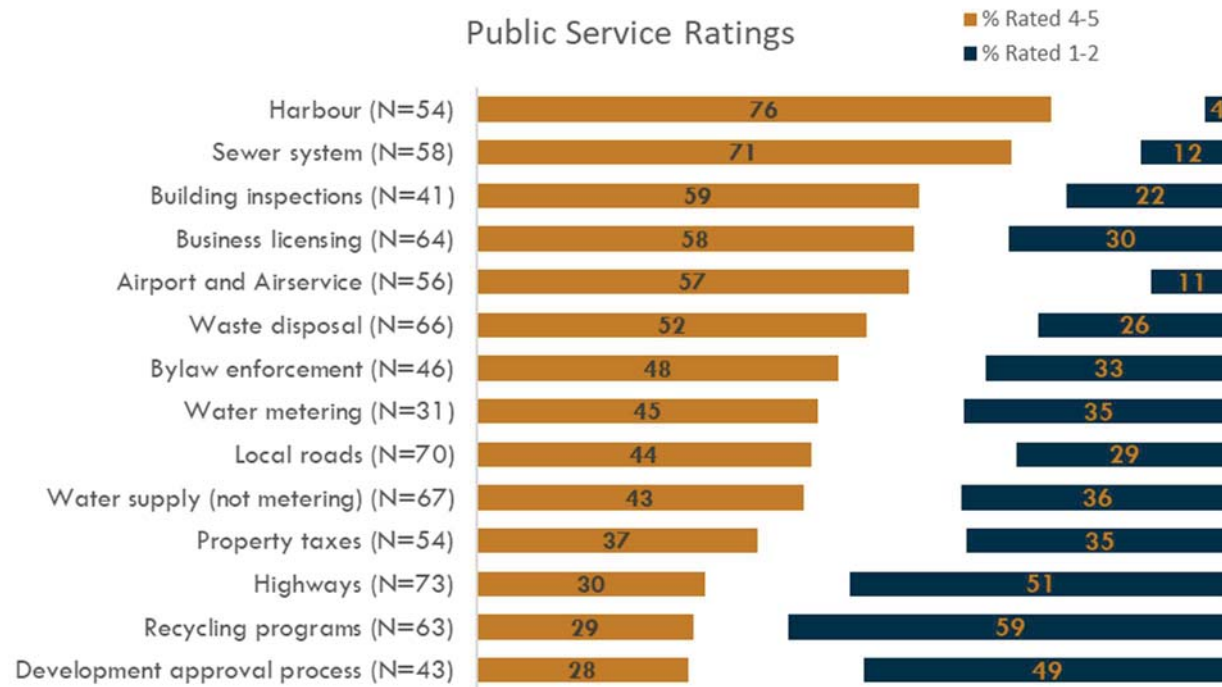
3.2 Public Services Ratings

The 2nd high-level summary of results that helps to inform the subsequent discussion is the rating of various public services.

They are rated on a similar 1 to 5 scale (5 is Very Satisfied, 3 is neutral, 1 is Very Unsatisfied).

Note that the comments relating to recycling programs are largely concerned commercial recycling services, meaning this is not an accurate rating of a purely public service.

Similar to the business climate ratings, the discussion of public services in the rest of Section 3 will refer to the average rating on the 5-point scale, which ranges from 3.93 for the harbour to 2.63 for the development approval process.

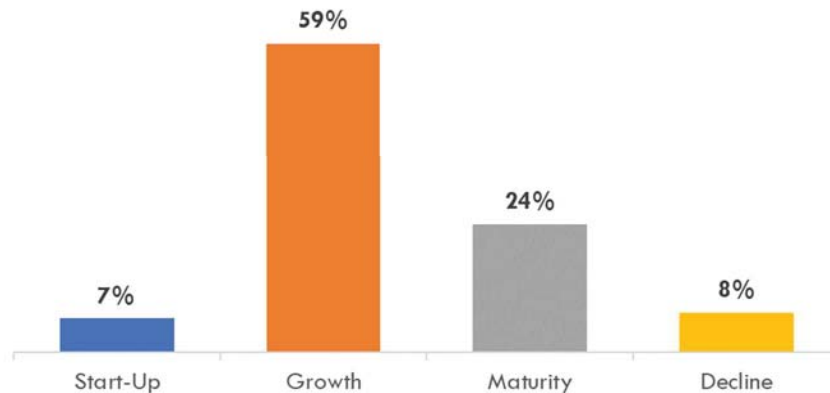


3.3 Strength of the Economy

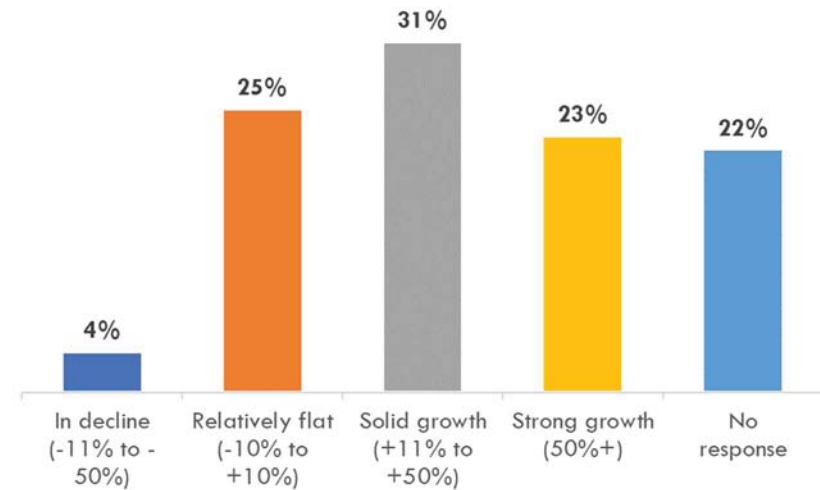
A variety of interview results suggest that Ucluelet's economy is currently performing well:

- Most respondents reported solid or strong revenue growth over the last three years (only 4% reported a revenue decline of more than 10%)
- Most respondents indicated that their business was in a growth stage of the revenue cycle (only 8% reported being in decline)
- Only three percent of the respondents were identified as at risk of relocating, downsizing, or closing

Where in the revenue cycle is your business?



Revenue change between 2014 and 2017



Although most respondents reported solid or strong growth, only one-third of business owners pay themselves a regular salary. This attests to the unpredictable cash flow for many small businesses, particularly in the off-season.

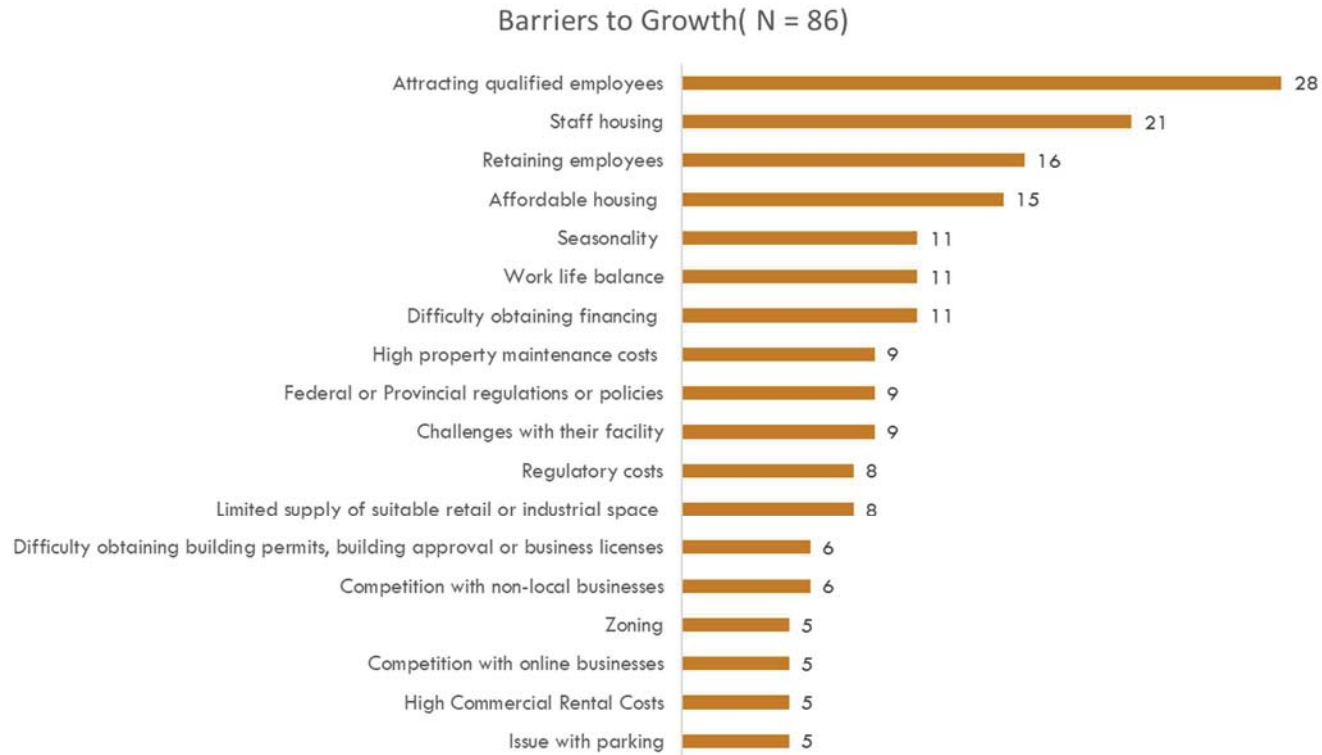
It must also be noted that the employers included in the UBERE interviews were not a random sample. An attempt was made to balance the employers by industry, but the interviews were conducted with many of the largest employers, with employers who asked to be involved in the program, and with employers who had a personal or business connection to UBERE or Chamber staff and Board (which facilitated arranging the interviews). It is possible the general performance of Ucluelet employers is not as positive as what is shown here.

Barriers to Growth

Barriers to growth that were identified by at least 5 employers are listed in the chart below. They fall into the following general categories, many of which are inter-related:

1. Employee attraction and retention
2. Housing
3. Seasonality of revenues
4. Commercial and industrial real estate
5. Financing
6. Facility-related
7. Federal or provincial regulatory issues
8. Lifestyle

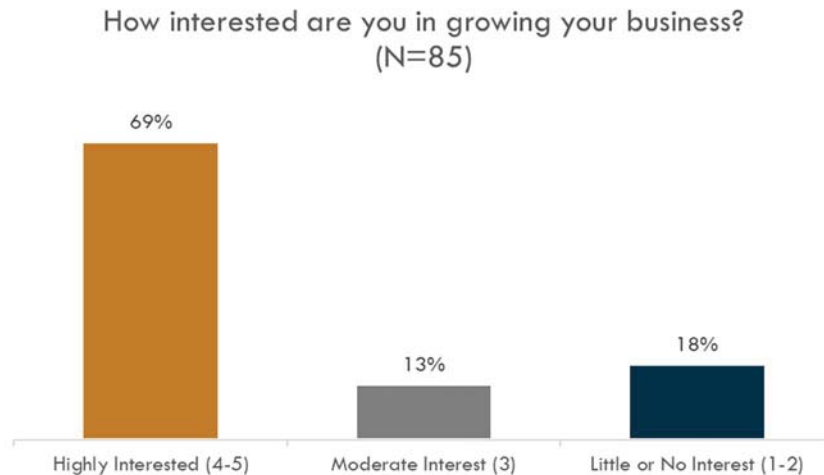
Each of these issues is interwoven into the discussion in the rest of Section 3.



Despite the various barriers to growth on the previous page, most respondents were very satisfied with doing business in Ucluelet. The overall satisfaction with Ucluelet as a business location was higher than any single business climate factor, with an average rating of 4.33 out of 5. This bodes well for Ucluelet's goal to retain local businesses.

Financing Future Growth

Most respondents reported that they were highly interested in growing their business and the vast majority will use retained earnings to finance growth. A noteworthy number of respondents will rely on institutional lenders or personal/family investments to grow and very few respondents plan to rely on grants, private lenders, shareholder loans, equity sales, or loans from Community Futures.



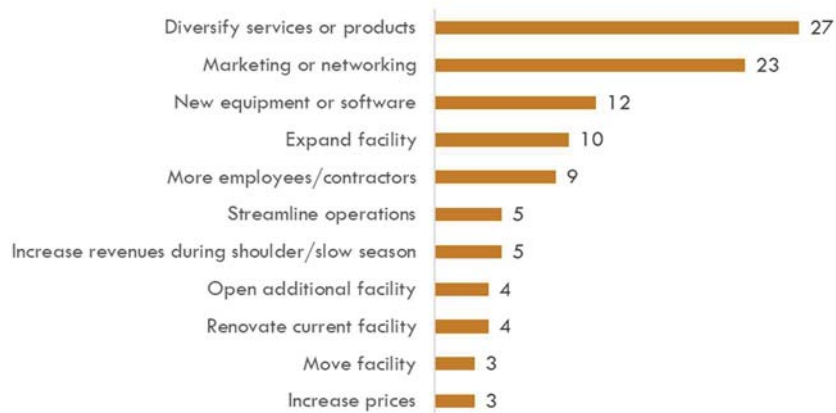
How do you plan to finance the growth of your business or future operations? (N=90)



There are three main factors explaining why some respondents are not interested in growth:

1. **Retirement:** Five respondents plan to wind down operations, retire, or are thinking exit strategy. These comments align with the fact that 18 respondents were 60 years of age or older.
2. **Work-life Balance:** Ten respondents were concerned with work-life balance. This is not surprising since resort municipalities like Ucluelet attract many amenity migrants who emphasize the value of free time.
3. **Human Resources:** Seven respondents were discouraged by human resource issues. This aligns with this study's finding that employee attraction and retention are significant challenges for many local employers.

How do you plan to achieve this growth? (N=65)



Respondents identified a variety of strategies for driving growth, as noted above.

A total of 21 respondents have facility-related plans, including expanding, moving, renovating, or opening additional facilities. Other businesses are considering forward-looking strategies like diversifying their products and services and investing in either new equipment and software or hiring more employees or contractors.

Future Outlook

When asked about emerging trends in their industry, 48% of respondents (N=79) believe emerging trends will positively impact their business and 39% expect negative impacts.

Some of the topics that respondents think will affect their business in future years include:

- Changing customer preferences – 32%
- Changes in regulation or policies – 18% (this includes a wide range of policies, from access to fishing stocks to more restrictive environmental regulations to Airbnb crackdowns)
- Changes in technology, supplies or techniques – 13%
- Increase in online shopping taking business away from brick and mortar operations – 13%

3.4 Economic Development Challenges

Through careful consideration, all the information collected through the UBERE interviews can be distilled into five priority challenges:

1. Employee Attraction and Retention
2. Commercial and Industrial Real Estate
3. Housing
4. Seasonality of Revenues
5. Strategic Business and Succession planning

Many of these challenges are interrelated and are discussed in sections 3.5 to 3.9.

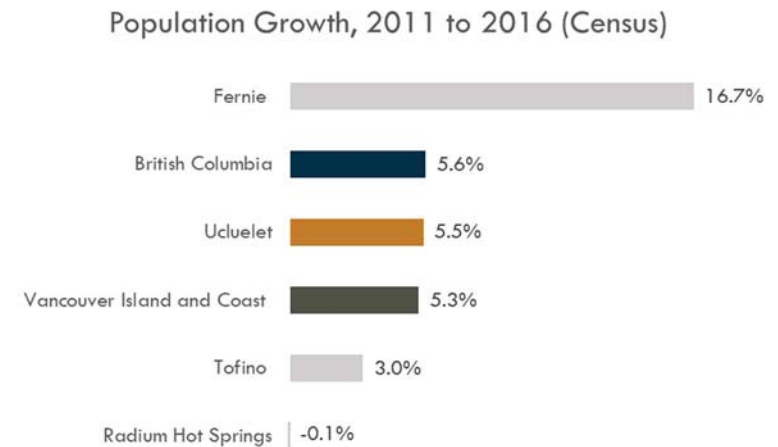


3.5 Challenge #1 - Employee Attraction and Retention

Background

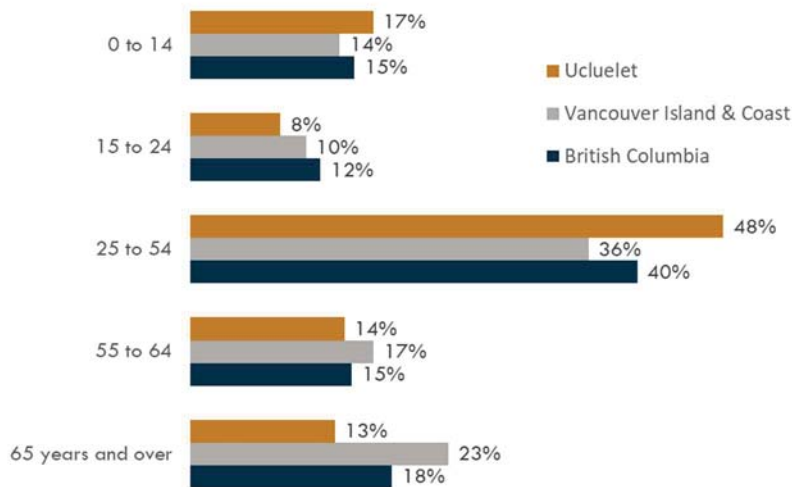
Ucluelet's population grew by 5.5% between 2011 and 2016, which is almost on par with the provincial rate. It exceeds the Vancouver Island and Coast growth rate as well as the growth rates of similarly sized resort municipalities like Tofino and Radium Hot Springs.

Ucluelet's growth rate demonstrates that it has the ability to attract residents.



Ucluelet's population is younger than regional and province wide averages. On average it also has significantly more residents in prime working-ages of 25 to 54 and far fewer senior citizens.

Population by Age Groups, 2016 (Census)



Ucluelet's unemployment rate as of the 2016 Census was 5.9%, lower than both the provincial and regional unemployment rates. It also has an extremely high participation rate of 78%, much higher than the BC rate of 64% and regional rate of 60%, which can be attributed to Ucluelet's younger age profile.

Of the 90 interviewed employers, 61 reported that they had employees that received T4 income. The remaining 29 were either owner-operated or only employed family members.

Forty-three percent of those that responded (N = 89) engaged contractors to work on site regularly. Entities that only employ contractors are not included in the 61 employers mentioned above.

Relevance

UBERE identified employee attraction and retention for the following reasons:

- 48 percent of those that responded (N=60) reported that positions were unfilled for extended periods of time in the last three years
- 33 percent of those that responded (N=86) specifically identified attracting qualified employees as a barrier to their growth
- 52 percent of the those that responded (N=61) reported that employee retention is a problem
- 19 percent of those that responded (N=86) specifically identified employee retention as a barrier to their growth
- Workforce availability, quality, and cost received the third lowest average business climate rating of 2.45 out of 5 (N=49)
- 17 percent of those who responded (N=41) stated that human resource issues are discouraging them from growing their business
- Employee attraction or retention was the most important issue for 13 percent of the respondents (N=88)

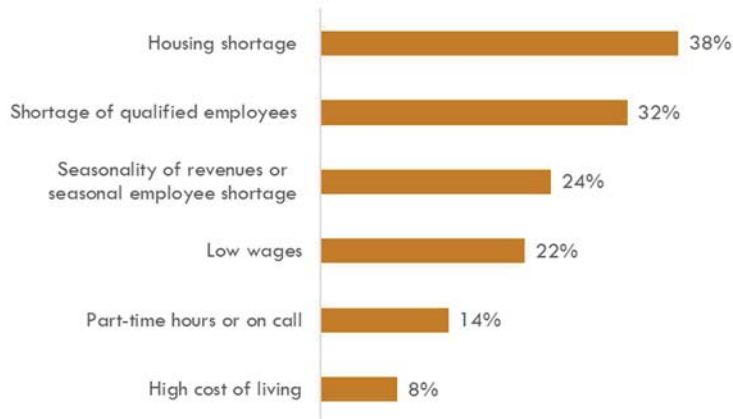
Comments

Respondents were asked to comment about why positions were unfilled, how employee retention is a problem, and why they rated workforce availability, quality, and stability the way they did.

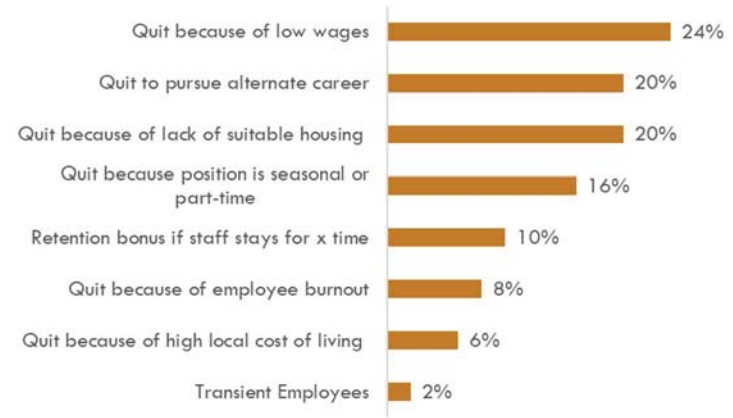
The comments show that the top four underlying employment attraction and retention issues relate to the following:

1. Housing shortages
2. Seasonal market trends
3. Low wages and affordability
4. Shortage of qualified employees

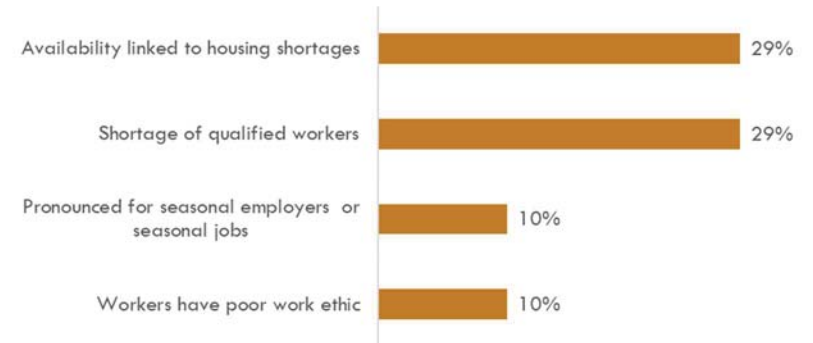
Why do you think the position was unfilled? (N=37)



How is employee retention a problem? (N=50)



Workforce availability, quality and stability comments (N=49)



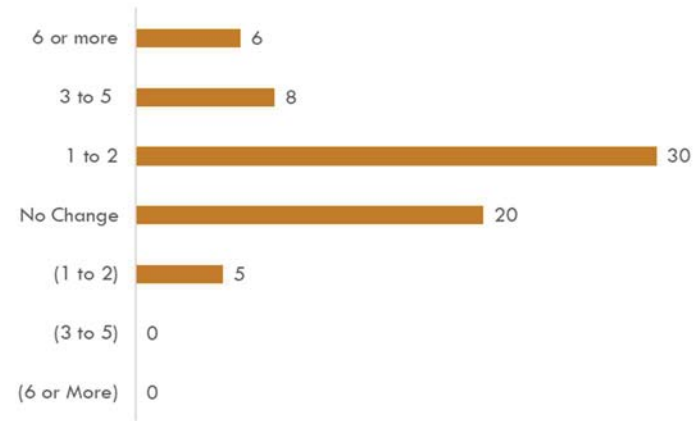
Worker shortages are particularly pronounced in the culinary industry as 63 percent (N=11) of respondents in the food service and drinking industry reported unfilled positions in the last three years. One respondent reported that this is an issue throughout the western world and even some Michelin-level restaurants are having a difficult time finding chefs.

Future

Demand and therefore competition for labour will likely increase in the future for the following reasons:

- 67% of respondents anticipate increased staffing over the next three years, while only 8% expect a decline (N=66)
- 31% anticipate losing employees to retirement (N=64)
- 14% specifically identified hiring more employees/contractors as part of their plan to grow their business (N=65)

Staffing Changes in the Next Three Years
(N=66)



Some employers plan to compensate for labour shortages by streamlining their operations, including through investment in new equipment and software. Sixty-five percent of respondents (N=88) anticipate significant new investment in machinery and equipment in the next three years.

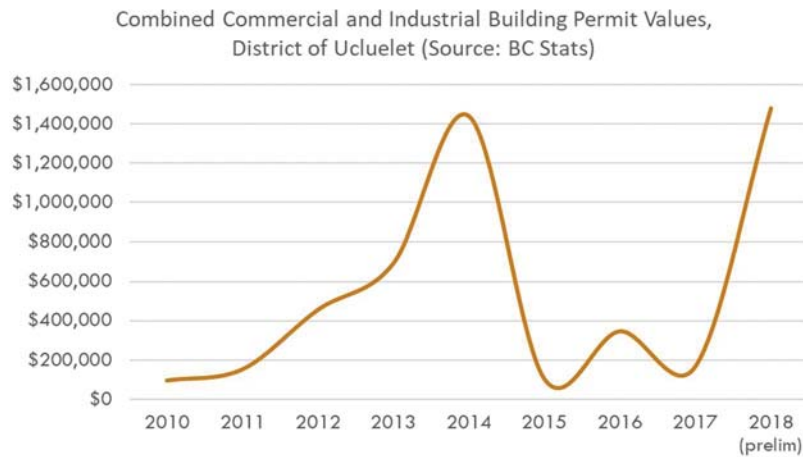
Related Issues

Housing and seasonality of revenues are related to this issue and are discussed in more detail in the following sections.

3.6 Challenge #2 - Commercial and Industrial Real Estate

Background

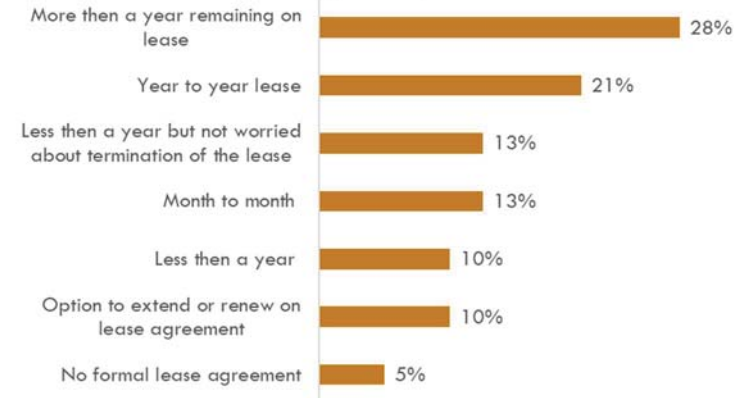
The value of local commercial and industrial building permits since 2010 has been variable, with peaks in 2014 and 2018. This is not surprising given small amount of inventory and the infrequency of structural renovations that require building permits.



52 percent of those who responded owned their facility and 48 percent leased (N=84). The graph below shows that a surprising number of the respondents that leased had:

- No formal lease agreement
- Less than a year remaining on their lease agreement
- A month to month lease agreement

Comments About Facility Lease Duration (N=39)

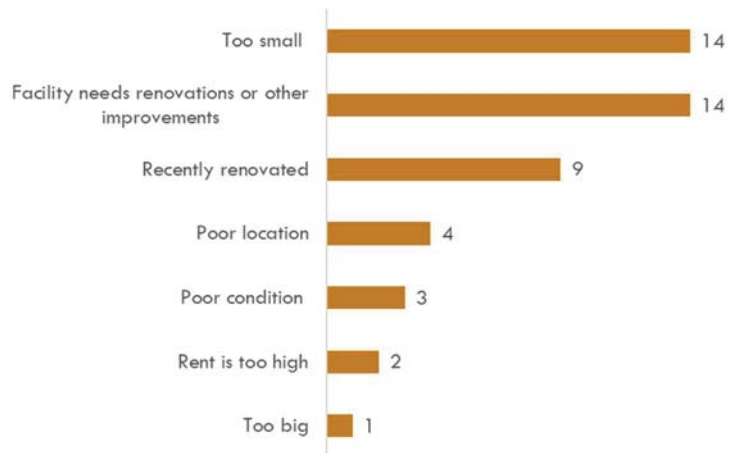


It also shows that many respondents with less than a year remaining on their lease agreement were not concerned about renewal or eviction.

The average satisfaction rating about the condition of the respondent's facility was 3.75 (N=81), which is somewhat less than the "satisfied" rating of 4. On balance, nearly two-thirds of respondents were satisfied or very satisfied with their current lease (rated 4 or 5) compared to only 19% who were dissatisfied.

The respondent's comments about their current facility show that many had either recently done repairs or believed the facility needed repairs or improvements. Another group stated that their facility was too small. Surprisingly, few respondents took issue with the location, condition, or cost of their current rent.

Comments about current facility (N=61)



Relevance

UBERE identified commercial and industrial real estate for the following reasons:

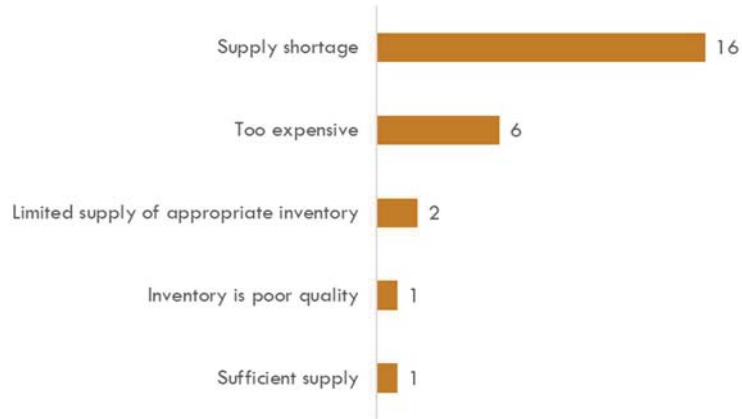
- The supply of commercial and industrial space for purchase received the second lowest business climate approval rating of 2.10 (N=31)
- The supply of commercial and industrial space for lease received the third lowest average business climate rating of 2.32 (N=37)
- Obtaining suitable manufacturing, retail, or office space was the most important issue to 6 percent of those who responded (N=88)

- 10 percent of those who responded (N=86) specifically identified challenges with their current facility as a barrier to growth
- 9 percent of those who responded (N=86) specifically identified limited supply of suitable industrial or retail space as a barrier to growth
- 21 percent of those who responded (N=71) specifically noted that identifying a suitable retail, office, manufacturing, or moorage space was a barrier to renovation/expansion/relocation

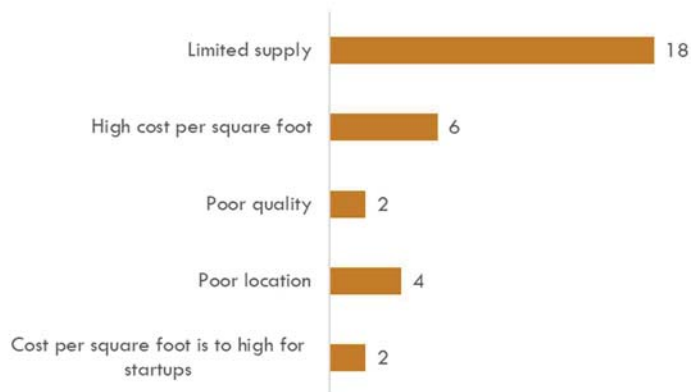
Comments

The supply of commercial and industrial space for purchase received the second lowest average business climate approval rating 2.10 (N=31). The supply of commercial and industrial space for lease received the third lowest average business climate rating 2.32 (N=37). The comments show that supply shortages and high costs are key underlying issues.

Comments on Supply of Commercial or Industrial Buildings for Purchase (N=26)



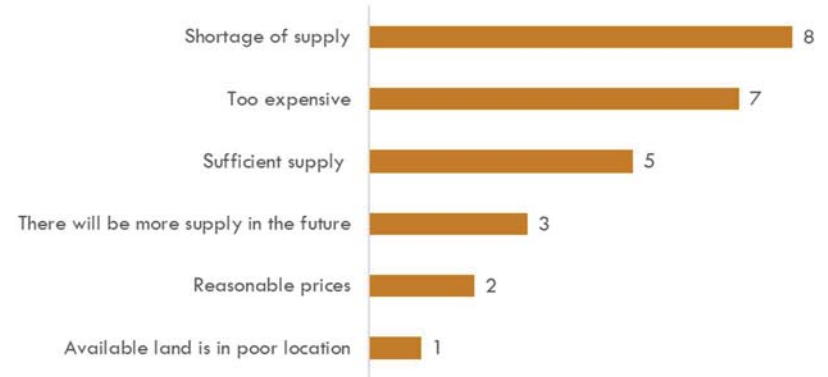
Comments about Commercial or Industrial Space for Lease (N=39)



Respondents were more satisfied with the supply of land for development although it received the fifth lowest average business climate satisfaction rating of 2.61.

Like leasehold and freehold commercial space, the comments show that cost is a central underlying issue. In contrast, the respondents made divergent comments about supply as eight respondents identified supply shortages and five respondents said that there was sufficient supply.

Comments about the Supply of Land for Development (N=30)

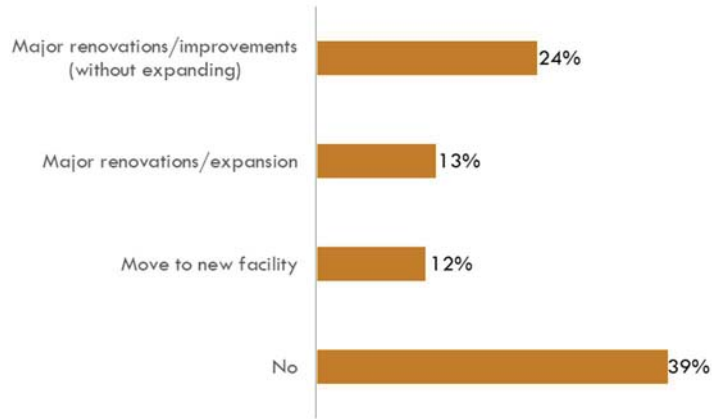


Future

It is likely that demand for commercial real estate will grow over the next three years for the following reasons:

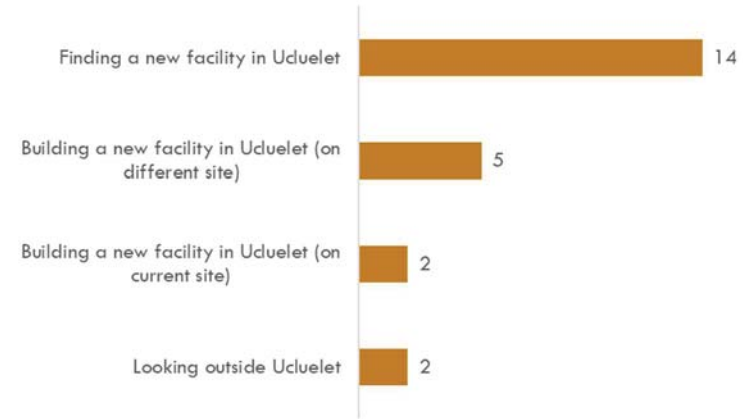
- 13 respondents anticipate moving to a new facility in the next three years and 13 anticipate expanding their facility via major renovations

Over the next three years, do you anticipate making changes to your facility? (N=80)



Most of those who are planning to move or expand are looking for local commercial or industrial spaces while a minority are looking beyond Ucluelet. The majority plan to purchase or lease a commercial space that has already been constructed and a minority are planning to construct their new facility.

How do you plan to change your facility? (N=23)



Most of the respondents that plan to build, rent, or purchase a new facility are looking for relatively small facilities. Ten respondents said they are looking for a facility that is 1,000 square feet or less and only two respondents reported that they were seeking a facility that was greater than 2,500 square feet.

Related Issues

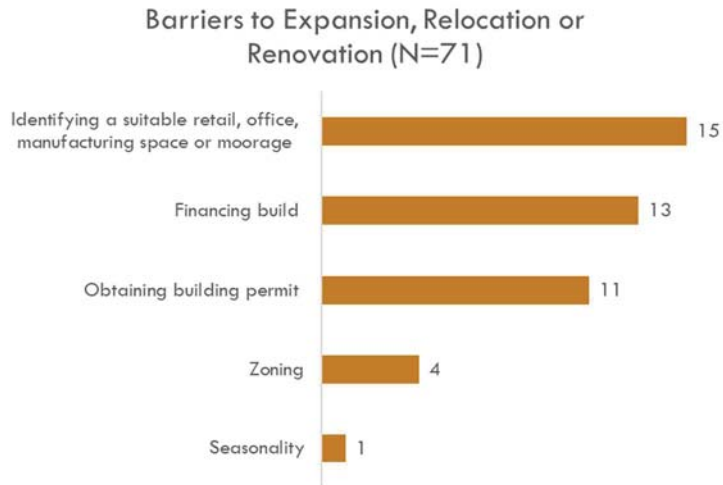
The following issues may be related to the limited supply of commercial and industrial spaces:

- Barriers to Renovation, Expansion, and Relocation
- Building Approval Process
- Local Trades
- Tax

Barriers to Renovation, Expansion, and Relocation

Several barriers to renovation, expansion, and relocation were specifically identified by the respondents. The most frequently identified barriers were related to the following:

- Suitable supply
- Obtaining financing
- Zoning
- Obtaining building permits



Supply issues were discussed above, and the following comments shed some light on the financing issue:

- 11 respondents specifically identified obtaining financing as a barrier to their growth (N=86)

- 16 respondents reported having difficulty obtaining financing (N=45) while 14 respondents reported having no difficulty obtaining financing
- Five respondents (N=45) attributed difficulty obtaining financing to insufficient cashflow or revenues
- Three respondents attributed difficulty obtaining financing to limited business experience or an unestablished credit score
- Three respondents obtained loans from government backed lenders like Community Futures and the Business Development Bank of Canada
- One respondent stated that obtaining financing was not an issue because he finances through his credit

As indicated in the in the chart to the left, four respondents stated that zoning was a barrier to their expansion, renovations, or relocation. In one case, limited appropriately zoned property may result in the shutdown of a local business. That business owner explained that his location is for sale and it is the only available appropriately zoned property. As a result, if he is unable to obtain the financing required to purchase his own location, he will have to close his doors.

Building Approval Process

The chart also shows that 11 respondents identified obtaining a building permit as a barrier to expansion, relocation, or renovations. This process appears to be a particularly topical issue for the following reasons:

- Seven percent of those who responded (N=86) stated that difficulty obtaining building permits, building approval, or business licenses is a barrier to operations or growth
- The building approval process received the second lowest average public service rating of 2.63 (N=43)
- The building inspector received the fourth highest average public service rating of 3.57 (N=59)
- Four respondents indicated (N=45) that they have increased confidence in the development approval process as a result of personnel changes at the District

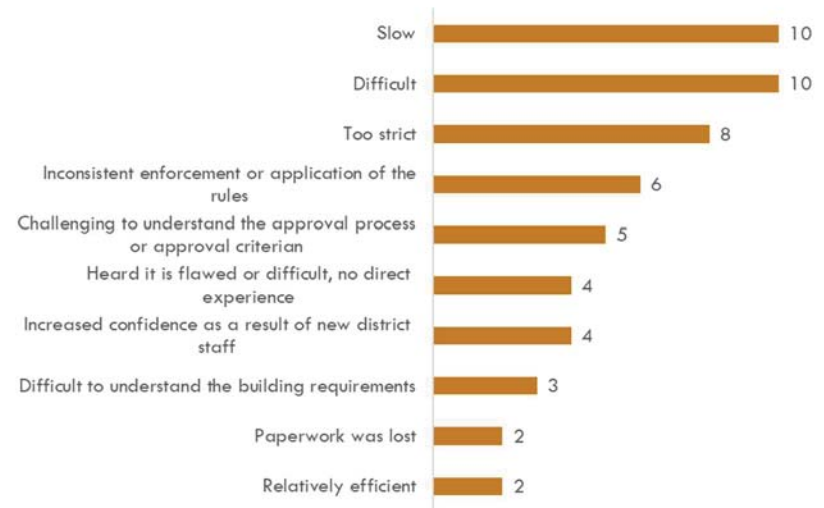
The chart to the right shows the comments about the development approval process. The most concerning trends include:

- Six respondents indicated that the rules had been applied arbitrarily
- Five respondents indicated that it is challenging to understand the approval criteria or process.

These comments highlight some of the frustration felt by applicants and emphasize how the District should continue to work toward a transparent and more easily-understood process.

On the upside, there were positive comments received about improvements to the process and public perception in the last 1-2 years.

Comments about the Development Approval Process
(N = 45)



Tax

Property taxes received the fourth lowest public service rating of 2.95 (N=54). Related comments show that many respondents thought commercial taxes are too high - this may have some negative impact on supply.

Trades

The availability of local trades may also negatively impact the development, renovation, and expansion of commercial and industrial spaces. Trades received a relatively strong business climate satisfaction rating of 3.33 (N=54) but the comments show that availability and delays are an issue.



3.7 Challenge #3 - Seasonality of Revenues

Background

Ucluelet's main economic drivers are tourism and harbour-related activities. As a result, the local market is subject to the seasonal ebbs and flows related to those industry sectors. Most respondents reported that the summer is their high season while others have no seasonal variation.

Relevance

UBERE identified seasonality of revenues for the following reasons:

- 77 percent of respondents reported that their operations vary by season
- 13 percent of those who responded (N=86) specifically identified seasonality as a barrier to their growth or successful operations
- Seasonality was identified as the most important issue for 5 percent of those who responded (N=88)
- 8 percent of those who responded (N=65) plan to grow by increasing their revenues during the shoulder/slow seasons
- Only 4 percent of those who responded (N=79) specifically identified increased revenues in the low or shoulder season as an emerging trend in the industry

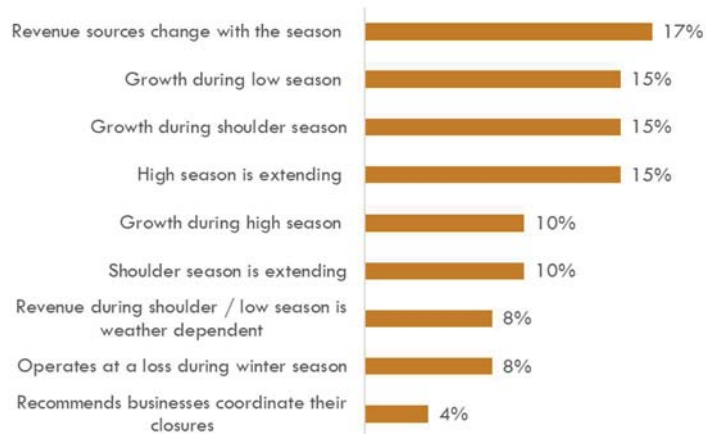
Comments

The comments about seasonality offer a stark reminder that Ucluelet's economy is seasonal as almost eight percent of those that responded reported that they operate at a loss during the winter (N=52).

That said, the following shows that seasonality appears to be improving:

- 15 percent of those that responded (N=52) stated that the high season is extending
- 10 percent (N=52) reported the shoulder season is extending
- 30 percent reported (N=52) that they are seeing year-over-year growth during the shoulder or low seasons

Comments about Seasonality (N=52)



Comments about seasonality were also identified in the responses to what stage of the revenue cycle the respondent's company was in. Two sets of comments stand out:

- Five respondents identified that they were at capacity during the high season, which suggests their only way to grow is in the shoulder and low seasons.
- Four respondents commented that their only way of increasing revenues is through price hikes. This also suggests that those respondents are at capacity during their high season.

Related Issues

Seasonality may be linked to the following issues:

- Employee attraction and retention
- Housing

Employee Attraction and Retention

Respondents frequently linked seasonality to employee attraction and retention issues:

- 24 percent of those that responded (N=37) specifically identified seasonality of revenues or seasonal employee shortages as a reason that positions were unfilled for extended period of time
- Ten percent (N=50) indicated that they pay retention bonuses if staff stay for a specified period of time

- 16 percent of those that responded (N=50) indicated that employee quit because the position is seasonal or part-time
- 10 percent who commented (N=50) about workforce availability, quality and stability indicated that workforce issues are pronounced for seasonal employers.

Based on these comments, it is reasonable to conclude that successful efforts to address seasonality will help to address employee retention and attraction.

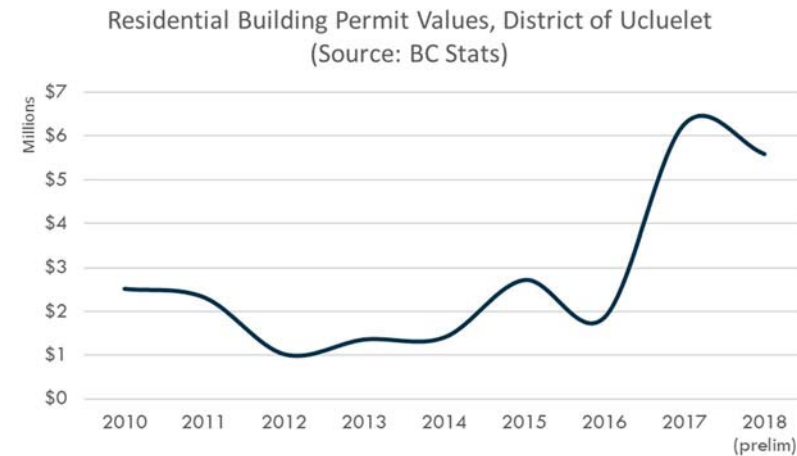
Housing

Seasonality of revenues may also be linked to housing as 29 percent of those that commented (N=72) about housing availability, quality and cost indicated that that they thought that seasonal staff housing as opposed to affordable housing was the solution.

3.8 Challenge #4 - Housing

Background

The value of residential building permits in Ucluelet were at their highest level in 2017 and 2018 in more than a decade. A total of 54 housing units were permitted, which is more than the combined total of the previous 7 years.



These trends suggest that there should be some increased supply of housing inventory in the near future. Despite any increases in local inventory, however, the median assessed

value of single-family home increased by 32 percent since 2012.¹

Rent prices are also increasing:

- The median price of a 1-bedroom rental increased from \$650 in 2013 to \$700 in 2017
- The median price of a 2-bedroom rental increased from \$950 in 2013 to \$1,400 in 2017
- The median price of a 3-bedroom rental increased from \$1,275 to \$1,600.²

In light of these trends it is not surprising that affordability is a serious challenge. According to the latest Census in 2016, 30% of local households were spending 30% or more of their income on shelter costs, which is the federal government's definition of unaffordable housing.

Availability also appears to be an issue as the average number of available rentals have been on a downward trend since 2013.³

Relevance

UBERE identified housing for the following reasons:

- Housing availability, quality, and cost received by far the lowest average business climate rating 1.31 (N=67)
- 17 percent of those that responded (N=86) specifically identified the lack of affordable housing as a barrier to their growth
- 24 percent (N=86) specifically identified the lack of staff housing as a barrier to their growth
- Housing was the single most important issue to 18 percent of those that responded (N=88)

Comments

The comments about housing show that supply and affordability are both issues. Supply of rental accommodation appears to be particularly problematic as half of those who responded (N=72) commented that there was limited supply of rental accommodation. The comments also show that respondents believe that both affordable year-round housing and staff housing are needed.

¹ British Columbia Assessments, 2016 – 2018. *Median Assessed values for single Family Residential: Tofino, Ucluelet, Port Alberni, and Victoria*, as cited in Clayoquot Biosphere Trust (2018). *Clayoquot Sound Biosphere Region's Vital Signs 2018*, at pg. 11.

² Ibid.

³ Ibid.

Comments about Housing Availability, Quality and Cost (N=72)



Future

Housing demand may increase in the future for the following reasons:

- 65 percent of those that responded (N=66) anticipate increasing staffing needs over the next three years
- 14 percent of those that responded (N=65) specifically identified hiring more employees/contractors in order to facilitate growth

It is unlikely that rental supply will keep pace with increasing demand as between 2013 and 2017 the average number of available rental units in Ucluelet and Tofino decreased.⁴

Housing affordability will likely continue to be an issue as the majority of local employment is derived from relatively low paying tourism related industries like accommodation and food service, retail trades, and arts, entertainment and recreation.

At this point there is no sign that market rental rates are decreasing as the average assessed value of a home in Ucluelet increased 17 percent in 2018. Likewise, the median listed price of rental housing in Ucluelet and Tofino increased between 2013 and 2017 (as noted on the previous page). As a result, many employers will continue to struggle with housing related employee shortages in the near future.

Related Issues

The following issues may be related to the housing:

- Employee attraction and retention
- Obtaining Building Approval
- Trades

Employee Attraction and Retention

⁴ Clayoquot Biosphere Trust, 2013 – 2017, *Tofino and Ucluelet Rental Data Collection*, as cited in Clayoquot Biosphere Trust (2018). *Clayoquot Sound Biosphere Region's Vital Signs 2018*, at pg. 11.

Many of those who commented on housing availability, quality and cost drew a correlation between housing and employee shortages:

- 14 respondents (N=50) indicated that housing shortages contribute to employee attraction issues
- 10 respondents (N=37) indicated housing issues contribute to employee retention issues

Obtaining Building Approval

As mentioned above, the approval process associated with obtaining a building permit received the second lowest average public service satisfaction rating of 2.63. Negative perceptions may harm the development of new inventory for the same reasons it may negatively influence development, renovation or expansion of commercial and industrial properties.

Academic research suggests that development approval challenges may have a particularly pronounced effect on the development of new rental stock and affordable housing as there are substantial opportunity costs associated with developing rental housing or affordable housing rather than properties that generate revenues based on market pricing like single family homes, strata units, and short-term rentals.⁵

Trades

It is logical to infer that delays associated with trades may also negatively contribute to the housing issue. As indicated above, although the trades received the relatively strong average business climate rating of 3.33, the comments show that availability and delays are issues.

⁵ Miller R. L., Benjamin, D.K., & North (2014). *The Economics of Public Issues* 18th Ed. New Jersey: Pearson.

3.9 Challenge #5 - Strategic Business and Succession Planning

Background

Local age-related demographics suggest that Ucluelet's population is relatively youthful. This means that significantly more residents are in the prime working ages of 25 – 54. However, approximately 20% of UBERE respondents were 60 years of age or older. This suggests that a large subset of local business owners is nearing the age of retirement.

Generally, whether a business is young or old it is beneficial to have a business plan and most succession plans are critical to the successful transition of a company's ownership.

Relevance

UBERE identified strategic business and succession planning issues for the following reasons:

- Succession planning:
 - Succession planning received the lowest average management capacity rating of 2.78 (N=63)
 - Five respondents (N=41) commented that they were not interested growing because they were winding down operations, planning for retirement, or were thinking exit strategy
 - Succession planning was identified as the most important issue for ten percent of those who responded (N=88)

- 40 percent of those who responded (N=84) indicated that they would appreciate succession planning training
- Strategic business planning:
 - Only 43 percent of those that responded (N=85) have a formal business plan
 - Strategic and business planning received the fourth lowest average management capacity rating of 3.24 (N=68)
 - 29 percent of those who responded (N=84) indicated that they would be interested in strategic or business planning training

Comments

Although most businesses do not have a formal business plan the comments clearly showed the following:

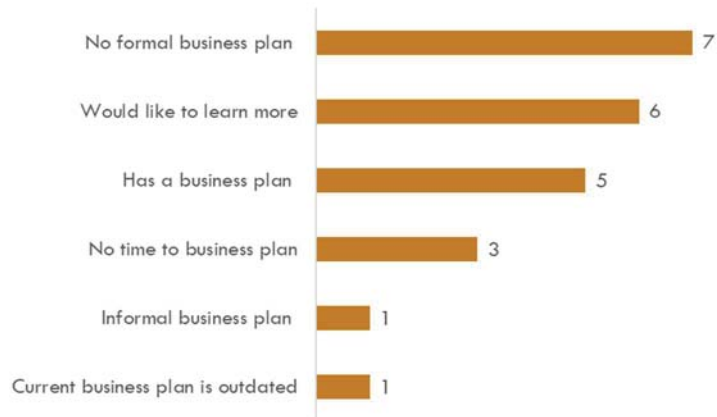
- 17 of those that responded (N=48) have an “informal business plan”
- 11 respondents have an outdated business plan
- two respondents stated that they did not see the benefit of having a business plan

Individuals who did have an informal or formal business plan include:

- Eight respondents (N=47) who planned to sell to an unrelated third party
- Two who planned to sell to non-arm's length entities
- Three were grooming a staff member to succeed them

- Two were planning a staff/management buyout

Strategic and Business Planning Comments (N=38)



Future

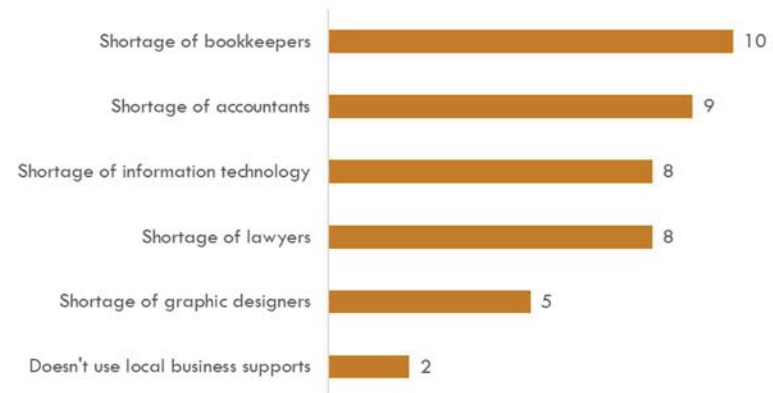
As local businesses owners in the baby boomer generation age, it is likely that succession planning will become a more important issue. In the interim, it is critical that the Chamber continue to advertise the benefit of developing business and succession plans.

Related Issues

Many rural communities have limited access to the professional services needed to develop comprehensive business and succession plans. Although professional business services received the relatively strong average business climate satisfaction rating of 3.33 (N=58), the comments confirm that

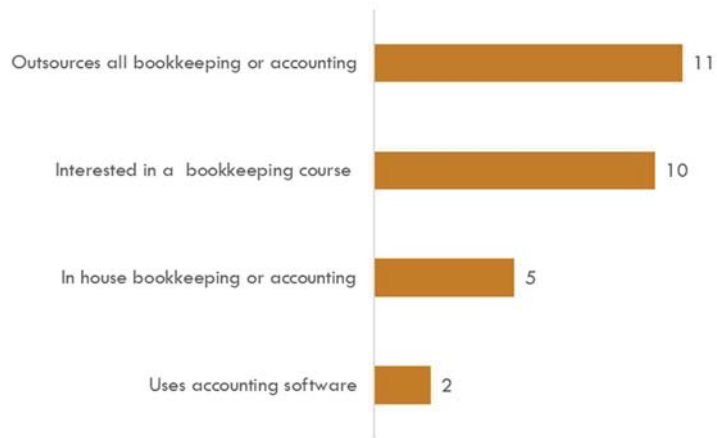
there are shortages in information technology, legal, accounting, and bookkeeping. As a result, many respondents use non-local business support service specialists.

Business Support Services Comments (N=36)



Deficits in financial and accounting knowledge may also contribute to the lack of succession and business planning. Although finance and accounting received the fifth highest average management capacity rating of 3.71 (N=71) the comments show that many respondents outsource their accounting and many respondents are interested in learning more about bookkeeping or accounting.

Finance and Accounting Comments (N=71)



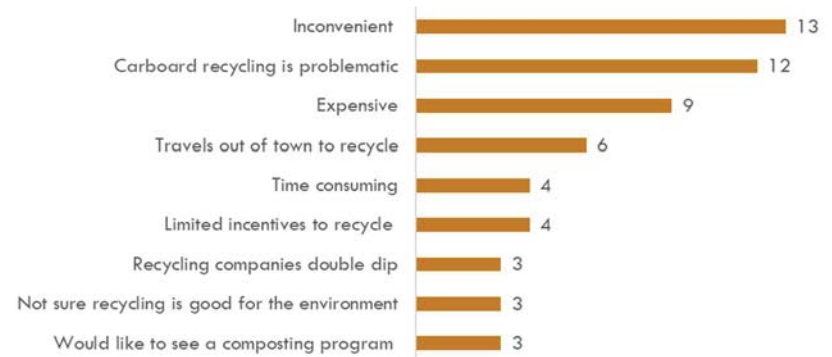
3.10 Other Results of Interest

This section is a collection of other results of interest, some of which may be topics for further exploration and/or future programming.

Recycling and Garbage

Ucluelet's recycling program received the lowest average public service rating of 2.43 (N=65). In contrast, waste disposal services received the relatively strong average public service rating of 3.14 (N=66).

The comments about recycling showed that 13 respondents found it inconvenient and nine respondents found it expensive. Cardboard recycling appears to be particularly challenging as 12 respondents specifically identified it as problematic.

Comments about the Recycling Program
(N = 60)

The comments about recycling and garbage suggest that there is some local demand for a regional composting program as nine respondents indicated that they would like to see a local composting program.

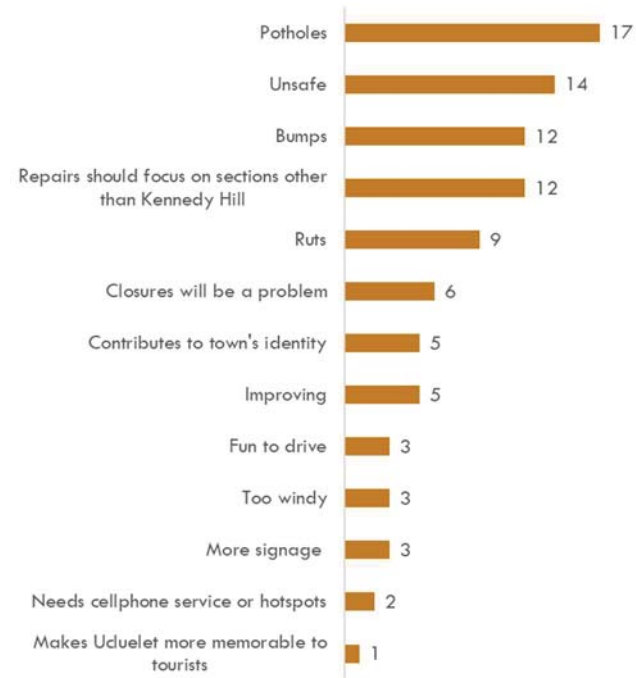
Highways

The Highways in and around Ucluelet received the third lowest average public service rating of 2.66 (N=73). Fourteen respondents believed local highways are unsafe, and 12 respondents thought repairs should focus on areas other than Kennedy Hill.

The primary safety issues appear to be potholes, bumps, and ruts.

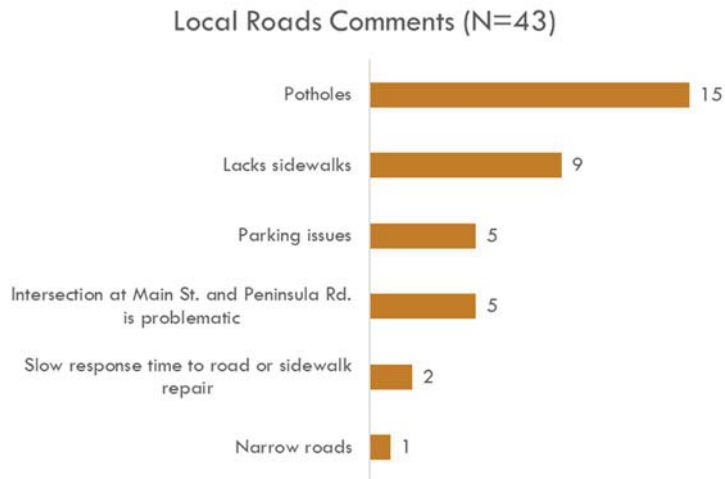
Interestingly, there were several positive comments about the highway. Five respondents believed the highway system is improving and another five respondents believed its rugged nature contributes to Ucluelet's identity or character.

Comments about the Highway (N=63)



Roads

Local roads received the sixth lowest average public service rating of 3.06 (N=3.06). The comments show that the main issues are potholes, lack of sidewalks, the intersection at Main St. and Peninsula Rd., and parking.

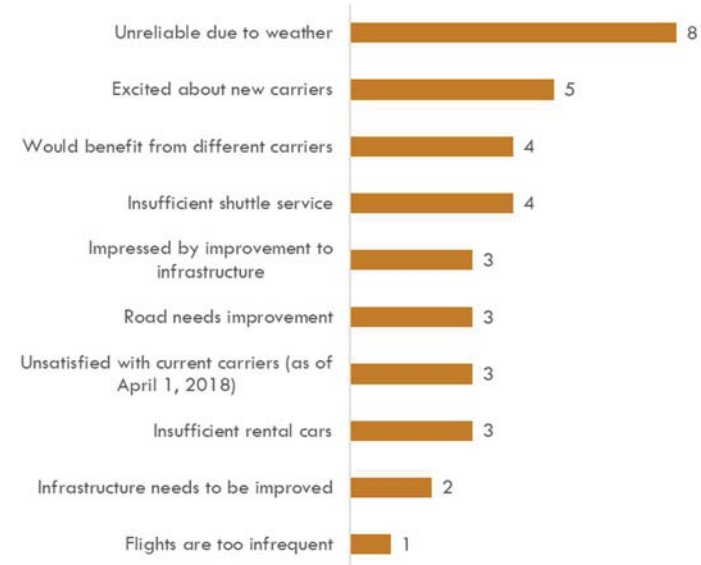


Airport and Airport Service

Although the Tofino/Long Beach Airport received the third highest average public service rating of 3.57, the comments show that respondents believe the following:

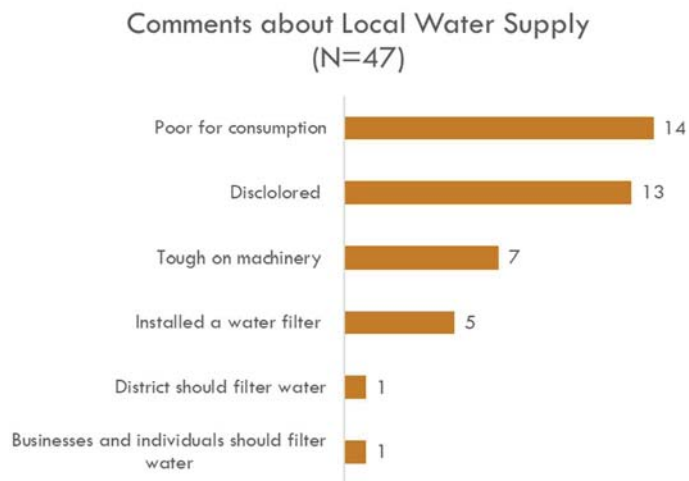
- The road needs improvement
- It is unreliable due to local weather conditions
- There are insufficient shuttles to Ucluelet
- There are inadequate rental cars available at the Airport
- The region would benefit from a broader range of carriers

Comments about Long Beach Airport (N=43)



Water Supply

Local water supply received the fifth-lowest public service rating of 2.99. The comments show that many respondents have noticed discoloration in their water supply from time to time. They also show that many respondents were concerned about water quality and its effect on machinery. To mitigate these issues, several respondents installed water filters.

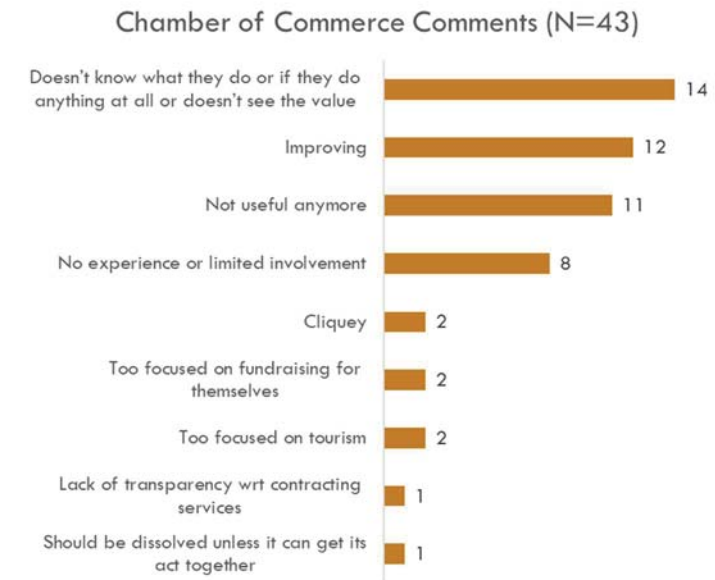


Transportation of Goods

Although the transportation of goods received the relatively strong average business climate rating of 3.25 (N=59), the comments show that delays and cost are an issue.

Chamber of Commerce

The Chamber of Commerce received the sixth lowest business climate rating of 3.07 (N=46). The comments show there are negative perceptions about the Chamber, but some respondents believe it is improving.

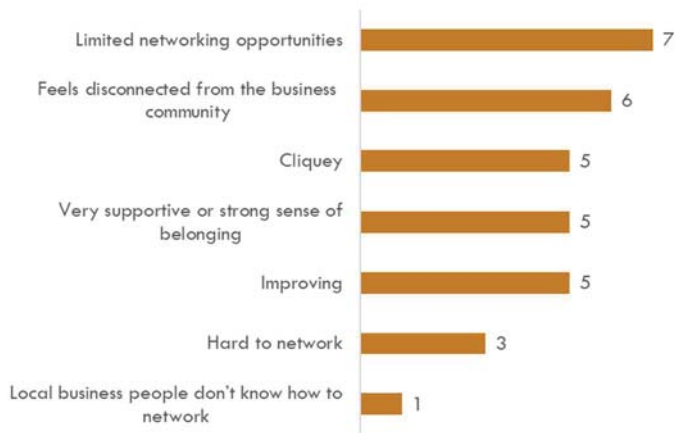


The Chamber should focus its efforts on developing clear and precise value and mission statements that resonates with the younger demographics of business owners. Once formed, the Chamber should target its messaging towards individuals with limited experience or involvement in the Chamber rather than its core constituents.

The Chamber should focus on fostering an inclusive local business community as, despite the local business community receiving the relatively strong average business climate rating of 3.52 (N=52), the comments on that topic show that some respondents felt excluded.

Some respondents felt that the business community was supportive and experienced a strong sense of belonging while others felt isolated or believed that it was difficult to network in Ucluelet and there were limited opportunities to network.

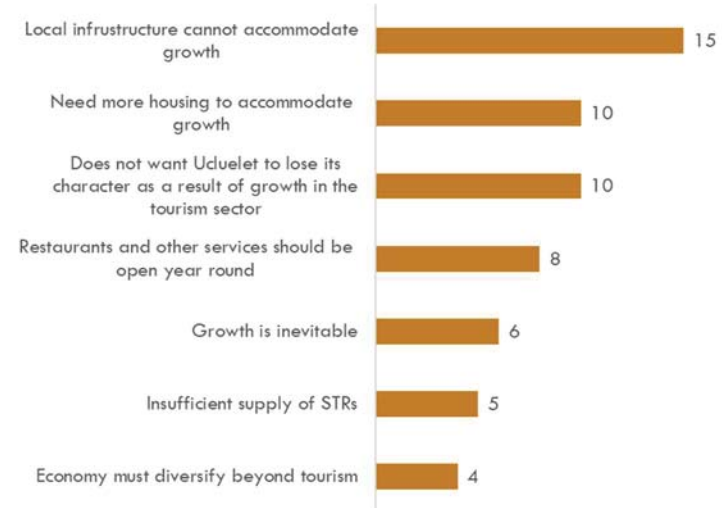
Local Business Community Comments (N=37)



Growth in the Tourism Industry

Although the continued growth in tourism received second highest business climate rating of 3.97 (N=63), the comments showed that some respondents were concerned that local infrastructure and housing could not accommodate further growth and others were worried that growth could undermine Ucluelet's character.

Continued Growth in Tourism Comments (N=55)



4 TOURISM ASSET RETENTION

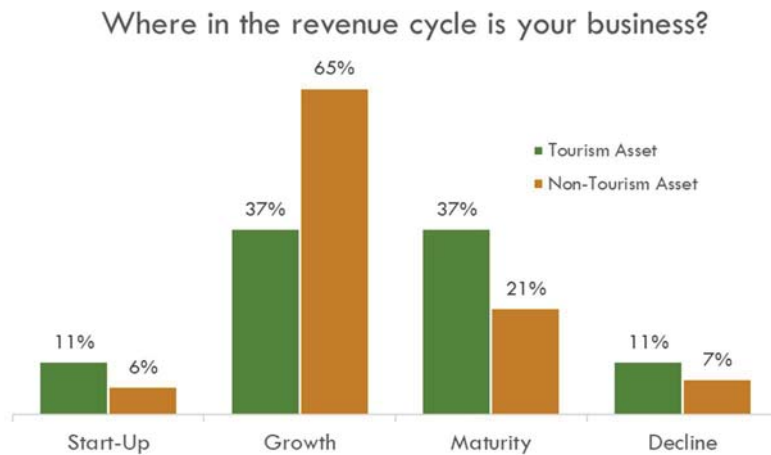
There is a high degree of overlap between the business retention and expansion issues discussed in Section 3, which are described in relation to all Ucluelet employers, and the retention and expansion issues that affect tourism assets.

This section provides some additional analysis of the interview results from a tourism asset perspective.

Background

Representatives from 19 tourism assets were interviewed.

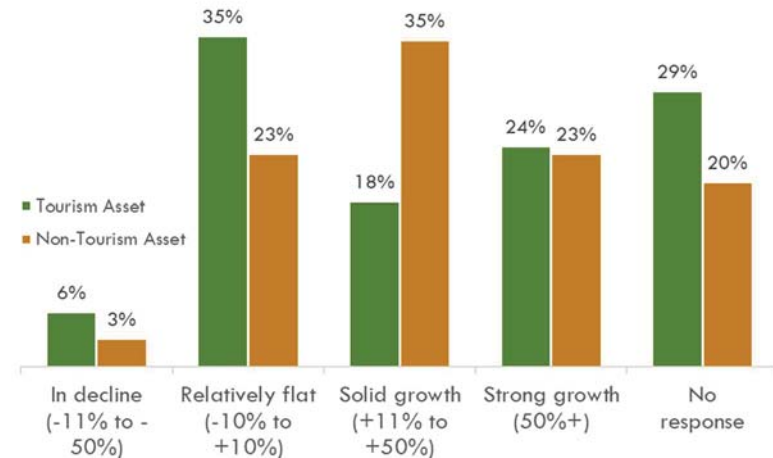
Tourism assets are defined as entities that draw non-residents to the region. For example, a charter fishing operation is a tourism asset because tourists travel to Ucluelet for the specific purpose of going charter fishing.



The two charts on this page indicate that Ucluelet's tourism assets are not enjoying the same level of success as non-tourism employers. They show the following:

- On average, fewer tourism assets are in a growth stage of their revenue cycle
- Tourism assets are more likely to be in the maturity or decline stages
- More tourism assets had relatively flat revenues over the last three years, and fewer had "solid growth" of 11% to 50%
- More tourism assets saw declines in revenues over the last three years

Revenue change between 2014 and 2017



Despite these challenges, tourism asset owners are more likely to pay themselves a regular salary. This may be related to the

larger number of tourism assets in the “maturity” stage, with strong cashflow and revenue predictability, even if they are no longer significantly expanding.

Even with more companies in the mature stage, most tourism assets owners reported that they are interested in growing their business in the future.

Summary of Issues

Four of the five economic development challenges described in Section 3 are also critical factors for tourism assets, but there are some additional issues that disproportionately affect tourism assets.

| COMMON CHALLENGE FOR ALL LOCAL EMPLOYERS | SPECIFIC ISSUE FOR TOURISM ASSETS | TOP ISSUE FOR NON-TOURISM ONLY |
|--|-----------------------------------|--|
| #1 - Employee Attraction and Retention | Difficulty Obtaining Financing | #5 -Strategic Business and Succession Planning |
| #2 - Real Estate | Property Maintenance Costs | |
| #3 - Seasonality | Highway Closures | |
| #4 - Housing | | |

Employee Attraction and Retention

Employee attraction is a challenge for both tourism and non-tourism employers as 50 percent tourism assets reported that

positions were unfilled for extended periods compared to 48 percent of non-tourism employers.

There is some divergence between tourism assets and non-tourism employers about why positions were unfilled. Seasonality is a bigger issue, but housing and qualified employee shortages less so.

| ISSUE | TOURISM ASSETS AFFECTED | NON-TOURISM AFFECTED |
|--|-------------------------|----------------------|
| Housing shortages | 30% | 41% |
| Shortage of qualified employees | 20% | 37% |
| Seasonality of revenues or seasonal employee shortages | 40% | 19% |

Overall, employee retention appears to be less of an issue for tourism assets (36%) compared to 57% of non-tourism employers.

But seasonality is a bigger issue for tourism assets:

| ISSUE | TOURISM ASSETS | NON-TOURISM |
|---|----------------|-------------|
| Quit because position is seasonal or part-time. | 40% | 10% |

Stress management and conflict management may be more significant retention issues for tourism assets as there was greater demand for conflict and stress management training among that group of respondents.

| TRAINING OR PROFESSIONAL DEVELOPMENT TOPICS THAT WOULD BENEFIT STAFF? | TOURISM ASSETS | NON-TOURISM |
|---|----------------|-------------|
| Conflict Management | 42% | 14% |
| Stress Management | 42% | 9% |

In the future, tourism assets may be disproportionately affected by retention issues as 40 percent of tourism assets reported that they were concerned about losing employees to retirement compared to only 29 percent of non-tourism employers.

Housing

Housing is an issue for tourism assets, just like all employers:

- 18 percent of tourism assets identified staff housing and 12 percent identified affordable housing as barriers to growth
- 60 percent of tourism assets were unsatisfied or very unsatisfied with housing availability, quality, and cost
- 29 percent of tourism assets linked housing shortages to employee shortages

Both tourism assets and non-tourism employers identified limited supply of rental accommodation as the central housing issue.

Seasonal staff housing is a much bigger issue for tourism assets.

| | TOURISM ASSETS | NON-TOURISM |
|--|----------------|-------------|
| Affordable housing is the solution | 24% | 20% |
| Seasonal staff housing is the solution | 53% | 22% |

Commercial Real Estate

Commercial real estate appeared to be a particularly important issue for tourism assets for the following reasons:

- 18 percent of tourism assets identified limited supply of suitable retail or industrial spaces as a barrier to growth or successful operations compared to only 7 percent of non-tourism employers
- 45 percent of tourism assets compared to 17 percent of non-tourism employers commented that identifying a suitable, retail, office, manufacturing, or moorage space was a barrier to their renovation, expansion, or relocation.

Tourism assets, like non-tourism employers, are relatively satisfied with their current facility as the average satisfaction rating of the facility among tourism assets was 3.65 compared to 3.77 among non-tourism employers.

The comments about respondent facilities show that location is particularly important to tourism assets as 14 percent of tourism assets identified location as an issue with their facility compared to only 4 percent of non-tourism employers.

On average fewer tourism assets own their facility, fewer tourism assets have more than a year remaining on their commercial lease, and more tourism assets are on a year-to-year lease. The short duration of leases suggests that tourism assets may be more susceptible to fluctuations in price and supply of commercial and industrial leasehold properties.

| | TOURISM ASSETS | NON-TOURISM |
|--|----------------|-------------|
| Own their facility | 28% | 53% |
| More than a year remaining on your lease | 17% | 33% |
| Year to year lease | 25% | 19% |

Tourism assets and non-tourism employers diverge with regard to their future plans. On average fewer tourism assets plan to grow by expanding their facility but more tourism assets are planning to move to a new facility located in Ucluelet rather than renovating their current facility.

| | TOURISM ASSETS | NON-TOURISM |
|---|----------------|-------------|
| Plans to grow by expanding their current facility | 7% | 18% |
| Plans to move facility | 21% | 10% |
| Looking for a new facility in Ucluelet | 26% | 13% |

Seasonality

Many tourism assets and non-tourism asset operations vary by season as 89 percent of tourism assets operations reported their operations vary by season compared to 74 percent of non-tourism employers.

Seasonality of revenues is particularly problematic for tourism assets:

- 24 percent of that group identified it as a barrier to growth or operations compared to only 10 percent of non-tourism employers
- 18 percent of tourism assets report operating at a loss during the winter season compared to only 5 percent of non-tourism employers

Surprisingly, fewer tourism assets reported that the shoulder season was extending or that they were enjoying growth during the low or shoulder season.

Strategic Business and Succession Planning

Strategic business planning appears to be less of an issue for tourism assets than non-tourism employers:

- 61 percent of tourism assets have a formal business plan compared to only 38 percent of non-tourism employers
- The average management capacity rating for strategic business planning was 3.67 for tourism assets compared to 3.11 for non-tourism employers

Interestingly, 33 percent of tourism assets reported that they had an outdated plan compared to 19 percent of non-tourism employers. It is also noteworthy that only tourism assets suggested that businesses should coordinate their closures during the low seasons.

Difficulty Obtaining Financing

The following data suggests that obtaining financing appears to be more difficult for tourism assets than non-tourism employers:

- 55 percent of tourism assets reported difficulty obtaining financing compared to only 29 percent of non-tourism employers (N=45)
- 29 percent of tourism assets reported that obtaining financing was a barrier to growth compared to only 9 percent of non-tourism employers.

Cost of Property Maintenance

Costs associated with property maintenance appear to be particularly challenging for tourism assets as 29 percent of tourism assets identified this as a barrier to growth or operations compared to only 6 percent of non-tourism employers.

Examination of various related factors suggest that this difference is not due to inferior condition of the respondent's facility, to different views about local trades, or cost sensitivity. It may simply be that physical appearance and functionality of the building and beauty of the landscaping is more important for tourism assets and hence costlier.

Highway Closures

Unsurprisingly, the following data suggests that the Kennedy Hill Safety Improvement project is a more important issue for tourism assets than non-tourism employers:

- 55 percent of tourism assets (N=18) believed that the ongoing Kennedy Hill Safety Improvements would negatively affect their revenues compared to 45 percent of non-tourism employers (N=66)
- 22 percent of tourism assets that responded indicated that they will likely have booking cancellations or already had cancellations compared to only 2 percent of non-tourism employers
- 22 percent of tourism assets indicated that the construction will decrease walk-in or last-minute bookings

5 RESPONSIVE PROGRAMMING

This section of the report explains how the UBERE program responded to the priority issues identified in the interviews.

Given that the issues affecting tourism assets almost entirely overlap with those for non-tourism employers, there is no separate programming stream that is exclusive to tourism.

5.1 General Employer Support Services

Twenty-three respondents indicated that they plan to grow through marketing or networking efforts. UBERE facilitated these growth plans by providing networking events, workshops, and a range of ad hoc support.

Networking

UBERE coordinated two networking events. The Blue Room hosted the first event - the **Summer Solstice Social**. It featured a presentation about local tourism trends and services by Denise Stys-Norman, the Executive Director of Tourism Ucluelet. Approximately 30 representatives from local government, the private sector, not-for-profits, and the public sector attended this event.



Summer Solstice Social at The Blue Room (photo: Brent Hohlweg)

The Chamber partnered with the Pacific Rim Surfrider Foundation and the Ucluelet Aquarium Society to deliver the second networking event - **Rise Above Plastic**. The Ucluelet Aquarium hosted the event which featured a presentation about ocean plastic pollution by the Aquarium's Curator, Laura Griffith-Cochrane, and the Pacific Rim Surfrider Foundation Chapter Manager, Lilly Woodbury. Approximately 15 representatives from local government, the private sector, and not-for-profits sector attended this event.

Workshops

UBERE delivered five workshops to support respondent plans to grow through marketing. Four workshops focused on **online marketing** and one focused on **relationship marketing**. The online marketing courses addressed the following issues:

- Managing online reviews

- Marketing through social media (Facebook and Instagram)
- Assessing the efficacy of third-party online marketing contractors
- Search Engine Marketing and Search Engine Optimization

The relationship marketing course featured marketing tools and techniques that increase customer loyalty.

On average 14 people attended the marketing related workshops, which received the average satisfaction rating of 4.4 out of 5 (which equates to satisfied/very satisfied).

Ad Hoc Support

Several employers sought ad hoc assistance from UBERE staff to implement their growth or startup plans. The following is a list of some of the supports that UBERE staff provided:

- Conducted research into local signage bylaws
- Conducted and referred startups to resources about relevant Federal and Provincial regulations
- Conducted research into specific tax issues and referred employers to relevant CRA resources
- Connected startups to prospective mentors operating in their sector
- Connected business owners to advertising platforms like Tourism Ucluelet and Long Beach Maps
- Referred startups to information about registering their business and the corporate form

- Referred employers to resources about angel investors and debt financing
- Referred employers to legal resources about the Small Claims Court proceedings and to lawyers to provide specific legal advice
- Referred local employers to Export Navigator, a government funded program that assists firms that plan to grow into new markets
- Referred employers to resources about the Federal Government procurement process
- Drafted and published business spotlights on Chamber communications channels intended to increase the local profile of the featured businesses

5.2 Employee Attraction and Retention

UBERE addressed employee attraction and retention by coordinating the delivery workshops and providing ad hoc support tailored to the specific needs of employers.

Workshops

The following five human resource related workshops were delivered:

- Immigration 101
- Employee Attraction and Retention
- Conflict Management
- Stress Management
- Forklift Operator Certification

The workshops **Immigration 101** and **Employee Attraction and Retention** introduced domestic and international labour trends as well as strategies for addressing this issue. Six employers attended immigration 101 and 11 employers attended the employee attraction and retention workshop. Participant feedback was strong as the average satisfaction rating was 4.4.

The **Conflict Management** and **Stress Management** workshops responded to nine interview participants indicating that their staff would benefit from conflict management training and 11 interview participants indicating that their staff would benefit from stress management training. These two workshops were intended to make employees more resilient to stress and conflict, and thereby address stress and conflict related retention issues.

Attendance was strong at both workshops as 12 people attended the Stress Management workshop and 15 people attended the Conflict Management workshop. The workshops average satisfaction ratings were unusually high as the average satisfaction rating was 4.76.

The **Forklift Operator Certification** course responded to local demand identified through the interviews. Two local managers were also referred to a course that certified managers to train their staff to be certified propane pump operators. These courses address attraction issues by upskilling current employees.

UBERE staff provided ad hoc support regarding attraction and retention issues by drafting and publishing **job ads for local employers** and the **Youth Employer Database**. UBERE staff also assisted employers by referring them to the Alberni Valley Employment Centre and publicizing opening for the **B.C. Employer Training Grant**.

5.3 Commercial and Industrial Real Estate

UBERE staff addressed matters related to commercial and industrial property by coordinating the delivery of a debt financing workshop and by providing ad hoc support to employers.

Workshops

UBERE coordinated the delivery of a **Debt Financing** workshop because 11 employers reported that financing was a barrier to their physical expansion, relocation, or renovations.

Representatives from Coast Community Credit Union and Community Futures delivered the workshop. It introduced financing options and qualification criteria.

Ten people attended the workshop, and it received the extremely high satisfaction rating of 5. UBERE recommends that the Chamber host this workshop annually because it is cost effective, informative, and builds relationships between lenders and local entrepreneurs.

Ad Hoc Support

UBERE staff provided ad hoc support related to commercial and industrial real estate by doing the following:

- Researching zoning requirements
- Communicating lease opportunities to interested parties
- Discussing local demand with municipal staff and Council members

5.4 Seasonality of Revenues

Seasonality is typical of resort municipalities like Ucluelet. One means of addressing this issue is by marketing low and shoulder seasons to tourists. Destination marketing falls directly within the mandate of Tourism Ucluelet and therefore outside of UBERE's wheelhouse.

UBERE addressed matters related to seasonality by helping employers reach new markets through its **Made in Ucluelet** campaign and by connecting employers with the **Export Navigator** program.

"Made in Ucluelet" Campaign

The Made in Ucluelet campaign is in its infancy. The graphic design of the branding and the qualification criteria have been completed, so it will be up to the Chamber to launch the brand.

The Made in Ucluelet brand is intended to distinguish local products and the retailers that carry them. Its primary target

market is tourists but it could also be used to remind locals of unique, quality products that are produced and sold locally.

The Made in Ucluelet campaign is a product of information gathered through the interview process. UBERE respondents indicated that tourists are interested in buying locally-made products and a substantial portion of their off-season online sales are derived from past visitors. Made in Ucluelet leverages this reality by elevating the profile of locally-produced products in order to introduce as many tourists as possible and in turn and to increase low-season online sales for Made in Ucluelet producers and retailers.

Export Navigator

UBERE staff have also been promoting and referring employers to Export Navigator. This is a program offered through Community Futures that educates companies about trading beyond their local area and helps them access new domestic and foreign markets, helping to mitigate local seasonal effects.

5.5 Housing

UBERE staff addressed the housing issue by providing a workshop and ad hoc support.

UBERE staff coordinated the delivery of a **Residential Tenancy Act** workshop. This workshop informed landlords and tenants of their rights and responsibilities in order to encourage landlords to create tenancies and encourage tenants to protect themselves from unlawful evictions. Unfortunately, enrollment was soft as only five people attended.

UBERE staff **researched housing solutions** implemented in other communities and communicated their findings to members of Council. Staff members also **communicated housing opportunities** to in-need employers.

The creation of additional housing-related programs is part of UBERE's Year Two plan (see Section 6).

5.6 Strategic Planning

UBERE staff addressed strategic business and succession planning deficits by coordinating the delivery of workshops and drafting relevant publications.

UBERE staff drafted and published a **Business Support Guide** which identifies several online business planning supports. UBERE staff also published brief pieces on Chamber communications channels that highlight the benefit of business planning.

UBERE staff publicized and referred several local business owners to a succession planning support service called Venture Connect. Staff members also coordinated the delivery of a Succession Planning workshop. Unfortunately, enrollment was soft as only five people were in attendance.

UBERE staff addressed several issues related to business planning through a series of workshops. Staff members coordinated the delivery of a **Tax Planning Workshop** and a **bookkeeping course** (which included four sessions). Attendance at the tax workshop and bookkeeping course were strong. The average attendance was 23 people, and the average satisfaction rating was 4.4 out of 5.

UBERE recommends that the Chamber host tax planning and bookkeeping workshops in the future. It suggests that the Chamber run four Tax workshops that address corporate taxes and sole proprietorship/partnership tax issues separately. It also recommends that Chamber coordinate the delivery of a bookkeeping course that includes between six and eight drop-in coworking sessions (described in the Year Two Plan in Section 6.)

6 YEAR TWO PLAN

Year One of the UBERE program was conceived as the beginning of a multiyear program that supports local employer and youth development. This section outlines the Year Two program plan.

6.1 Overview

The proposed Year Two plan is designed to respond to the priority issues identified in Sections 3 and 4 of this report. It also aligns with the Ucluelet Economic Development Strategy Update.

The project is scalable depending on available funds. The “Base Budget” scenario assumes that the Chamber receives a \$30,000 grant from the District of Ucluelet to perform various economic development services, including continued implementation of parts of the Ucluelet Economic Development Strategy.

The “Full Budget” scenario assumes that the Chamber receives additional grant funding. The exact budget has not been finalized, but is likely to be \$100,000 or more in total (including the District grant).

| Program Area | Components | Base Budget DOU Grant (\$30,000) | Full Budget Additional Grants (\$100,000+) |
|-----------------------------------|---|--|--|
| Business Retention & Expansion | Data collection, including 30 additional employer interviews, data review, and annual final report | | X |
| | Responses to priority issues, including ad hoc business support, continuing to develop issue-based programs, and advocating for regulatory or policy changes, and regular reporting and collaboration with District Council and staff | X | X |
| Youth | Annual update to Youth Employer Database | X | X |
| | Year two of the Company Program aimed at students between 12 and 14 years of age rather than 14 to 17 | | X |
| Housing | Landlord & employer matching service akin to the Whistler Housing Authority’s Home Run Program | | X |
| | Advocacy and marketing to support increased rental housing inventory | | X |
| Employee Attraction | Work with winter resort municipalities to facilitate the flow of seasonal workers between jurisdictions | | X |
| | Attract seasonal workers through targeted social media campaign | X | X |
| | Host BBQ that celebrates seasonal employees | X | X |

| Program Area | Components | Base Budget DOU Grant (\$30,000) | Full Budget Additional Grants (\$100,000+) |
|-----------------------------|--|--|--|
| Employee Training | Assist employers with applications for BC Employer Training Grants | X | X |
| | Deliver local employee training certification courses tailored to local employer needs | X | X |
| Retail and Industrial Space | Track and communicate market demand, inventory, and cost sharing opportunities | | X |
| Seasonality | Launch and expand the Made in Ucluelet campaign | X (Not including video production and online content) | X |
| | “Tourist in Your Hometown” week | | X |
| Management Capacity | Two to four tax planning workshops | X | X |
| | Six to 12 coworking sessions with an expert floating to answer questions | X | X |
| | Two search engine optimization workshops | | X |
| | Debt financing workshop | X | X |
| | Business planning workshop | X | X |
| | Other management topics identified through employer interviews | | X |

The rest of this section describes each program area and identifies a specific link to the Ucluelet Economic Development Strategy (UEDS).

6.2 Business Retention and Expansion (BRE)

UEDS Link: Strategy 2 – Operate or support a Business Retention and Expansion (BRE) program

The BRE program can be simplified to two components:

1. **Data collection**, primarily through in-depth interviews with businesses and other employers, as well as through

informal discussions, occasional online surveys, and other methods.

2. **Responses** to the priority issues identified in Step 1, including ad hoc business support, developing and operating issue-specific programs, advocating for regulatory and policy changes, and so on.

The Year Two data collection component involves 30 employer interviews, of which 15 are follow-up interviews from Year One and 15 are new respondents. This component will allow the Chamber to continue to engage local employers, track year over year changes in the data, keep municipal staff and Council informed, and tailor workshops to local need. It aligns with

Strategy 2 of the UEDS by building on the baseline developed in Year One and reporting changes to Council. It also has the ancillary benefit of Chamber staff continuing to engage with non-members and employers that are new to the community.

In order to provide ad hoc support tailored to local employer needs, Chamber staff will continue to directly engage with local employers and start-ups. The experience in Year One is that over time, more and more entrepreneurs reached out to Chamber and UBERE staff for business support. In response Chamber staff have problem-solved when they could and referred entrepreneurs to online resource or specialists for more detailed assistance.

In effect, the Chamber and UBERE staff have begun to play the key supportive role of an Economic Development Officer by linking entrepreneurs to business support services and helping them navigate local bylaws. In that sense, the continued operation of the program is a fundamental underpinning for the entire Economic Development Strategy. For example, providing business assistance to tourism entrepreneurs helps with the implementation of *Strategy 19 – Support the expansion and diversification of tourism amenities and attractions.*

6.3 Youth

UEDS Link: Strategy 8 – Support closer ties between local educational institutions and the business community.

The Chamber's youth programming has two components:

1. Annual update to the Youth Employer Database
2. Year Two of the Company Program, targeting students between the ages of 12 and 14 rather than students between the ages of 14 and 17 (as in Year One)

The Youth Employer Database lists local businesses that may offer summer or after-school jobs to high school aged youth. It addresses local employee attraction issues in a manner that circumvents the need for housing by connecting employers with possible workers who already live locally. It also provides a valuable service for local youth seeking work experience.

Year Two of the Company Program will be offered to students between the ages of 12 and 14. As a result the curriculum will feature more group activities and less mentor-led lectures. It could also be offered as a summer program. The Company Program partially implements Economic Development Strategy 8 by supplementing curriculum offered by Ucluelet Secondary School, introducing students to the possibility of entrepreneurship, connecting them with local business owners, and introducing universal business principles and skills. The Chamber could also coordinate the delivery of the program at Ucluelet Secondary School, which would encourage even closer ties between local educational institutions and businesses.

Note that the Chamber has applied for the Grant in Aid Program to fund year two of the Company Program and has identified other potential funding sources for this program.

6.4 Housing

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

The housing-related program has two components:

1. Landlord Employer Matching Service
2. Advocacy and marketing to support increased rental housing inventory

The landlord employer matching service is a tenant placement service modelled on Whistler Housing Authority's Home Run Program (<https://whistlerhousing.ca/pages/homerun>). It is intended to encourage landlords to rent long-term and create staff housing by matching landlords and local employers for a small fee. The Chamber could expand this service in the future by providing property management services, also for a fee.

Advocacy and marketing activities include continued discussions with employers and the District about regulatory incentives for short-term versus long-term renting, supporting the development of new rental and staff housing units, and targeting through social media local landlords that are currently operating in the short-term rental market. The key message is the importance of employee housing to the local economy, as well as communicating any changes to regulations and incentives.

Housing is one of several priority issues in Ucluelet that is shared with Tofino (and other Island communities). As part of the ongoing search for grant funding in 2019, the possibility of developing joint programming and funding proposals with Tofino will be explored.

6.5 Employee Attraction and Retention

UEDS Link: The Ucluelet Economic Development Strategy does not have a single strategy that specifically addresses employee attraction and retention, but there is a clear link with UEDS **Goal #2 – Invest in Ucluelet's Human Potential**. Strategies focused on housing, the unique sense of place and quality of life, and expanded post-secondary education and health services are all designed to make Ucluelet a more appealing location for both seasonal and long-term employees.

The employee attraction and retention related programming has three components:

1. Work with winter resort municipalities to facilitate the flow of seasonal workers between jurisdictions
2. Attract seasonal workers through a targeted social media campaign
3. Host an annual BBQ that celebrates seasonal employees

The first component involves networking with Chambers, resort operators, and other groups that represent businesses located in winter-based resort municipalities like Fernie or Revelstoke. The long-term goal of this project is to encourage the development of symbiotic relationships between employers that experience labor shortages at opposite times of the year. It is also intended to encourage strategic planning and partnerships between these employers. Finally, the information gathered through this component may be used to inform any targeted employee attraction campaigns that the Chamber undertakes.

The second component is a targeted social media employee attraction campaign. It will highlight the benefits of working in Ucluelet in the summer including the proximity to the Pacific Rim National Park, seasonal events, and the community in general through video vignettes and employer profiles. The Chamber may partner with Tourism Ucluelet to leverage their substantial online marketing expertise. In which case, this component relates to UEDS Strategy 4 – Explore marketing synergies with Tourism Ucluelet.

The third component recognizes and thanks seasonal employees to encourage them to return year after year. It is a low-cost way of recognizing the necessity of their work and the benefit to Ucluelet's economy.

6.6 Employee Training

UEDS Link: Similar to the previous section on employee attraction and retention, the most appropriate link for employee training is to **Goal #2 – Invest in Ucluelet’s Human Potential.**

Employee training related programming has two components:

1. Assist employers with applications for BC Employer Training Grants
2. Deliver local employee training certification courses tailored to local employer needs

The BC Employer Training Grant supports employers by funding a portion of training for current and new employees. There are typically three funding windows per year, applications must be submitted months before training is provided, and there is significant demand for limited funds. As a result, to be successful employers must plan their staff training well in advance and submit their grant applications as soon as the applicable funding stream opens. The Chamber can assist employers by helping to coordinate their training schedule with the grant openings and helping them draft and file their grant applications.

The local employee training component involves coordinating the delivery of certification courses that are in demand and not currently available locally. This will be done through continued engagement with local stakeholders, identifying available programming, and coordinating the delivery of courses. Employers and/or employees will pay for these courses so the programming will be cost-effective.

6.7 Retail and Industrial Space

UEDS Link: Strategy 13 – Ensure sufficient supply of industrial land is designated and, when appropriate, serviced for future use. The designation and servicing of industrial land is beyond the Chamber’s direct control, but information collected through this program can help inform both municipal planning and private development projects. Access to suitable space is a fundamental need for most businesses and in that sense, this program area also supports all UEDC strategies under **Goal #4 – Support and Build on the Twin Pillars of the Ucluelet Economy – Harbour-Related Industries and Tourism** as well as **Goal #5 – Pursue Targeted Economic Development Opportunities.**

The retail and industrial space related programming involves tracking and communicating market demand, inventory and cost sharing opportunities.

Chamber staff will maintain internal records of available retail and industrial space, as well as a list of entrepreneurs and companies seeking leasable space. The purpose is not to create a comprehensive database of all properties and the database will not be available publicly. Rather, the intent is to support the Chamber’s role as an information resource and mediator between parties with common interests.

The initiative will also support the emerging trend for complementary businesses to become co-tenants of a single space, both as a way to lower real estate costs but also for cross-promotion and sometimes staff-sharing purposes.

The tracking system will include available moorage and properties that have access to the harbour. This service may be particularly useful for tourism assets that are planning to move, expand, establish a new facility in Ucluelet, or need to identify moorage opportunities.

6.8 Seasonality

UEDS Link: Strategy 4 – Explore marketing synergies with Tourism Ucluelet and Strategy 19 – Support the expansion and diversification of tourism amenities and attractions.

Seasonality programming has two components:

1. Launch of the Made in Ucluelet brand and campaign
2. Develop a “Tourist in Your Hometown” week

The Made in Ucluelet brand and campaign are intended to raise the profile of local artisans, artists, and manufacturers as well as the retailers that carry their products. Unlike most “made local” campaigns, its target audience is tourists rather than residents.

Initial development of the program has occurred during UBERE Year One and was prompted by several UBERE respondents saying that much of their low-season online sales were the result of interactions with tourists during the high season. The Made in Ucluelet campaign leverages this reality by expanding the profile of these producers and in turn their interactions with visitors.

The Chamber will leverage Tourism Ucluelet’s expertise and substantial social media following to introduce tourists to Made in Ucluelet products and retailers before they arrive and upon their arrival.

As part of Year One, a Made in Ucluelet logo has been developed as well as its qualification criteria. Year Two will see the launch of the brand in the following manner:

1. Chamber staff create an inventory of local producers and the retailers that carry their products
2. Chamber staff offer “Made in Ucluelet” vinyl stickers and cards with the “Made in Ucluelet” brand to retailers that carry local products
3. Tourism Ucluelet will develop a Made in Ucluelet landing page on their website which lists local products and the retailers that carry them. This website will have links to Tourism Ucluelet’s online store or the producer’s website, as well as links to the Chamber’s website featuring articles that celebrate Made in Ucluelet merchants and producers.
4. The Chamber will develop a racking card that features the Made in Ucluelet logo on one side and a map that features Made in Ucluelet retailers and producers on the other side. The racking card will be featured at Tourism Ucluelet’s visitor centres.
5. Made in Ucluelet products may also be featured at the visitor centres.
6. A social media campaign that features a Made in Ucluelet video and targets prospective visitors will be developed by the Chamber in partnership with Tourism Ucluelet.
7. An additional social media campaign that targets visitors and features the Made in Ucluelet producers and merchants that are planning to sell their business or are seeking capital investment will also be developed.

The Made in Ucluelet campaign leverages Tourism Ucluelet's marketing expertise and deep network of followers for the benefit of local producers and retailers. It is an excellent implementation of UEDS Strategy 4 that recommends exploring "marketing synergies with Tourism Ucluelet" to increase the number of tourists who are exposed to economic development messaging about the community.

The Tourist in Your Hometown week seeks to improve low-season sales for tourism assets by offering discounts during a particular week during the low season. It may also serve as an opportunity to test new services. Chamber staff would identify participating businesses and work with Tourism Ucluelet to advertise the week both locally and further afield. It supports UEDS Strategy 19 on the expansion and diversification of tourism, and can also be viewed as part of UEDS Strategy 11 on "programs and events that enhance Ucluelet's unique sense of place and high quality of life."

6.9 Management Capacity Training

UEDS Link: Management training does not link to a specific strategy but is an integral part of a standard BRE program (linking to **Strategy 2: Operate or support a Business Retention and Expansion (BRE) program**) and supports the "human potential" of local management (supporting **Goal #2 – Invest in Ucluelet's Human Potential**). It also cuts across all local industries, including tourism, harbour-related industries, and target sectors like technology, energy, and forestry.

The Management Capacity Training program is a series of workshops that is expected to include:

- Six to 12 drop-in co-working sessions with a floating subject matter expert

- Two search engine optimization workshops
- One debt financing workshop
- One business planning workshop
- Two to four tax planning workshops
- Possible other management topics that are identified through employer interviews

The 12 drop-in co-working sessions give local employers and self-employed individuals a chance to engage with their peers in an informal setting while also having access to an expert who can answer their questions. The sessions are cost effective because there will be no need for experts to develop curriculum and attendees could be charged a nominal fee. The Chamber could charge non-members for attending the sessions.

The sessions could also be used to gauge demand for a local co-working space that could become a revenue stream for the Chamber. Given the topics demanded by UBERE Year One workshop attendees, a bookkeeping expert should attend approximately half of the sessions and a marketing expert should attend at least a quarter of the sessions. The participants could then dictate what sorts of experts they would like to see at the remaining sessions.

The remaining workshop subjects were identified by reviewing both the UBERE data and the workshop feedback forms. The debt financing workshop and business planning workshop are cost effective because Chamber staff have identified experts who are willing to deliver these workshops at cost or free of charge. The search engine optimization and tax workshops are less cost effective but are in high demand and consequently the Chamber may be able to charge attendees more.

7 CONCLUSION

The UBERE program was created by the Ucluelet Chamber of Commerce as part of a strategic re-orientation of the services offered by the Chamber and the role it plays in the local economy.

An ambitious work plan was established to secure grant funding from the BC Rural Dividend Program and Island Coastal Economic Trust, as well as the District of Ucluelet. That work plan has been achieved.

The Chamber recognized a need to provide certain economic development services, in collaboration with the District. But the full benefit of an economic development function is rarely realized in a single year. It takes time for relationships and partnerships to form, for tools and support services to be tested and honed, and for businesses and community organizations to recognize and utilize the services on offer.

Judging from the feedback from employers who attended workshops or received other assistance from UBERE staff, the Chamber made a real contribution to the success of multiple local organizations in Year One. But none of the major challenges facing Ucluelet employers has a quick fix.

A sensible and flexible Year Two workplan has been developed that builds on the research and program successes completed in Year One. It identifies practical tools, services and initiatives to make further progress on the top economic development challenges facing Ucluelet, working in partnership with the District and exploring broader partnerships with Tofino

and other West Coast communities, including the Yuutu?if?ath and Toquaht First Nations.

Ucluelet is a small community with limited local government funds for economic development. But it is also a Resort Municipality and punches above its weight in the amount of economic activity that occurs in the community.

The Ucluelet Chamber of Commerce is the same, leveraging a tremendous amount of value for the community with limited resources. This has been recognized and highlighted at a provincial level through an UBERE profile on the BC Ideas website (which is an online tool to share best practices in local economic development) and by securing a community nomination for a Small Business BC “Open for Business” award.

APPENDIX: LESSONS LEARNED

This Appendix will be of interest to those interested in replicating some of the programs operated by UBERE in Year One and who could benefit from the practical tips listed below.

Interviews

- **Program awareness can be an issue:** Make sure preprogramming marketing reaches all prospective respondents.
- **Booking interviews can be problematic and time consuming:** Use a well-connected local to book interviews. Leverage their goodwill with the respondent. Use networking events and workshops to book interviews. Incentivize participation.
- **Keep the interviews short:** Most employers have less than an hour to talk. Use leading questions and skip logic (in the survey) to streamline the interview process.
- **Make time for open questions:** Use open questions to create pens down discussion. They can be time-consuming, but often provide information about the most important topics to the respondent.
- **The interviews are a chance to resolve challenges:** Identify issues as you go and provide ad hoc support as soon as possible. Do not bombard employers with supports.
- **Keep data files small:** Make sure data do not become unwieldy, so they run smoothly.

Ad Hoc Support

We learned the following lessons about providing ad hoc support to employers:

- **Provide support as soon as possible:** It is critical to respond to employer needs asap as they can change rapidly.
- **Refer to the experts:** Sometimes it is more time effective to refer employers to an expert.
- **The BC Employer Training Grant is very competitive:** Employers must be ready to submit their application as soon as the grant opens. They will need to apply for their BCEID well before they apply.
- **Work with local government to apply for funding and address municipal challenges**

Workshops

- **Tailor workshops to local need:** Use interview data and dialogue with local employers to identify useful workshop topics.
- **Keep the workshops short:** Divide complicated or boring topics like taxes into multiple 1.5-hour sessions.
- **Keep the workshops informal and avoid excessive lecturing:** Make sure there is time for attendees to ask questions that are specific to their business. Make sure the instructor engages in dialogue with his or her audience.
- **Look for local talent:** A good instructor is worth the money.
- **Keep the instructors “pitch” short:** Some instructors see leading workshops as an opportunity to pitch their

service or product. Allow them to briefly pitch at the beginning or end of the workshop but make sure that they acknowledge that they are being paid to teach not to pitch.

- **Workshops are networking opportunities:** Workshops are great opportunities for the attendees to network with local/non-local experts as well as their peers.
- **Offer workshops at a variety of times and on weekends:** Some employer cannot attend workshops held in the evening and others cannot attend workshops held during the workday.
- **Food matters:** Make sure there is food, it is good, and the caterer takes the opportunity to advertise
- **Workshops are an opportunity for the Chamber to advertise its services:** The chamber should acquire signage that could be used at workshops which reminds attendees who delivered the workshop.
- **Survey workshop attendees:** Surveys are a great way to assess the workshop topic, instructor, and future topics.

Business Spotlights and Business Support Catalogue

- **Don't overwhelm the reader:** When choosing online resources for the business catalogue limit your selection to one or two resources per topic and focus on the flow and formatting of the resource.
- **Know how to reach your audience:** Before publishing resources understand your target audience and how to best connect with them.
- **Video vignettes may be more appealing business spotlights:** Depending on the target market and

messaging, video vignettes about the spotlighted business may be more effective advertising vehicles.

- **Highlight the unique value proposition of the featured businesses:** Every spotlight should identify what is unique about the featured business as well as any unique strategies they have implemented to address local BRE challenges like employee attraction or retention.
- **The business spotlight is an opportunity to identify business needs:** Working with the featured entity to draft the spotlight is another opportunity to discuss any challenges they may have.

Networking events

- **Pick a central location:** The event will attract passers-by, which is good.
- **Make networking the priority:** Make sure any presentation that is offered is brief.
- **Invite politicians and DOU staff:** This is a valuable opportunity for stakeholders to engage with politicians and district staff in an informal/safe atmosphere.
- **Invite business leaders from surrounding communities:** Often times regional solutions require players from throughout the region.
- **Target the younger generation of business owner/manager:** It critical that the younger generation networks with the older generation to address business succession issues and to encourage the development of a cohesive local business community. Make sure the events are inviting to a range of demographics.

- **The more, the merrier:** It is critical to avoid any sense of exclusivity. Invite business owners, managers, and employees. Everyone should be welcome.

Youth Entrepreneurship Program

- **Afterschool programs work:** Afterschool programs are great because only interested students attend.
- **Plan for attrition:** Some youth may quit.
- **This is not school, let the students run the show as soon as possible:** Avoid excessive lecturing, let the participants lead the sessions as soon as possible, and play more games. When necessary, a mentor may have to take the reins to get prioritize the completion of specific tasks.
- **Set clear expectations:** Set clear goals, deadlines, and group norms. This will help to avoid free-rider syndrome or the tragedy of the commons. In particular, explain that some work will have to be done outside of program hours and everyone has to participate in producing the product or delivering the company's service.
- **Establish response mechanisms** and policies for the human resources department to use when expectations are not being met
- **The program is all about the mentors:** Make sure they:
 - know it is a substantial time commitment
 - have time to communicate their expectations to the youth
 - are committed, fun, energetic, and clear communicators
 - have diverse backgrounds with different work experiences
- **Use business software:** The program is an excellent opportunity to introduce students to software like Slack, Canva, and Excel.
- **Use multiple modes to communicate with the youth:** Many of this year's participants did not regularly check their emails.
- **Measure the individual performance of each student:** Encourage the group recognize outstanding performance
- **Records, records, records:** Keep precise inventory, sales and financial records
- **Start final video report early in the program:** Start shooting the final video early in the program, so there is plenty of footage to use.
- **Make time to adjust curriculum:** J.A. curriculum is flexible, but a substantial amount of time is needed to coordinate and organize its delivery.
- **The food matters:** Teens get hungry, hangry, and distracted. Make sure there are snacks at the beginning of the session and serve dinner at the end of each session (not the middle).

Presentation to District of Ucluelet

Feb. 11, 2019

Mr. Mayor, Councillors and staff of the District of Ucluelet

Request to change the zoning bylaws of the District of Ucluelet to prohibit the bottling of groundwater for commercial sale or bulk export

My name is Bruce Gibbons, and I live [REDACTED] in Merville. I am submitting this request to address council about the issue of protecting groundwater on Vancouver Island and all over British Columbia. In November of 2017, the Provincial Government approved a groundwater extraction licence for a resident of Merville to extract up to 10,000 liters of water per day from our Comox Valley aquifer, and bottle and sell that water. The licence was contingent on rezoning of his property, and the CVRD denied the rezoning on Aug 28, 2018. Therefore, the current licence does not allow the applicant to utilize his licence and bottle water on his property. However, his water extraction licence is still valid and he has publicly stated his intent to go ahead with the water bottling whatever way he can and to that end he has applied to the provincial government to amend his licence to allow him to truck the water from his well and bottle it at a site that allows water bottling. That is why I am campaigning to have Vancouver Island (AVICC) communities revise their bylaws to prevent this action from this or any other water licence holder.

I am the founder of a group called Merville Water Guardians. I formed the group to oppose the water licence, oppose the rezoning application and to achieve reforms to the Water Sustainability Act to protect the groundwater aquifers of BC. I filed an appeal against the water licence in March, but after a lengthy battle with the FLNRORD Ministry, the Environmental Appeal Board dismissed the appeal, stating that I did not have standing to appeal. There is a serious flaw in the Water Sustainability Act that denies appeal of a water licence unless the licence physically detrimentally affects your land, not your water, not your access to water. The Water Sustainability Act does not protect my water or my access to water. I find that appalling. I have been campaigning against the licence and for protection of our aquifer since March of last year. We have over 320 followers on our Facebook page, and in August we submitted 425 signatures on a petition presented to the Comox Valley Regional District (CVRD) Directors asking them to deny the rezoning and to prohibit water bottling in the CVRD. We have approximately 1,200 signatures to date on a petition to the BC Government asking them to stop approving licences to bottle and sell water from all aquifers in BC. We have also posted that petition online in support of the paper petition, and it has approximately 1,330 signatures to date. Our supporters and followers in the Comox Valley are telling us that water, and the protection of our water was a big issue in the recent local

elections and will be a huge issue in the next provincial election. I have most recently posted a video challenge and have sent that challenge to all the MLAs in the BC Legislature, challenging them to put party politics aside and come together to create the legislation to protect our groundwater and stop approving licences to bottle and sell the water from BC aquifers.

There are thousands of residents and farmers all over Vancouver Island who rely on groundwater/aquifers for their only source of water. If that water supply is depleted then those thousands of residents and farmers will not be able to look after their personal needs for drinking water, sanitation, growing their backyard gardens or growing their crops and raising their livestock. That would put our food security at risk. Without water, farmers cannot produce our food, the local food that so many people desire and rely on. That applies to aquifers all over Vancouver Island and British Columbia. Approximately 22% of British Columbians rely on aquifers, groundwater, for their only source of water for their personal needs and for producing food. Without water, there is no life. We are facing population growth that will put more demand on the aquifers and we are already seeing the negative effects of climate change impact the quality and quantity of water in the summer drought period. We experienced level 4 drought all over Vancouver Island and in many other areas of BC this past summer. We have seen record dry months, record heat and every indication is that these changes are here to stay and will likely only get worse. Residents and farmers are being told to seriously conserve water. Yet we have provincial water licences for commercial profit that will allow extraction of water from the aquifers we all rely on despite the level 4 drought. There is not enough information known about our aquifers to risk bottling and selling any of the water. The licence approval in Merville relied on old data, and technical calculations but did not consider climate change that is producing extended periods of serious drought, putting rivers, streams, fish habitat and fish stocks at risk. It did not consider serious impacts from the receding glacier. We have been fighting to stop this licence but have been thwarted in our efforts. It is clear to me and my supporters that the Water Sustainability Act does not protect our groundwater and needs to be reviewed and revised. We are pushing the Ministry of Environment for revisions to the Act.

In the meantime, there is an existing, real threat to the groundwater of Vancouver Island. Our petition to the Comox Valley RD asked them to amend their bylaws to prohibit the bottling of water in the Regional District in order to help prevent the applicant from bottling off-site. There is indeed a bylaw revision in process that will prohibit water bottling in the CVRD. I made a presentation to the Village of Cumberland asking them to consider a bylaw to prohibit water bottling, and the Village has since changed their zoning bylaws to prohibit bottling of groundwater. On Dec 3rd I asked the City of Courtenay to consider changing their bylaws to prohibit bottling of groundwater in their zoning bylaws. At the Jan. 7th meeting Council passed a motion to prohibit the bottling of groundwater and referred the motion to staff for a full report on options for implementing such a bylaw change. In September I contacted the Strathcona Regional District (SRD), since the Merville water licence holder had stated his intention to

approach them in an attempt to bottle his water in their region. The SRD has taken immediate steps to prevent the water bottling and at a meeting on Oct 25th the SRD also passed a resolution stating that they did not support the Provincial Government approving licences for the extraction of water from aquifers all over BC for bottling or bulk sales. On Jan 24th the SRD passed a resolution to be presented to the AVICC and the UBCM asking the provincial government to cease approval of licences for bottling of groundwater for commercial sale or bulk export. I am now in the process of contacting AVICC member communities asking them to revise their bylaws to prohibit bottling of groundwater, and to support the SRD Resolution.

I have 2 requests for the District of Ucluelet.

- 1) that you consider taking the necessary steps to implement a bylaw that prohibits bottling of groundwater in any of your zoning, to help in the fight to protect our groundwater/aquifers for the use of our residents and farmers today and for our children and grandchildren and great grandchildren in the future.
- 2) I also ask that the District of Ucluelet support the Strathcona Regional District resolution at the April AVICC convention, to ask the Provincial Government to cease the approval of licences for commercial extraction of groundwater resources for bottling or bulk water sales.

We cannot allow water bottling from our aquifers based on theory and calculations. The consequences of being wrong could be catastrophic. We will continue to do our part to fight the Provincial Government, who have jurisdiction over groundwater licencing, and to support the Strathcona resolution to curtail groundwater extraction for bottling or bulk sales. We would sincerely appreciate the support of the District of Ucluelet in protecting the above ground uses of our groundwater by preventing anyone from bottling and selling water from any aquifer in BC. I implore you to talk to and work with the Strathcona Regional District to protect the aquifers of Vancouver Island. Water is our most precious resource. Water is life. We must do everything we can to protect and conserve it. Thank you for your time and your consideration.

Bruce Gibbons

Merville Water Guardians

[REDACTED]

Merville, BC [REDACTED]

[REDACTED]

Strathcona Regional District

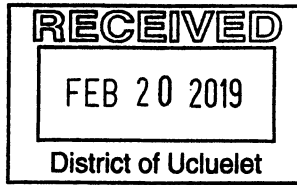
Water Protection Resolution

Passed Jan 24, 2019

WHEREAS water is an essential resource upon which all life, including all ecosystems and all local communities depend,

AND WHEREAS water is a public heritage and a public trust for present and future generations and access to water must not be compromised by commercial operations relating to commercial water bottling or commercial bulk water exports,

THEREFORE BE IT RESOLVED that the Premier of British Columbia and the Minister of Forests, Lands, Natural Resource Operations and Rural Development be requested to immediately cease the licensing and extraction of groundwater for commercial water bottling and/or bulk water exports from aquifers.



Feb 4th 2019

Dear Mayor and Council,

We are submitting this letter to you signed by many, but not all, of the Ucluelet Elementary School parents who are grievously concerned about the parking, sidewalk and crosswalk disfunction at the Elementary School. During school hours on any given day, all available parking spaces are completely taken by Elementary School Staff, leaving no designated parking spaces for visitors available. During school pick up and drop off, the entire parking area becomes a zoo of congestion and danger from vehicles parking along the roadside on Peninsula Rd. Children are forced to walk between cars and directly on Peninsula Rd to reach their vehicles, and many drivers along Peninsula Rd do not adhere to the 30km/hr speed limit. The likelihood of a tragic accident occurring is far too large and inevitable to leave this issue for another year. Action must be taken now.

As you all know, it rains in Ucluelet much of the year making this situation even more dangerous with an increase in vehicles while parents drive their children to school. This is compounded by the decreased visibility on rainy days. There are also times during wildlife sightings when the school will not release children unless an authorized adult collects them, increasing the vehicular congestion to ridiculous levels. The parking issue needs to be addressed now. We know many of you are parents and have dealt with this problem first hand and can understand our frustration.

We implore you all to pass a resolution to add into your Budget the allocation of funds to remedy this parking lot situation. More parking spaces are needed and a functional raised crosswalk where children can safely cross Peninsula Rd is required. This might involve coordination with School District 70, but we are confident the well being of our children is important to everyone concerned. As well, in the short term, use of the Ucluelet Districts removable speed bumps would deter distracted drivers from speeding through the school zone, and we would like to see them installed along Peninsula Rd in the school zone with the upmost haste.

Thank you for your attention and care for all of Ucluelet's children.

Sincerely, Concerned Parents of Ucluelet

Wendy Smith
Heather Dunward

Jessie Arthurs
Jessie Arthurs
Amy Cameron
Amy Cameron

Shanna Dahl
Shanna Dahl
Kelsey Kincaid
Kelsey Kincaid
Jacque van Wyngaardt
Jacque van Wyngaardt

Aliza Bradshaw
Aliza Bradshaw
Jocelyn Schier
Jocelyn Schier

Grant Edwards
Grant Edwards

Parking, Sidewalk and Crosswalk Concerns Ucluelet Elementary School Pare...

Heather Gray
Heather Gray

Starlyn van Wyngaard
Starlyn van Wyngaard

Jill McQuaid
Jill McQuaid

Johanne Toulet

Ron Pakarnyk
Ron PAKARNYK

Jennifer McLeod

M. Paese
Menssa Paese
Andrea Murray
Andrea Murray

Brigitte Belisle
Brigitte Belisle
Marc Leveille
Marc Leveille

Tara Hickie
Tara Hickie

KEVIN BERDSELAN

Maren Carson

Nicole Little Bray

Nicole Little-Bray



OCEANS PROTECTION PLAN PLAN DE PROTECTION DES OCÉANS

Good Day,

On behalf of Transport Canada, Fisheries and Oceans Canada, Canadian Coast Guard, and Environment and Climate Change Canada, I am pleased to invite you to participate in the next [Oceans Protection Plan \(OPP\)](#) Pacific Dialogue Forum. The Forums, which began in 2017, are an opportunity to receive information about, and get engaged in OPP initiatives.

The OPP is the largest investment ever made to protect Canada's coasts and waterways. This [national strategy](#) is helping establish a leading marine safety system that provides economic opportunities for Canadians today, while protecting our coastlines for generations to come.

Strengthening our abilities to [respond to marine incidents](#) is a big part of the OPP. In Spring 2019, the coast-wide Forum will focus on oil spill response as a theme, and follow a new, conference-style format.

A complete agenda will be provided in the near future.

A full-day session is being planned for **March 26, 2019**, in Vancouver at Simon Fraser University Harbour Centre in the Joseph and Rosalie Segal Centre (Rooms 1400-1430). To register, please contact TC.OPPBCReg-PPOCBEenreg.TC@tc.gc.ca by March 8. Space may be limited.

Previous Dialogue Forum reports and presentations are available on the [Pacific Oceans Protection Plan \(OPP\) Forum](#). We recommend that you review information on the site in order to familiarize yourself with OPP. If you did not previously receive an invitation or have lost your invitation to register to the closed online platform, please contact TC.OPPBCReg-PPOCBEenreg.TC@tc.gc.ca. Complete your site registration by following the link in your invitation email and inputting the User Name: [REDACTED] and Password: [REDACTED].



OCEANS PROTECTION PLAN PLAN DE PROTECTION DES OCÉANS

We consider the participation and collaboration of Indigenous peoples, coastal communities, and stakeholders such as non-governmental organizations and industry, as essential to the success of OPP.

Funding opportunities for eligible groups are available to support participation in engagement activities, including through Transport Canada's **Community Participation Funding Program (CPFP)**. More information can be found on the CPFP website at: <http://www.tc.gc.ca/en/services/marine/cpfp-applicants-guide.html>

We encourage those interested in the CPFP to apply as soon as possible, as applications must be received by February 27. Approval is required before expenditures are incurred. Please contact tc.cfpf-pfpc.tc@tc.gc.ca with any questions related to funding opportunities and eligibility.

For specific questions, please contact Maria Ivancic at maria.ivancic@tc.gc.ca. We look forward to continuing our work with you on the OPP.

Sincerely,

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

If you would like to be removed from this distribution list please reply with 'unsubscribe' in the subject line



Community Participation Funding Program (CPFP)

What is the Program?

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

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

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

Who is eligible for funding?

The following groups are eligible for funding:

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

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

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

Available funding

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

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

What can be reimbursed?

Eligible applicants may receive:

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



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

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

What activities are eligible for funding under this program?

Eligible activities include:

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

When to apply?

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

How to apply for funding?

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

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

For more information, please contact:

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

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



EMIL ANDERSON CONSTRUCTION (EAC) INC.

February 11th, 2019

**Re: Hwy 4 Kennedy Hill Safety Improvements
Traffic Interruptions Update**

Dear Highway 4 travelers,

Attached is a copy of the February 9th, 2019 to March 4th, 2019 closure schedule. You can find a copy of the schedule on our *EAC Hwy 4 Kennedy Hill Project Updates* Facebook page at facebook.com/eac.bc.ca.kennedy.hill/

There is also a traffic advisory hotline which will provide detailed and up-to-date information to help plan your trip. The number is: **1-855-451-7152**.

Information will also be posted on electronic message boards at either ends of the project and along the Hwy 4 corridor between the west coast and Hwy 19 as well as information posted to DriveBC.ca. For your own safety, it is imperative you respect all construction signage, and stay well clear of any equipment.

We apologize for any inconveniences as a result of this project, but hope you understand that we are working towards a safer highway for all of us.

Further project information is available on the Ministry's project website at gov.bc.ca/highway4kennedyhill. Should you have any questions or concerns, you can leave a message on the traffic advisory hotline at 1 855 451-7152.

Sincerely,

EMIL ANDERSON CONSTRUCTION (EAC) INC.

Erin Pomeroy
EAC Project Coordinator



| DATE | | ROAD STATUS |
|-----------|-----------|---|
| 9 - Feb | Saturday | Road CLOSED between the following times: -1AM to 4AM -5AM to 7AM -12PM to 1PM -4PM to 5PM Expect up to 30-minute delays at all other times, day and night. |
| 10 - Feb | Sunday | |
| 11 - Feb | Monday | |
| 12 - Feb | Tuesday | |
| 13 - Feb | Wednesday | |
| 14 - Feb | Thursday | |
| 15 - Feb | Friday | |
| 16 - Feb | Saturday | No Closures |
| 17 - Feb | Sunday | |
| 18 - Feb | Monday | |
| 19 - Feb | Tuesday | Expect up to 30min delays from 7AM to Midnight |
| 20 - Feb | Wednesday | Road CLOSED between the following times: -1AM to 4AM -5AM to 7AM -12PM to 1PM -4PM to 5PM -10PM to 12AM except on Fridays Expect up to 30-minute delays at all other times, day and night. ** Friday – No 12PM to 1PM and 4PM to 5PM closure |
| 21 - Feb | Thursday | |
| 22 - Feb | Friday | |
| 23 - Feb | Saturday | |
| 24 - Feb | Sunday | |
| 25 - Feb | Monday | |
| 26 - Feb | Tuesday | |
| 27 - Feb | Wednesday | |
| 28 - Feb | Thursday | |
| 1 - March | Friday** | |
| 2 - March | Saturday | No Closures |
| 3 - March | Sunday | BC Hydro Special Closures for Relocation Work (See Notice on Page 3) Road CLOSED between the following times: -10:00AM to 11:00AM -12:00PM to 1:00PM -2:00PM to 3:00PM -4:00PM to 5:00PM Expect up to 30min delays between 7:00am and 5:00pm |
| 4 - March | Monday | Expect up to 30min delays between 7:00AM and 5:00PM |

Planned power outage:

Tofino, Ucluelet and surrounding communities

We need to switch off power in your area for about 8 hours for work related to the Kennedy Hill Safety Improvement Project. To keep our crews and the public safe, power must be switched off while we complete this important work.

Where: All customers in Tofino, Ucluelet, Ahousaht, Toquaht Bay, Salmon Beach, Port Albion and surrounding areas

When: Sunday, March 3

Time: 9 a.m. to 5 p.m.

To protect your equipment from damage during the outage, please turn off all lights, electric heaters, major appliances and unplug all electronics. We'll restore power as soon as we can.

Visit bchydro.com/outages or call 1 800 BCHYDRO (1 800 224 9376) for more information.



5539

From: Tovell, Dave (PC) <dave.tovell@canada.ca>
Sent: February 18, 2019 11:44 AM
Subject: Mark your calendar! Information Session on ʔapsčiiik ʔašii – Multi-use Pathway Project – March 5-7, 2019 // Notez la date! Séance d'information sur le projet de la piste polyvalente ʔapsčiiik ʔašii – du 5 au 7 mars 2019

Mark your calendar!

Information Session on ʔapsčiiik ʔašii – Multi-use Pathway Project

March 5-7, 2019

Parks Canada invites you to a public information session regarding the ʔapsčiiik ʔašii multi-use pathway project in Pacific Rim National Park Reserve to be held in March 2019.

The purpose of the information session is to provide you with an update on the work completed to date, the current status of the project, and learn about what to expect in the year ahead.

The Parks Canada ʔapsčiiik ʔašii Project Team will speak about each topic, and conclude the session with a question and answer period.

We look forward to seeing you at one of the following sessions in your community:

| | | |
|----------------------|--|-------------------------|
| March 5, 2019 | Tiičmis ʔaq'kin Health Centre, Community Room #82 Nuu Piit Taah Chilth, Ty Histanis | 2:00 – 4:00 p.m. |
| March 5, 2019 | Tofino Council Chambers 121 Third Street, Tofino BC | 5:00 – 7:00 p.m. |
| March 6, 2019 | George Fraser Room, Ucluelet Community Centre 500 Matterson Drive, Ucluelet BC | 5:30 – 7:30 p.m. |
| March 7, 2019 | Cixʷatin Centre Gymnasium 700 Wya Rd, Hitacu | 5:30 – 7:30 p.m. |

For more information, please visit <https://www.pc.gc.ca/en/pn-np/bc/pacificrim/visit/visit5/visit8> or contact us at 250-726-3500 or pc.pacrim.info.pc@canada.ca.

Notez la date!

Séance d'information sur le projet de la piste polyvalente ʔapsčiiik ʔašii

Du 5 au 7 mars 2019

Parcs Canada vous invite à une séance d'information concernant le projet de sentier polyvalent ʔapsčiiik ʔašii dans la réserve de parc national Pacific Rim en mars 2019.

Cette séance a pour but de vous présenter une mise à jour sur les travaux effectués, l'état du projet et à quoi on peut s'attendre au cours de l'année à venir.

L'équipe du projet ʔapsčiiik ʔašii de Parcs Canada abordera chaque sujet et conclura la séance par une période de questions.

Nous nous réjouissons de vous voir à l'une des séances suivantes dans votre communauté :

| | | |
|--------------------|--|--------------------------|
| 5 mars 2019 | Centre de santé Tiičmis ʔakqin, salle communautaire #82 Nuū Piit Taah Chilth, Ty Histanis | 14 h à 16 h |
| 5 mars 2019 | Salle du conseil de Tofino 121, Third Street, Tofino (C.-B.) | 17 h à 19 h |
| 6 mars 2019 | Salle George Fraser, centre communautaire d'Ucluelet 500, chemin Matterson, Ucluelet (C.-B.) | 17 h 30 à 19 h 30 |
| 7 mars 2019 | Gymnase du centre Cix ^w atin 700, chemin Wya, Hitacu | 17 h 30 à 19 h 30 |

Pour plus d'information, consultez le <https://www.pc.gc.ca/fr/pn-np/bc/pacificrim/visit/visit5/visit8> ou communiquez avec nous au **250-726-3500** ou à pc.pacrim.info.pc@canada.ca.

Dave Tovell

Visitor Experience Manager | Gestionnaire de l'expérience du visiteur
Pacific Rim National Park Reserve | Réserve de parc national Pacific Rim
Parks Canada | Parcs Canada

dave.tovell@canada.ca (**please note new e-mail address**)

Telephone | Téléphone : 250-726-3504

Cellular | Cellulaire : 204-848-0057

www.parks canada.gc.ca | www.parcscanada.gc.ca

Government of Canada | Gouvernement du Canada

Parks Canada - 450 000 km² of memories / Parcs Canada - 450 000 km² de souvenirs



Search



(<https://bceda.ca/>)

Home (<https://bceda.ca/>) About BCEDA ▾ Membership ▾ Professional Development ▾ Resources ▾
Partnership ▾ Contact (<https://www.bceda.ca/contact.php>)

[Member Login](#)

BC Economic Summit



2019 BC Economic Summit: Turning Community Dreams into Realities March 3rd to 5th, 2019 Westin Wall Centre - Richmond, BC

[Agenda \(https://whova.com/embedded/event/bceco_201903/?utc_source=ems\)](https://whova.com/embedded/event/bceco_201903/?utc_source=ems) | [Registration \(https://www.gifttool.com/registrar/ShowEventDetails?ID=1740&EID=26019\)](https://www.gifttool.com/registrar/ShowEventDetails?ID=1740&EID=26019) | [Book your Stay \(https://www.starwoodmeeting.com/events/start.action?id=1808015130&key=374FCDB6\)](https://www.starwoodmeeting.com/events/start.action?id=1808015130&key=374FCDB6) | [Silent Auction \(https://bceda.ca/docs/BCEDA_Silent_Auction_Contribution_fillable.pdf\)](https://bceda.ca/docs/BCEDA_Silent_Auction_Contribution_fillable.pdf) | [Speakers \(https://whova.com/embedded/speakers/bceco_201903/?utc_source=ems\)](https://whova.com/embedded/speakers/bceco_201903/?utc_source=ems) | [Sponsors \(https://whova.com/embedded/sponsors/bceco_201903/?utc_source=ems\)](https://whova.com/embedded/sponsors/bceco_201903/?utc_source=ems)

BREAKING NEWS - Watch this video (https://bceda-my.sharepoint.com/:v/g/personal/dwheeldon_bceda_ca/EU2ovA26GY9JikPkyHUsqAYBYCTpk-vXW8t9PIR0ejWVzw?e=EWxjbp) from our opening Keynote speaker - **Frederique Murphy**

Hotel Update: There is no availability remaining at the Westin Wall Centre for Sunday and Monday nights. Please call the Westin Wall Centre directly to inquire at (604) 303-6565. There is availability on the night of Tuesday, March 6th, Wednesday, March 7th and Thursday, March 8th. Another hotel within walking distance is the **Hampton Inn Vancouver Airport**. (<https://hamptoninn3.hilton.com/en/hotels/british-columbia/hampton-inn-by-hilton-vancouver-airport-richmond-YVRRHHX/index.html>)

The BCEDA BC Economic Summit takes you out of the office and gives you the space to imagine, create and discuss key issues facing economic developers, local Aboriginal and non-Aboriginal leaders, community planners, and more, with some of the most creative and strategic minds in the industry.

Every community in the world is going through constant change. Over the past number of years, with a changing global economy, communities in British Columbia have had to identify ways that they can diversify and create more sustainable local economies. Through strategic planning, public consultation and business retention, communities have developed programs to turn the dreams of local citizens and businesses into realities. The 2019 BC Economic Summit will look at the steps that local and Indigenous governments are taking to turn dreams into realities and at the successes and challenges that they are having. The Summit will also explore how Indigenous communities, local governments and the private sector are all working together to help communities achieve their dreams.

Immediately following the Summit, from March 6th to 7th, BCEDA will host IEDC's Technology Led Economic Development Course (https://bceda.ca/iedc_course.php). **Bundle both events to save!**

Sessions Include:

- Elected Officials and Economic Development - What Role Can You Play?
- Emerging Professionals Roundtable
- Lead Beyond the Edge: The Mountain Moving Mindset Path - Frederique Murphy
- TownTalk©

- The Vital Connection Between Place & Prosperity - Chris Fair
- Airports as Catalysts for Economic Development
- Supporting Regional Economic Development Through Immigration
- Economic Development in Action
- Stronger Together: Building Successful Indigenous & Local Government Partnerships
- Social Night at the UBC Boathouse
- Crunch Time: The Leader's Guide to Producing Under Pressure - Bill Stainton
- Investment Readiness Workshop
- Opportunity & Growth with Co-Ops
- Turbocharge Your Economic Development Data to Drive FDI
- FortisBC's Path to Clean Growth
- Community Futures BC Lunch Presentation
- Update on the Western Canada Growth Strategy
- Economic and Workforce Development through Community-Based Partnerships
- 4 Key Elements to Improving Your Economic Development Website
- Reinventing BRE in the Global Economy
- BC Economic Development Awards Banquet



5428 Highroad Crescent, Chilliwack, British Columbia V2R 3Y1
 Canada
 phone/fax 604.795.7119
 info@bceda.ca (mailto:info@bceda.ca)

© 2019 British Columbia Economic Development Association.

Website powered by MemberLeap
 (http://www.memberleap.com).

(<http://www.facebook.com/EconomicDevBC>)

(<http://www.twitter.com/@EconomicDevBC>)

(<http://www.linkedin.com/groups/BC-Economic-Development-Association-3948865>)



STAFF REPORT TO COUNCIL

Council Meeting: FEBRUARY 26, 2019
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: MARLENE LAGOA, MANAGER OF CORPORATE SERVICES

FILE NO: 0550-20

SUBJECT: RESOLUTION TRACKING – FEBRUARY 2019

REPORT NO: 19-18

ATTACHMENT(S): APPENDIX A – RESOLUTION TRACKING (FEBRUARY 2019)

RECOMMENDATION(S):

There is no recommendation. This report is provided for information only.

PURPOSE:

The purpose of this report is to provide Council with a monthly status update on resolutions that have been adopted by Council.

BACKGROUND:

The resolution follow-up status categories are:

- Assigned – action has not yet commenced;
- In Progress – action has been taken by staff; and
- Complete – action has been completed.

Items will be removed from the list after actions are shown once as being completed.

OPTIONS REVIEW:

1. There is no recommendation. This report is provided for information only. **(Recommended)**
2. THAT Council provide alternative direction to staff.

Respectfully submitted: Marlene Lagoa, Manager of Corporate Services
Mark Boysen, Chief Administrative Officer

| Meeting | Agenda Item # | Meeting Item Description | Resolution Text | Description | Staff Responsible | Department Responsible | Follow-Up Status |
|-------------------------------|---------------|---|--|--|-------------------|------------------------|------------------|
| Regular Council - 27 Nov 2018 | 9.7. | Disc Golf Request Myles Morrison | THAT Council refer the letter from Myles Morrison regarding the disc golf request to the Recreation Commission. | Refer letter to Recreation Commission. | Abigail Fortune | Parks & Recreation | Assigned |
| Regular Council - 22 Jan 2019 | 12.2. | Resolution Tracking - January 2019 Marlene Lagoa, Manager of Corporate Services | THAT Council approve recommendation 1 of report item, "Resolution Tracking - January 2019" which states: THAT Council direct staff to schedule a meeting with Minister Adrian Dix and MLA Scott Fraser to discuss the proposed health centre. | Schedule a meeting with Minister Dix and MLA Fraser. | Marlene Lagoa | Corporate Services | Assigned |
| Regular Council - 22 Jan 2019 | 12.3. | 2019 Council Appointments Update Mayco Noël, Mayor | THAT Council direct staff to setup an email list that includes Ucluelet community groups and Council. | Set up email list that includes Ucluelet community groups and Council. | Marlene Lagoa | Corporate Services | Assigned |
| Regular Council - 22 Jan 2019 | 14.1. | Canadian Air Crane Mayor Noël raised his concerns with Canadian Air Crane's delay in reimbursing fire gear and equipment that was destroyed in the June 2017 fuel spill at Kennedy Lake. Mayor has reached out to the Barkley Community Forest, and partner Toquaht Holdings, asking them to send a letter on their dissatisfaction on how they have treated the matter. | THAT Council direct staff to send a joint letter with Barkley Community Forest Corporation partner Toquaht Holdings to Canadian Air Crane expressing our dissatisfaction with how they are handling the outstanding balance owed to the District of Ucluelet for the 2017 fuel tanker spill. | Coordinate with Barkley Community Forest and Toquaht Holdings to write a joint letter. | Mark Boysen | Corporate Services | Assigned |
| Regular Council - 27 Nov 2018 | 13.1. | Council Remuneration Bylaw Marlene Lagoa, Deputy Municipal Clerk | THAT Council approve recommendation 1 of legislation item, "Council Remuneration Bylaw" which states: THAT Council direct staff to develop a policy that clarifies Council authorization for remuneration under the Council Remuneration, Benefits and Expenses Reimbursement Bylaw No. 1226, 2017 . | Draft council remuneration policy. | Mark Boysen | Corporate Services | Complete |

| Meeting | Agenda Item # | Meeting Item Description | Resolution Text | Description | Staff Responsible | Department Responsible | Follow-Up Status |
|-------------------------------|---------------|--|--|---|-------------------|------------------------|------------------|
| Regular Council - 11 Dec 2018 | 14.1. | Council Meeting Webcasting | THAT staff bring back a report to Council on options for webcasting our Council meetings at the January 22, 2019 meeting. | Provide report on options for webcasting for Jan 22 Agenda. | Marlene Lagoa | Corporate Services | Complete |
| Regular Council - 11 Dec 2018 | 14.2. | Council Committee Liaisons | | Prepare report with Mayor Noel for Jan 22 Agenda. | Marlene Lagoa | Corporate Services | Complete |
| Regular Council - 08 Jan 2019 | 5.1. | December 11, 2018 Regular Minutes | THAT Council approve the December 11, 2018 Regular Minutes as presented. | Print, sign, scan, post, file, website. | Darcey Bouvier | Corporate Services | Complete |
| Regular Council - 08 Jan 2019 | 5.2. | December 11, 2018 Public Hearing Minutes | THAT Council approve the December 11, 2018 Public Hearing Minutes as amended. | Amend, print, scan, post, file, website. | Darcey Bouvier | Corporate Services | Complete |
| Regular Council - 08 Jan 2019 | 13.1. | Adoption of Zoning Amendment Bylaw No. 1239, 2018 (1672 Cedar Road) Bruce Greig, Manager of Community Planning | THAT Council approve recommendation 1 or legislation item, "Adoption of Zoning Amendment Bylaw, No. 1239, 2018 (1672 Cedar Road), which states: THAT District of Ucluelet Zoning Bylaw Amendment Bylaw No. 1239, 2018, be adopted. | Print, scan, post, file. | Darcey Bouvier | Corporate Services | Complete |
| Regular Council - 22 Jan 2019 | 9.1. | Ministry of Citizens' Services Reply Letter, Re: Hwy 4 Cellular Connectivity Howard Randell, Executive Director | | Add item to next agenda. | Marlene Lagoa | Corporate Services | Complete |
| Regular Council - 22 Jan 2019 | 9.2. | BC Vision Zero Summit Invitation Island Health | THAT Council authorize Councillor Cole to attend the BC Vision Zero Summit in Surrey on February 8, 2019. | Register Councillor Cole | Marlene Lagoa | Corporate Services | Complete |
| Regular Council - 22 Jan 2019 | 9.4. | AVICC - 2nd Call for Resolutions and Nominations The Association of Vancouver Island and Coastal Communities | THAT Council support submission of the District of Ucluelet's 2018 UBCM late resolution calling for the modernization of utility taxation to the 2019 AVICC Convention. | Submit resolution to AVICC | Mark Boysen | Corporate Services | Complete |
| Regular Council - 22 Jan 2019 | 9.4. | AVICC - 2nd Call for Resolutions and Nominations The Association of Vancouver Island and Coastal Communities | THAT item 9.4 AVICC - 2nd Call for Resolutions and Nominations be brought back on the next regular agenda under Unfinished Business. | Add item to next agenda. | Marlene Lagoa | Corporate Services | Complete |

| Meeting | Agenda Item # | Meeting Item Description | Resolution Text | Description | Staff Responsible | Department Responsible | Follow-Up Status |
|-------------------------------|---------------|---|---|--|-------------------|------------------------|------------------|
| Regular Council - 22 Jan 2019 | 9.5. | Community Relations Annual Report and Storm Report BC Hydro | THAT Council send a letter of thanks to Ted Olynyk and all the crews at BC Hydro for all their work following the December windstorm. | Write letter to BC Hydro. | Darcey Bouvier | Corporate Services | Complete |
| Regular Council - 22 Jan 2019 | 12.1. | Amphitrite Point Project Funding Application Abigail Fortune, Manager of Parks & Recreation | THAT Council approve recommendation 1 & 2 of report item, "Amphitrite Point Project Funding Application" which states: THAT Council direct staff to submit a grant funding application for Amphitrite Point Project through the Investing in Canada Infrastructure Program – Community, Culture, and Recreation Program Funding. THAT Council support the Amphitrite Point Project and commits the District of Ucluelet to its share of \$362,926 in funding for the project. | Submit a grant funding application for Amphitrite Point Project. | Abigail Fortune | Parks & Recreation | Complete |
| Regular Council - 22 Jan 2019 | 12.3. | 2019 Council Appointments Update Mayco Noël, Mayor | THAT Council discontinue the appointment of a council liaison to the following community groups effective January 22, 2019 AND THAT Council schedule to meet with Ucluelet community groups on April 26, 2019 and November 1, 2019. | Send a letter notifying community groups of change and 2019 meeting dates. | Marlene Lagoa | Corporate Services | Complete |
| Regular Council - 22 Jan 2019 | 13.1. | Council Expense Reimbursement Policy Marlene Lagoa, Manager of Corporate Services | THAT Council approve recommendation 1 of legislation item, "Council Expense Reimbursement Policy" which states: THAT Council adopt the Council Expense Reimbursement Policy. | Sign and File Council Expense Reimbursement Policy. | Marlene Lagoa | Corporate Services | Complete |
| Regular Council - 25 Sep 2018 | 11.4. | CAO Performance Review Policy Mark Boysen, Chief Administrative Officer | THAT Council approve recommendation 1 of report item, "CAO Performance Review Policy" which states: THAT Council adopt the proposed CAO Performance Review Policy. | Print policy for signature. | Darcey Bouvier | Corporate Services | In Progress |
| Regular Council - 25 Sep 2018 | 11.5. | Ucluelet Economic Development Strategy Progress Report Mark Boysen, Chief Administrative Officer | THAT Council approve the use of allocated Economic Development funds to support the following projects: a. Ucluelet Economic Development Web Tools Project (\$10,000). | Work with Chamber on Web Tools development project. | Mark Boysen | Corporate Services | In Progress |

| Meeting | Agenda Item # | Meeting Item Description | Resolution Text | Description | Staff Responsible | Department Responsible | Follow-Up Status |
|-------------------------------|---------------|--|---|---|-------------------|------------------------|------------------|
| Regular Council - 25 Sep 2018 | 12.2. | BYLAW - District of Ucluelet Zoning Bylaw Amendment Bylaw No. 1234, 2018 | THAT District of Ucluelet Zoning Bylaw Amendment Bylaw No. 1234, 2018 be adopted. | Process, sign, scan, file. | Darcey Bouvier | Corporate Services | In Progress |
| Regular Council - 13 Nov 2018 | 5.1. | October 9, 2018 Regular Minutes | THAT Council approve the October 9, 2018 minutes as presented. | Print, sign, scan, file, post to website. | Darcey Bouvier | Corporate Services | In Progress |
| Regular Council - 27 Nov 2018 | 12.6. | Development Permit; 257 Boardwalk Boulevard John Towgood, Planner 1 | THAT Council approve recommendation 1 of report item, "Development Permit; 257 Boardwalk Boulevard' which states: THAT Council approve Development Permit DP18-11 for the construction of a 1-unit Resort Condo with an accessory basement storage unit on the property at 257 Boardwalk Boulevard: Strata lot A, Section 21, Clayoquot District Strata Plan VIS6124. | Issue DP18-11 | John Towgood | Community Planning | In Progress |
| Regular Council - 27 Nov 2018 | 12.7. | Development Permit; 255 Boardwalk Boulevard John Towgood, Planner 1 | THAT Council approve recommendation 1 of report item, "Development Permit; 255 Boardwalk Boulevard' which states: THAT Council approve Development Permit DP18-12 for the construction of a 1-unit Resort Condo with an accessory basement storage unit on the property at 255 Boardwalk Boulevard: Strata lot B, Section 21, Clayoquot District Strata Plan VIS6124. | Issue DP18-12 | John Towgood | Community Planning | In Progress |

| Meeting | Agenda Item # | Meeting Item Description | Resolution Text | Description | Staff Responsible | Department Responsible | Follow-Up Status |
|-------------------------------|---------------|---|--|---|-------------------|------------------------|------------------|
| Regular Council - 27 Nov 2018 | 13.2. | Single-Use Shopping Bag Bylaw Marlene Lagoa, Deputy Municipal Clerk | THAT Council approve recommendation 1 and 2 of legislation item, "Single-Use Shopping Bag Bylaw" which states: THAT Council direct staff to coordinate with the District of Tofino, Surfrider Pacific Rim Chapter, and the Ucluelet Aquarium, in development a proposed bylaw to restrict the distribution of single-use plastic shopping bags and plastic straws. THAT Council direct staff to bring back a bylaw that restricts the distribution of single-use plastic shopping bags and plastic straws within the District of Ucluelet for Council's consideration. | Draft Bylaw for Council. | Marlene Lagoa | Corporate Services | In Progress |
| Regular Council - 27 Nov 2018 | 13.3. | Adoption of Zoning Amendment Bylaw No. 1225, 2018, and Approval of DVP18-02 and DP18-03 for the Development of a Mixed Commercial/Multi-Family Building at 590 Marine Drive (The Wave) John Towgood, Planner 1 | THAT Council, with regard to a development of a mixed commercial / multi-family residential building containing 7 townhomes on Lot B, District Lot 281, Clayoquot District, Plan VIP82211: A. adopt Zoning Amendment Bylaw No. 1225, 2018; B. approve the issuance of Development Variance Permit DVP18-02; and, C. approve the issuance of Development Permit DP18-03. | Issue DVP18-02 and DP 18-03 | John Towgood | Community Planning | In Progress |
| Regular Council - 27 Nov 2018 | 13.3. | Adoption of Zoning Amendment Bylaw No. 1225, 2018, and Approval of DVP18-02 and DP18-03 for the Development of a Mixed Commercial/Multi-Family Building at 590 Marine Drive (The Wave) John Towgood, Planner 1 | THAT Council, with regard to a development of a mixed commercial / multi-family residential building containing 7 townhomes on Lot B, District Lot 281, Clayoquot District, Plan VIP82211: A. adopt Zoning Amendment Bylaw No. 1225, 2018; B. approve the issuance of Development Variance Permit DVP18-02; and, C. approve the issuance of Development Permit DP18-03. | Bylaw No. 1225 - print, sign, scan, file. | Darcey Bouvier | Corporate Services | In Progress |

| Meeting | Agenda Item # | Meeting Item Description | Resolution Text | Description | Staff Responsible | Department Responsible | Follow-Up Status |
|-------------------------------|---------------|---|---|---|-------------------|------------------------|------------------|
| Regular Council - 11 Dec 2018 | 12.4. | Development Permit & Development Variance Permit; 1714 Peninsula Road John Towgood, Planner 1 | THAT Council approve Development Variance Permit DVP18-05 and Development Permit DP18-13 for the renovation and addition to a one-storey accessory building to create a two-storey, four-unit motel building located at 1714 Peninsula Road. | Issue DVP18-05 and DP 18-13. | John Towgood | Community Planning | In Progress |
| Regular Council - 11 Dec 2018 | 12.5. | Zoning Bylaw Amendment Application (506) Marine Drive John Towgood, Planner 1 | THAT Council direct staff to prepare a Zoning Amendment Bylaw to remove the standalone Vacation Rental of an entire single-family dwelling from the permitted uses under the Vacation Rental (VR-2) regulations; and, THAT Council direct staff to prepare a site-specific Zoning Amendment Bylaw to permit the short-term rental of the main house on the property at 506 Marine Drive under the amended Vacation Rental (VR-2) regulations. | Draft a site-specific Zoning Amendment Bylaw for 506 Marine Dr. | John Towgood | Community Planning | In Progress |
| Regular Council - 11 Dec 2018 | 12.5. | Zoning Bylaw Amendment Application (506) Marine Drive John Towgood, Planner 1 | THAT Council direct staff to prepare a Zoning Amendment Bylaw to remove the standalone Vacation Rental of an entire single-family dwelling from the permitted uses under the Vacation Rental (VR-2) regulations; and, THAT Council direct staff to prepare a site-specific Zoning Amendment Bylaw to permit the short-term rental of the main house on the property at 506 Marine Drive under the amended Vacation Rental (VR-2) regulations. | Draft a Zoning Amendment Bylaw to update uses in VR-2. | John Towgood | Community Planning | In Progress |
| Regular Council - 08 Jan 2019 | 9.11. | Congratulations to Mayor and Council Telus | THAT Council direct Staff to write a follow up letter regarding WIFI and the installation of emergency phones on Highway 4, and to invite a Telus representative to appear as a delegation at their convenience. | Write a follow-up letter and invite to appear as a delegation. | Marlene Lagoa | Corporate Services | In Progress |
| Regular Council - 22 Jan 2019 | 5.1. | January 8, 2019 Regular Minutes | THAT Council approve the January 8, 2019 Regular Minutes as amended. | Print, sign, scan, post, file. | Darcey Bouvier | Corporate Services | In Progress |
| Regular Council - 22 Jan 2019 | 5.2. | January 23, 2018 Public Hearing Minutes | THAT Council approve the January 23, 2018 Regular Minutes as presented. | Print, sign, scan, post, file. | Darcey Bouvier | Corporate Services | In Progress |

| Meeting | Agenda Item # | Meeting Item Description | Resolution Text | Description | Staff Responsible | Department Responsible | Follow-Up Status |
|-------------------------------|---------------|--|--|---|-------------------|------------------------|---------------------------------------|
| Regular Council - 22 Jan 2019 | 5.3. | August 7, 2018 Public Hearing Minutes | THAT Council approve the August 7, 2018 Public Hearing Minutes as presented. | Print, sign, scan, post, file. | Darcey Bouvier | Corporate Services | In Progress |
| Regular Council - 11 Dec 2018 | 12.2. | 2019 Council Meeting Schedule Marlene Lagoa, Deputy Municipal Clerk | THAT Council adopt the proposed 2019 council meeting schedule as presented. THAT Council direct staff to give notice of the 2019 meeting schedule in accordance with the Community Charter. THAT Council direct staff to update the District of Ucluelet Council Procedures Bylaw No. 1166, 2014 to reflect the new meeting schedule. | Update Council Procedures Bylaw. | Marlene Lagoa | Corporate Services | In Progress |
| Regular Council - 25 Sep 2018 | 11.5. | Ucluelet Economic Development Strategy Progress Report Mark Boysen, Chief Administrative Officer | THAT Council approve the use of allocated Economic Development funds to support the following projects: b. Affordable Housing Needs Assessment (\$20,000). | Issue RFP for housing needs assessment. | Bruce Greig | Community Planning | In Progress - Proposed for 2020 |
| Regular Council - 25 Sep 2018 | 11.3. | Lease with Ucluelet & Area Historical Society Abigail Fortune, Director of Parks & Recreation | THAT Council approve recommendation 1 of report item, "Lease With Ucluelet & Area Historical Society", which states: THAT Council enter into a lease agreement with the Ucluelet and Area Historical Society that is similar to their original Provincial Lease #111228 – Block A District Lot 1507, Clayoquot Land District for approximately 2.4 hectares. | Prepare lease agreement for signature. | Abigail Fortune | Parks & Recreation | In Progress - Reviewing legal opinion |



STAFF REPORT TO COUNCIL

Council Meeting: FEBRUARY 26, 2019
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: MARK BOYSEN, CHIEF ADMINISTRATIVE OFFICER

FILE NO: 0640-30

SUBJECT: QUARTERLY PROJECTS UPDATE – 4TH QUARTER 2018

REPORT NO: 19-19

ATTACHMENT(S): APPENDIX A – 2018 QUARTERLY PROJECT STATUS REPORT TABLE

RECOMMENDATION(S):

1. **THAT** Council receives this 2018 Q4 update on the progress of budgeted Staff projects.

PURPOSE:

The purpose of this report is to provide a final quarterly update to Council on the progress of key projects that were approved in the 2018 District of Ucluelet Budget.

BACKGROUND:

Staff are pleased to provide this final update on the status of departmental projects for 2018 (**Appendix A**).

Table 1 below provides a summary of the 2018 projects that have been Scheduled, are In-Progress, and Completed.



Table 1: 4th Quarter 2018 Status of Departmental Actions.

| Department | Planning | Parks and Recreation | Public Works | Admin/ Finance | Fire-Emerg Services | Totals |
|----------------------|----------|----------------------|--------------|-------------------|------------------------|-----------|
| Carry-Forward | 2 | 2 | 2 | 1 | 1 | 8 |
| In-Progress | 2 | 3 | 12 | 3 | 0 | 20 |
| Completed | 2 | 5 | 1 | 1 | 6 | 15 |

FINANCIAL IMPACTS:

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

Respectfully submitted:

Mark Boysen, Chief Administrative Officer



STAFF REPORT TO COUNCIL

Council Meeting: FEBRUARY 26TH, 2019

2018 Departmental Priorities Workplan – Q4 Update

| Planning | | | | | |
|---|---------------|----------------|----------------------------|--------------------------|---|
| Project | Budget | Actuals | Funding Source | Completion Status | Comments |
| Cedar Road Tourism Hub – Design & Engineering | \$7,500 | \$7,500 | General | 100% | Completed |
| Cedar Road Survey & Design (Bay to Main) | \$8,000 | \$10,820 | General | 100% | Completed |
| Official Community Plan Update | \$39,910 | \$39,108 | General | 90% | 1 st Reading of draft OCP completed. Additional Budget not required for bylaw adoption stages. |
| Development Cost Charges Bylaw Update | \$21,500 | \$3,000 | DCC Fund/ General | 15% | Carried to 2019 - Consultant work initiated on background, options and strategy. DCC portion on hold pending further analysis of growth projections and infrastructure –underway. |
| Subdivision and Development Servicing Bylaw Updates | \$25,000 | \$0 | General | 0% | Carried to 2020 |
| Affordable Housing Needs Assessment | \$20,000 | \$0 | Economic Development Funds | 0% | Proposed for 2020 - Terms of reference being defined (possibly combined w/ Tofino &/or ACRD) for next step RFP. |

APPENDIX "A"

| Parks and Recreation | | | | | |
|--|---------------|----------------|---------------------------|--------------------------|---|
| Project | Budget | Actuals | Funding Source | Completion Status | Comments |
| Amphitrite House and Lands Feasibility Study | \$10,000 | \$10,000 | Grant - BC Rural Dividend | 100% | Completed – Application submitted for grant |
| Wild Pacific Trail - Spring Cove | \$75,000 | \$53,750 | RMI | 85% | Signed MOU with WPTS. Work in final stages. Signage to be determined. |
| Big Beach Accessibility Project | \$40,000 | \$0 | RMI | 20% | On hold for design. |
| Age Friendly Resource Hub | \$18,030 | \$14,000 | Grant | 100% | Completed. |
| St. Jacques Park | \$63,750 | \$32,510 | RMI | 75% | In progress with contractor. To be completed Spring 2019. |
| UCC Energy Upgrades | \$20,000 | \$0 | Gas Tax | 0% | 2019 Capacitor install in 2019. |
| Chamber Office Public Washroom | \$7,000 | \$7,000 | RMI | 100% | Contractor to complete the door – on the electronic door handle. |
| Banner Program | \$10,000 | \$6,800 | RMI | 80% | Banner poles to be scheduled to be installed spring 2019. |
| Youth Program | \$9,300 | \$4,500 | General | 100% | Programming ongoing. |
| Alder Road Waterfront Project | \$4,600 | \$0 | RMI | 100% | Phase 1 of project has been completed. Grass seed has gone in. Full park to be installed in the spring. |

APPENDIX "A"

| Public Works | | | | | |
|---------------------------------------|---------------|----------------|-----------------------|--------------------------|---|
| Project | Budget | Actuals | Funding Source | Completion Status | Comments |
| Marine Drive WPT Connector | \$180,000 | \$37,000 | RMI | 15% | Alder removal/ cleared and filled Marine Dr. |
| Cedar Road Tourism Hub – Construction | \$150,000 | \$6,700 | RMI | 10% | Clearing and filling roadway sections. |
| Storm Drain Upgrade (Cedar and Bay) | \$50,000 | \$0 | General | 0% | Not started/ this work will be part of the community hub parking lot. |
| WATER | | | | | |
| Kennedy Lake Water Supply Design | \$220,000 | \$184,000 | Water Fund | 85% | New budget for 2019 Raw water sampling started in February. |
| Matterson Reservoir Upgrade | \$130,000 | \$4000 | Water Fund | 50% | Valving and control systems 50% completed. |
| Well Upgrade (ST-4) | \$80,000 | \$14,600 | Water Fund | 100% | VFD controls connected site commissioning April 2019. |
| SCADA – Water System | \$35,000 | \$8,300 | Water Fund | 25% | Programming and control strategy underway, new control system wellfield. |
| Highway Water Reservoir Check Valve | \$35,000 | \$0 | Water Fund | 0% | Move to 2019/ requires reservoir shut down/timing work to start in October. |
| Matterson Reservoir Interconnection | \$15,000 | \$6,100 | Water Fund | 100% | Complete . |
| Water Conservation Program | \$10,000 | \$1000 | Water Fund | 25% | Launched low-flow toilet promotion w/ Co-op. |
| SEWER | | | | | |
| Lagoon Rebuild Completion | \$350,000 | \$46,000 | Sewer Fund | 85% | Flow meters installed VFD controls and electrical work underway. |
| Bay Street Lift Station | \$310,000 | \$26,000 | Sewer Fund | 85% | Commissioning complete forcemain tie-in |

APPENDIX "A"

| | | | | | |
|--------------------------------|----------|---------|------------|-----|---|
| Upgrade | | | | | underway. |
| Sewer Master Plan | \$40,000 | \$0 | Sewer Fund | 5% | Data collections/ lift station information underway. |
| Peninsula Road Manhole Install | \$40,000 | \$3,000 | Sewer Fund | 10% | Engineer work complete project timing, system shut down work to start in October. |
| SCADA – Sewer System | \$32,000 | \$2,000 | Sewer Fund | 50% | Bay street integration into system. |

APPENDIX "A"

| Administration and Finance | | | | | |
|-----------------------------------|---------------|----------------|------------------------|--------------------------|--|
| Project | Budget | Actuals | Funding Source | Completion Status | Comments |
| Asset Management Implementation | \$59,450 | \$50,785 | Grant - FCM PW Fees | 100% | Software implemented, data upload and staff training underway. Staff starting to use "calls for service" function. |
| Records Management System | \$29,000 | \$0 | General | 0% | 2019 will be review and destruction of records past LGMA retention period. |
| Health Care Building Feasibility | \$30,000 | \$0 | General | 10% | Carried to 2019 - Propose engaging with consultant to develop preliminary design options for funding application. |
| Budget Software Implementation | \$30,000 | \$25 | General | 80% | Budget software selected. Implementation has started. (actuals will show next quarter) |
| IT/Computer/Office Upgrades | \$16,800 | \$5,012 | General | 80% | Computer replacements have been initiated by IT contactor. |

APPENDIX "A"

| Fire and Emergency Services | | | | | |
|---|---------------|----------------|-----------------------|--------------------------|--|
| Project | Budget | Actuals | Funding Source | Completion Status | Comments |
| Tsunami Kiosk Stations | \$63,600 | \$10,000 | RMI | 100% | Pilot kiosk structure built and concrete pad in place. Components under development with contractors. |
| Emergency Operations Centre Kits and Training | \$30,000 | \$17,885 | Grant - EMBC | 100% | Training dates secured for November and January. Kits have been delivered. |
| Emergency Social Services Kits and Training | \$20,300 | \$10,684 | Grant - EMBC | 100% | Training dates secured for November and December. Kits will be delivered in November. |
| Volunteer Fire Department Turnout Gear | \$9,600 | \$9,600 | General | 100% | Fire Chief reviewed and ordered two sets of turnout gear. |
| New Fire Truck Equipment | \$5,500 | \$5,500 | General | 100% | Fire Chief has ordered hose and product starting to arrive. |
| Recovery Plan | \$2,000 | \$0 | General | 0% | Completed - Will be integrated into the update of the Emergency Plan. |
| Electric Vehicle DC Fast-Charging Station | No Cost | No Cost | None | 100% | Completed - DC Fast Charging Station installed and operational. Finalizing media communications with BC Hydro. |



STAFF REPORT TO COUNCIL

Council Meeting: FEBRUARY 26, 2019
500 Matterson Drive, Ucluelet, BC V0R 3A0

FROM: DONNA MONTEITH, DIRECTOR OF FINANCE

FILE NO: 3900-25

SUBJECT: SEWER PARCEL TAX BYLAW 2019-2020

REPORT NO: 19-20

ATTACHMENT(S): APPENDIX A – SEWER PARCEL TAX BYLAW NO. 1243, 2019

RECOMMENDATION(S):

1. **THAT** the Sewer Parcel Tax Bylaw No. 1243, 2019 be given first, second, and third reading.

PURPOSE/DESIRED OUTCOME:

The purpose of this report is to request Council give three readings to Sewer Parcel Tax Bylaw No. 1243, 2019.

BACKGROUND:

In 2011 the District of Ucluelet established the Parcel taxes for both water and sewer utilities. The original parcel tax bylaw for sewer utilities expired in 2017. Last year Bylaw No. 1232 was adopted to impose one year of sewer parcel tax for 2018. Staff are bringing a new Sewer Tax Bylaw No. 1243 forward for 2019 and 2020 for Council's consideration for first, second and third reading.

The intention of the bylaw is to allocate the cost of the sewer utilities to all parcels that benefit by the availability of utility, whether connected or not. Section 200 of the *Community Charter* states that Council may impose a parcel tax to provide all or part of the funding for the services provided by the utilities.

TIME REQUIREMENTS – STAFF & ELECTED OFFICIALS:

Adoption of the bylaw does not change the District's process of imposing or collecting sewer fees.

FINANCIAL IMPACTS:

There is no change to the sewer parcel tax rate of \$85.00 which has been set since 2011.

POLICY OR LEGISLATIVE IMPACTS:

Council must adopt a new sewer parcel tax bylaw in order to collect for sewer revenue in 2019.

Adoption of the sewer tax bylaw must occur prior to the adoption of the five-year financial plan bylaw on April 9, 2019.

OPTIONS REVIEW:

1. **THAT** the Sewer Parcel Tax Bylaw No. 1243, 2019 be given first, second, and third reading.
(Recommended)
2. **THAT** Council provide alternative direction to staff.

Respectfully submitted: Donna Monteith, Director of Finance
Mark Boysen, Chief Administration Officer

APPENDIX A

DISTRICT OF UCLUELET**BYLAW NO. 1243, 2019**

A bylaw to impose a sewer parcel tax on owners of land under the provisions of section 200 of the Community Charter

WHEREAS the Council of the District of Ucluelet is empowered by the Community Charter to impose and levy a parcel tax to provide all or part of the funding for a service;

AND WHEREAS certain costs have been incurred by the District of Ucluelet in providing sewer services within its boundaries;

AND WHEREAS it is deemed desirable and expedient to impose and levy a parcel tax on each parcel within the District of Ucluelet to provide a part of the funding for the service;

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

1. In this bylaw, unless the context otherwise requires:
 “Municipality” means District of Ucluelet;
2. A tax shall be and is hereby imposed upon the owners of land or real property included in the sewer parcel tax roll prepared in accordance with “Sewer Parcel Tax Roll Bylaw No. 1243, 2019”; to provide part of the funding for the sewer service; the aforesaid tax to be hereinafter referred to as the “parcel tax”.
3. The parcel tax shall be levied in 2019 and 2020 on each parcel within the Municipality included in the sewer parcel tax roll.
4. The amount of the annual parcel tax shall be \$85.00 (eighty-five dollars) per parcel.
5. This bylaw may be cited as “Sewer Parcel Tax Bylaw No. 1243, 2019”

APPENDIX A

READ A FIRST TIME this day of , **2019**.

READ A SECOND TIME this day of , **2019**.

READ A THIRD TIME this day of , **2019**.

ADOPTED this day of , **2019**.

CERTIFIED CORRECT: "Sewer Parcel Tax Bylaw No. 1243, 2019"

Mayco Noël
Mayor

Mark Boysen
Corporate Officer

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

Mark Boysen
Corporate Officer